

THE JOURNEYMAN ROOFER & WATERPROOFER
COVER STORY

ROOFING STORIES AND EVENTS THAT ARE MAKING HEADLINES

Roofers Foreman Training Program Launched

The highly anticipated foreman training program debuted successfully in Portland, OR, on February 27 and 28, 2009. Since then, 2-day programs have been delivered in Minneapolis, MN; Colorado Springs, CO; Cedar Rapids, IA; Fresno, CA; and Chicago, IL. Rounding out this initial roll-out will be a class in Boston, MA, on June 26 and 27.

Foreman Training Schedule 2009

Local 49, Portland, OR	February 26-27
Local 58, Colorado Springs, CO	March 13-14
Local 96, Minneapolis, MN	March 26 -27
Local 182, Cedar Rapids, IA	April 22-23
Local 27, Fresno, CA	May 7-8
Local 11, Chicago, IL	May 29-30
Local 33, Boston, MA	June 26-27

According to feedback, all of the participating foremen found this program to be extremely worthwhile. For many, two days simply weren't enough. All felt that the activity-based instruction was professional, well thought out, rel-

evant and challenging. Here are a few of their written comments:

"This course is straight to the point."

"I found this to be an interesting and informative presentation. This is coming from a man who can't sit still."

"I thought the course was very helpful...and helped me to become a better leader on and off the job site."

"The program was well prepared, well thought out and presented well. Hands-on exercises broke up the monotony. Having three instructors made staying focused easier."

"It was really a nice class. I was so happy because I've been in the union 23 years and never had a class like this one."

With funding from a number of Local Union JATCs, contractors associations and the International Union, this joint venture of labor and management was designed to provide local unions and signatory contractors with a first-class training program for current and future foremen in the roofing industry. Why the focus on foremen? The Joint Roofing Industry Labor and Management Committee cited a consensus among roofing professionals across the country on the



Foreman Training Instructors Pat Gilliland, Marty Headtke and Dan Knight join Apprentice Instructor Steve Brunette and foremen from Local 58, Colorado Springs, CO, for a group photo taken by Business Manager Dale Solano.



need for efficiency, productivity, profitability, harmony in the workplace, lower workers' compensation costs and less stress on supervisory personnel as just some of the reasons mandating the need for a foreman training program.

As the first line supervisors, roofing foremen must perform several complex tasks:

- ▶ interpreting of plans and drawings,
- ▶ assigning workers to roofing tasks,
- ▶ providing discipline, motivation, on-the-job training and guidance to crew members,
- ▶ procuring materials, equipment and tools,
- ▶ short interval scheduling, and
- ▶ completion of paper-work.

To ensure that this program was well developed and targeted directly at our issues and problems, the International Union in conjunction with the National Labor and Management Committee garnered the perspectives of contractors and current and former roofing foremen early on in the developmental process. Furthermore, we enlisted a program developer, Dr. Eric Rice, with experience in developing training programs for building trades unions and assembled an experienced team of Local Union Apprentice Coordinators and Instructors to work with him.

This inclusive process resulted in the development of the following seven modules:



Local 96, Minneapolis, MN, Business Manager Rob Snider and Apprentice Coordinator Dick Tessier gather with Local 96 foreman training attendees and instructors as they break for a group photo.



Local 27, Fresno, CA, foreman training attendees, Business Manager Rick Wildebaur, Field Agent Joe Guagliardo and foreman training instructors.



International Vice President and Local 11, Chicago, IL, President Rich Mathis joins instructors and Local 11 foreman training attendees for a group photo.



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- ▶ Communication Skills
- ▶ Problem Solving Skills
- ▶ Safety Skills
- ▶ Teaching Skills
- ▶ Math and Measurement Skills
- ▶ Reporting Information Skills
- ▶ Managing the Project and Workforce Skills

Understanding the effectiveness of active learning, the program is designed to be group-oriented and activity-based. Lecture is minimized while interaction and activity is maximized. Class participants are encouraged to reflect on their experience and share ideas with each other.

Based on the written comments from attendees and by employers who have audited the training, this format appears to work well. Of course, having capable instructors with extensive teaching and roofing experience deliver the foreman program has been critical to its success. As one JATC coordinator aptly put it, “the professionalism and experience of the instructors influenced the foremen to trust the information being presented. This is important when asking an adult to make life-altering changes.”

Three highly capable and competent core instructors – Pat Gilliland (Local 54, Seattle, WA), Marty Headtke (Local 11, Chicago, IL) and Dan Knight (Local 2, St. Louis, MO) – prepared and planned the instruction and delivered the initial roll-out of this program. Together these instructors and former foremen bring almost 100 years of roofing and teaching experience to the program.

As this program moves forward, more local union instructors with the requisite experience will be integrated in the

delivery of this training. This process has already begun. And we expect it to continue as this program continues to evolve and expand to more areas across the country.

Also, flexibility is built into the Foreman Training Program, allowing local areas to drive the training as needed – especially in terms of selection and length of the modules. The modules are prepared so that they can be delivered individually or in any combination.

While the target audience is primarily current and potential foremen, we expect the program to reach out to other groups such as competent journeymen and apprentices to prepare them for leadership and problem-solving positions. As such, we expect some components of the Foreman Training Program can be incorporated into apprenticeship training.

We are confident that we have the program that will help produce effective leaders for locals and contractors and will give foremen the skills they need to do their part in making contractors more competitive. ■



Instructor Pat Gilliland welcomes Tom Tjelmeland of T&K Roofing to the program held at Local 182, Cedar Rapids, IA. Tom also sits on the Joint Roofing Industry Labor and Management Committee.



Foreman training program attendees and instructors at Local 182, Cedar Rapids, IA, along with Local 182 contractor Tom Tjelmeland. Business Manager Bob Rowe and President Bill Barnes also attended the training.



A class of Local 96, Minneapolis, MN, foremen receive instruction from Dan Knight during a verbal communication exercise.



Instructors Dan Knight and Lupe Corral, seated back row, observe class as it's being taught at Local 27, Fresno, CA.



Instructor Marty Headtke runs through roofing-specific math exercises with foreman attendees at Local 49, Portland, OR.



Instructor Pat Gilliland presents the "Teaching Skills" module to foremen in training at Local 27, Fresno, CA.



Foremen at the Local 11, Chicago, IL, program team up for problem-solving during the "Reporting Information Skills" module.



Instructors Dan Craig, Jim Currie, Dan Knight, Pat Gilliland and Marty Headtke gather to present foreman training at Local 11, Chicago, IL.



Instructor Clint Mapes addresses the foremen at Local 27, Fresno, CA, with Fryer Roofing CEO Bruce Fryer (left) and Instructor Marty Headtke (right).



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Instructor Clint Mapes (not pictured) and other instructors from the Greater Portland Roofers & Waterproofers JATC attended the foreman training program along with foremen of Local 49, Portland, OR.

Portland, OR (2/27 - 2/28/09)

Frank Rueda, Jr	Jaime Estrella	Charles Breshears
Ray Carpenter	Gabino Gutierrez	Darrell Hopkins Sr.
Travis Hopkins	Jose Rodriguez	Howard Nave
James Dittmore	Joshua Strickler	Chip Souchex
Sergio Velasquez	John Paradis	Joel Gonzalez
Hipolito Olivas	David Hughey	Clint Mapes
Efrain Olvera	Eric Stevens	

Colorado Springs, CO (3/13 - 3/14/09)

Richard Oswald	John Schneider	Jerry Burt
Karl Staggs	Scott Pennington	Luis Esquivel
Mike McNeal	Josh Sabo	Mat Fritz
Richard LeBlanc	Wade Mills	Dave Hernandez
Anthony Huckabey	Ramiro Estrada	Lauro Esquivel
Benjamin Lacombe	Morris Martinez	
Mark Hufschmid	Steve Brunette	

Minneapolis, MN (3/26 - 3/27/09)

Steven Campbell	Joe Hughes	Joe Olsen
Joe Robb	Ron Anderson	Charlie Streich
Kevin Neal	John Peterson	Jim Saenger
Tim Potrament	Dan Resseman	Dan Kjenstad
Rocky Yanez	David Chapman	Dale Hanson
Curtis McGee	Todd Wright	
Keith Bach	Al Thoreen	

Fresno, CA (5/7 - 5/8/09)

James Bradshaw	Jose Sandoval	Ralph Betancourt
Marty Garcia	Israel Salmeron	Carl Springs
Felix Chacon	Enrique Mata	Salvador Lopez
Julio Guzman	Ramiro Perez	Manuel Lopez
Jorge Correa	Mariano Gonzalez	Jesus Romero

Cedar Rapids, IA (4/22 - 4/23/09)

Doug Fuller	Gary Pegump	Quan Nguyen
Roger Rouse	Josh Mather	William Morris
Lynn Price	Bryan Lucke	Mark Inger
Travis Doudney	Steve Chamberlain	James Webb III
Stephen Gomez	Chet Clark	David Glasbrenner
R. Kirk Holeton	Joe Junis	David Fuehrer
Brad Hansen	Adrian Feickart	Cody G. Lawrence

Chicago, IL (5/29-5/30/09)

Eloy Torres	Felix Camacho	Gabriel Islas
Richard Kennedy	Hugo Barajas	William Anthony
Juan Tostado	Rafael Hernandez	Demetrio Ramos
John Kapior	Eduardo Guerrero	John Ruddy
Brian Miklasz	Ernesto Fragaso	Marty Garrett
Steve Fleischman	Anthony McIntyre	Miguel Lopez
Tim Zeek	Jason Lewicki	Al Rapinchuk
Jaime Lopez	Robert Propst	Dave Halcom
Mario Almeida	Ted Hehn	Jesse Espitia
Ernesto Barajas	Gary Longhi	Daryl Torgerson

REQUEST THE FOREMAN TRAINING PROGRAM

Local Unions, JATCs, and signatory contractors interested in having the Foreman Training Program scheduled in their area should make their formal request in writing to:

John Barnhard, Director of Research and Education
United Union of Roofers, Waterproofers and Allied Workers
1660 L Street, N.W., Suite 800
Washington, DC 20036

Instructors can tailor the program to local area needs but a minimum of two full days would be necessary for the initial program. Also, a minimum of 15 attendees will be necessary for program scheduling.