



Ironworker Management Progressive Action Cooperative Trust
1750 New York Avenue NW, Suite 400
Washington, D.C. 20006

Instructor-Led Ironworker Contractor University Courses

Below is a list of instructor-led, live Ironworker Contractor University courses offered by IMPACT. Visit our website at www.impact-net.org/programs/impact-construction-college/contractor-courses to learn more about these courses, or contact Dr. Cindy Menches at cmenches@impact-net.org or 800-545-4921.

BUSINESS FUNDAMENTALS ACADEMY PROGRAM

CONSTRUCTION CONTRACTING BUSINESS FUNDAMENTALS ACADEMY TRACK 1: ESTABLISH YOUR BUSINESS: This five-day course is designed for current and future contractors (including ironworkers interested in starting a business or taking over a business) who desire to develop fundamental business skills. This course will focus on the skills needed to start a contracting business or strengthen an existing business. The course will address how to select a business model, develop a business plan, prepare to obtain financing, find work, set up an accounting system, collect money from customers, identify insurance requirements, understand contract terms and conditions, and avoid problems that will compromise success. This program will provide the business foundation that will strengthen a contractor's ability to be profitable during the early startup or transition of their company. Length: 5 days. Instructors: IMPACT Consultants.

BUSINESS ADMINISTRATION COURSES

THINKING STRATEGICALLY: This course examines the specific areas leaders need to develop to improve their strategic thinking ability and how to ingrain these skills in the organization's employees. Throughout this interactive seminar, FMI will share a thinking strategically framework that leaders of all levels can leverage to improve skills and abilities. As a leader, your ability to effectively identify, understand, and act upon changing trends will set you apart from competitors. Expect to take part in exercises that demonstrate the value of thinking in more strategic ways and identify action steps to implement this behavior back at work. Length: 2 days. Instructor: FMI.

GETTING PAID: This course is designed to help you to get paid on time and in full for the work completed. Length: 1 day. Instructor: FMI.

FINANCIAL MANAGEMENT FOR CONTRACTORS: This course is designed to help you understand the basic concepts of construction accounting, including financial statements, budgeting, cash flow, financial ratios, and collection of payments. Length: 2 days. Instructor: FMI.



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IRONWORKER/CONTRACTOR BUSINESS OPERATIONS PROGRAM: This program is an intensive, interactive, two-day business simulation where participants experience what it is like to run a simulated construction business – both in the office and in the field. The course is a low-risk way of allowing future executives, project managers, and field supervisors to gain experience "running" a construction company and making decisions that influence business outcomes. The program exposes the participants to a year's worth of decisions, such as project selection; marketing and client relations strategy; hiring and training of staff; financial management of direct labor, materials, equipment and subcontractors; project staffing and buyout; cash flow; debt; equipment utilization; change orders management; payables and receivables; overheads; insurance; bonding; project and company risk exposure and financial reporting. Length: 2 days. Instructor: FMI.

SUCCESSION PLANNING FOR THE IRONWORKING INDUSTRY: FOR CONTRACTORS AND FABRICATORS: The biggest challenge facing owners of closely held contracting firms is transferring the business's ownership and management to the next generation. Whether it's a transfer to family or a group of key employees, certain issues must be identified and a plan executed. This course is designed to assist you with transitioning your business successfully. Length: 2 days. Instructor: FMI.

PROJECT MANAGEMENT COURSES

IMPROVING CONSTRUCTION PRODUCTIVITY: Effective performance in the field results from working smarter not harder. This course will assist you in identifying techniques for improving company processes and productivity. Length: 1 or 2 days. Instructor: FMI.

THE JOB PROFITS PROGRAM: The quality of field supervision is the key determinant in project performance. This workshop will reinforce the impact of the field managers' decisions on job profits. Length: 1 day. Instructor: FMI.

TIGHT JOB CONTROL: Learn to develop and adhere to tight job schedules, how to find and eliminate lost time and to establish daily check-offs to keep better control of your jobs. Length: 1 day. Instructor: FMI.

PROJECT MANAGER ACADEMY: During this high-level, immersion experience, project delivery professionals examine themselves, their organizations and their processes, transforming from talented builders into true construction entrepreneurs. Length: 4 days. Instructor: FMI.



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FIELD SUPERVISION DEVELOPMENT COURSES

SUPERINTENDENT TRAINING FOR IRONWORKERS: This course uses a combination of online self-study and group-based training to develop the next generation of Ironworker superintendents. Course participants learn the roles and responsibilities of a superintendent as well as how to manage projects. Length: 3 days. Instructor: Ironworkers International Staff. *(Schedule through the National Training Fund)*

SHOP SUPERVISOR TRAINING FOR SHOP IRONWORKERS: This course is designed to develop skilled shop ironworker supervisors. Participants will learn the roles and responsibilities of the shop supervisor. Length: 3 days. Instructor: Ironworkers International Staff. *(Schedule through the National Training Fund)*

LEADERSHIP COURSES

THE LEADERSHIP EXPERIENCE: During this four-day program, leaders will learn how to reach peak potential as a leader. Specifically, leaders will gain a deep understanding of their leadership strengths and opportunities for growth through personal aptitude, personality and 360° feedback assessments. Length: 4 days. Instructor: FMI.

EMERGING MANAGERS INSTITUTE: Although managers need to have a solid foundation of technical knowledge, the most successful leaders of the future will also develop strong leadership and communication skills in order to grow their organization. This course is designed to prepare emerging leaders to deal with different types of individuals, gain insight into what it takes to be an effective leader, gain respect, and build long-term relationships. Length: 3 days. Instructor: FMI

LEADERSHIP STRATEGIES FOR CONTRACTORS: As the labor market continues to tighten, it is critical to know what attracts people to our industry and what keeps them motivated to perform at optimum levels. In this course, participants will learn how to set direction, align people, motivate, and inspire. Length: 1 day. Instructor: FMI.

EFFECTIVE PROJECT MANAGEMENT: THE PROJECT LEADER: This course is designed to elevate project management performance and expectations. Explore the differences between Project Witnesses and Project Leaders and how contractors can foster these behaviors among their Project Managers to build best-in-class performance. Length: 1 day. Instructor: FMI.



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PROJECT LEADERSHIP AND PROJECT MANAGEMENT: This course focuses on how to provide both project leadership and project management. Explore the differences between Project Witnesses and Project Leaders and how contractors can foster these behaviors within their Project Managers to build best-in-class performance. Length: 2 days. Instructor: FMI.

BUILDING EFFECTIVE PROJECT TEAMS: Getting and keeping good people is the key to success in our industry. It is important that managers learn how today's workforce is different and maximize opportunities with the people entering our industry. Length: 1 day. Instructor: FMI.

COACHING AND MENTORING: The ability to recruit, retain and develop key employees will be a key ingredient for any firm's future success. This course is designed to assist you with coaching and mentoring your employees. Length: 1 day. Instructor: FMI.

COMMUNICATIONS COURSES

IMPROVING COMMUNICATION SKILLS: Most industry studies show that effective communication skills are a top factor in business success. This course will identify techniques for improving communication among project parties. Length: 1 or 2 days. Instructor: FMI.

WIN MORE WORK: NEGOTIATING STRATEGIES TO BOOST MARKET SHARE: This course will increase the effectiveness of your team in working with current and future customers to increase sales opportunities that result in win/win situations for all parties. Emphasis is placed on critical elements of negotiation, the best negotiation structure, effectively dealing with quality/service/price issues, when to and not to negotiate, negotiation strategies, and successful negotiation skills. Length: 1 day. Instructor: FMI.

CONSTRUCTION SELLING SKILLS FOR LOCAL UNIONS: This course is designed for Local Union Business Managers and Business Agents. This course will focus on the essential topic of how to market the Ironworker and the local union to prospective contactors in order to secure more work for Ironworkers. Length: 1 day. Instructor: FMI.

CONSTRUCTION SELLING SKILLS FOR CONTRACTORS: This course is designed for Contractors. The objective of this course is to increase sales through a structured solution-oriented sales process. Length: 1 day. Instructor: FMI.



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ARTICULATING VALUE: IDENTIFYING YOUR COMPETITIVE ADVANTAGES: This course will teach you to uncover your competitive advantages so that you can build the negotiating power to close more deals and gain market share. Learn to maximize close rates on any deal, grow market share, increase brand awareness, and stay miles ahead of the competition. Length: 1 day. Instructor: Smart Advantage.

PRESENTATION SKILLS: Learn to increase the effectiveness in presenting and ultimately “selling” products and services to future customers. The emphasis is placed on the presentation process from the initial preparation to the closing. Length: 1 day. Instructor: FMI.

CRISIS RESPONSE: Discover how to effectively respond during a crisis. Learn to deploy defensive crisis strategies that work on any jobsite, and learn strategies to protect your reputation in any situation. Length: 1 day. Instructor: Browning-Dudley Corporation.

TECHNICAL AND TECHNOLOGY COURSES

INTRODUCTION TO BLUEBEAM REVU: Learn how to organize, mark up, edit and track comments in a PDF drawing set. Also learn how to manage your documents using Studio Projects, collaborate in real time using Studio Sessions, and how Revu can help you organize and manage your documents over the course of a project. PRE-REQUISITE: Individuals should have experience using a tablet and/or laptop and should bring their device to the course. Length: 1 day. Instructor: Bluebeam.

ESTIMATING WITH BLUEBEAM REVU: Learn how to use Revu’s built-in measurement tools for takeoffs and how to export data for estimation. Also learn how to perform more efficient takeoff workflows using new measurement features in Revu 2017. Participate in a demonstration of Steel Estimating Solutions' Steel Erection Bid Wizard and how it integrates with Bluebeam Revu. PRE-REQUISITE: Individuals should have experience using a tablet and/or laptop and should bring their device to the course. Length: 1 day. Instructor: Bluebeam.

INTRODUCTION TO BUILDING INFORMATION MODELING (BIM): This course provides an overview of BIM terminology and practices while introducing important concepts necessary to understand how BIM is changing the construction process. Length: 1 day. Instructor: IMPACT Consultant.

BUILDING INFORMATION MODELING (BIM) TECHNOLOGY: This course provides an introduction to BIM tools. Throughout the course, tools are introduced as they relate to the functions



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they perform, as well as particular phases in a project where they have the strongest capabilities. By understanding these differences, it is possible for each attendee to determine what questions need to be asked prior to making an investment in technology. Length: 1 day. Instructor: IMPACT Consultant.

INTRODUCTION TO METAL BUILDING ASSEMBLY / CERTIFIED INSTALLER: The Introduction to Metal Building Assembly Seminar, offered by NCI Building Systems, consists of classroom time and actual hands-on assembly of metal building components on a metal building mock-up. The course prepares participants to take the exam to become a Metal Building Assembly Certified Installer. Length: 2.5 days. Instructor: NCI Building Systems. Please review the NCI website for pre-requisites: http://www.ncibuildingsystems.com/training_introMBAS.html.

LEAN CONSTRUCTION COURSES

INTRODUCTION TO LEAN PROJECT DELIVERY: This course will provide a broad awareness of the vocabulary, fundamental principles, and basic practices of Lean Project Delivery to learners who are new to Lean. This course serves as a framework for learning how to apply Lean thinking and methods to deliver significantly greater value on projects and within your organization. Length: 1 day. Instructor: IMPACT Consultant.

INTRODUCTION TO THE LAST PLANNER SYSTEM®: This course involved performing an engaging simulation that enables participants to experience the contrast between traditional project management and the management of projects using the Last Planner System® of Production Control. Participants will assume roles commonly found on project sites, including that of trade foremen, superintendents, and project managers. As part of a team, you will build a structure twice - once using traditional management methods and again using the Last Planner System®. Participants will experience how the Last Planner System® and a Lean approach can help create and maintain reliable workflow on the project and provide a dramatically improved construction experience. Length: 1 day. Instructor: IMPACT Consultant

SAFETY MANAGEMENT COURSES

SAFETY TRAINED SUPERVISOR CONSTRUCTION® (STSC®) PROGRAM: This 7-hour preparatory course focuses on how to take and pass the Safety Trained Supervisor Construction® (STSC®) certification exam. Length: 1 day. Instructor: Ironworkers International Staff.



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Business Webcast Series

Below is a list of the "Growing a Business" Webcasts that are offered by IMPACT. Visit our website at www.impact-net.org/programs/impact-construction-college/growing-a-business-webcast-series to learn more about these courses, or contact Dr. Cindy Menches at cmenches@impact-net.org or 800-545-4921.

Episode 1 – Successful Business Plan (Instructor: Mark Bridgers, Continuum Advisory Group): This webcast will identify the many benefits of developing a business plan, regardless of whether your company is prospective, new, or established. This webcast will describe how a business plan can help you: (1) guide your company's growth, (2) manage your cash flow, (3) secure new customers, (4) identify your strengths and weaknesses, (5) understand your competitors, and (6) develop a course of action.

Episode 2 – Record Keeping and Documentation (Instructor: Patrick Ouellet, Construction/ Claim Assistance Services): This webcast will identify and explain the various types of documentation required to reduce your risk of exposure to unpaid changes and claims as well as explain what information should be of importance to you. Understanding why information and documentation is necessary will help you develop the recordkeeping system that will reduce your risks and tip the scale in your favor should changes or problems arise.

Episode 3 – Improving an Effective Quality Control Program (Instructor: Timothy Duke, Atlanta Steel Erectors/Williams Erection Company): This webcast will help you understand how to develop, apply, or expand your existing Quality Control (QC) program and will demonstrate the actual benefits of a properly planned and maintained QC program. You will learn about the code requirements that are part of the AISC certification process and how an effective QC manager can result in a *distinct competitive advantage* for a company.

Episode 4 – Accounting for Construction Companies (Instructor: Kathleen Baldwin, Warren Averett): This webcast will cover the many topics that are defined by the Generally Accepted Accounting Principles (GAAP) for Construction Accounting. These topics include revenue recognition models for contractors, Work in Progress Schedules, advanced financial reporting issues for contractors, and special GAAP financial reporting considerations for contractors.

Episode 5 – Safety Management, Injury Management, and Recordability (Instructor: Mike Owens, Axis Risk Services): This webcast will identify and explain the



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risk management strategies for managing the impact of employee injuries. You will learn about the best practices for injury management as well as the benefits of an effective quality injury management system.

Episode 6 – Construction Contract Law (Instructor: Laura Stipanowich, Smith Currie & Hancock LLP): This webcast will cover some of the principles for negotiating construction contract clauses as well as the basics of construction contract drafting including what makes up a construction contract, options and general considerations, and “killer clauses”. This webcast will identify several different types of construction contracts and how they may relate to your business.

Episode 7 – Working Capital (Instructor: Kathleen Baldwin, Warren Averett): This webcast will provide an in depth definition of working capital and address the benefits of having a positive working capital and why it matters to your business. You will learn how working capital is calculated by the banking and bonding industries and will provide the best ways to improve your working capital.

Episode 8 – Workers Compensation (Instructor: Devin Pipkin, TrueNorth): This webcast will define worker’s compensation and offer a coverage drilldown for both worker’s comp and employer liability. This webcast addresses the importance of a safety plan, proper training for management, supervisors, and employees, as well as a proper implementation process.

Episode 9 – Your Company Needs a Strategic Plan (Instructor: Mike Clancy, FMI): This webcast will identify what strategy is, the key elements needed for successful strategic planning, as well as describe some of the benefits contractors typically receive from strategic planning. You will understand several different models used in strategic planning, and receive exposure to the methodology and tools to drive successful implementation of strategy.

Episode 10 – How to Maximize Your Bonding Capacity (Instructor: Kathleen Balwin, Warren Averett): This webcast will help you understand what bonding capacity is and how it can be either a benefit or detriment to getting work. You will learn what characteristics sureties look for in contractors when establishing a bonding program, as well as what factors you should consider when trying to maximize your bonding capacity.

Episode 11 – Using Microsoft Project to Keep You On Track (Instructor: Nancy Brister, Align Abilities): This webcast is designed to build understanding of key project management concepts as a basis for facilitating effecting change. This webcast will emphasize



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why project management matters, why setting up for project success is important, how key accepted scheduling practices work, and how to schedule with Microsoft Project.

Episode 12 - Insurance, Indemnity, and Waivers (Instructor: Devin Pipkin, TrueNorth): This webcast will define many of the terms that are involved with coverage and focuses on contract review that includes several claim/court case examples. This webcast will also address different types of indemnification and explain why it is important to know who is responsible for the builder's risk.

Episode 13 - Collecting Money and Getting Paid (Instructor: Ken Roper, FMI): Learn to improve project cash flow and how to measure company liquidity. In this webcast, you will also learn how to increase organizational discipline around collection practices, analyze the cost of capital and impact on profitability, and implement best practices in negotiating payment terms and conditions.

Episode 14 - Selling Your Business to Your Employees: Employee Stock Ownership Plans (ESOPs) as a Succession Strategy for Business Owners (Instructors: Dr. Christopher Mackin, Ownership Associates of Cambridge, MA and Terry Jones Esq., Maselan & Jones of Boston, MA): In this webcast, you will learn where ESOPs come from and how do ESOPs work. You will be able to identify whether your company is large enough for an ESOP, methods to identify what employees think about an ESOP, and what steps should I take to investigate this succession strategy further.

Episode 15 - Effective Crisis Communication on any Worksite Part 1: (Instructor: Darrell Browning, Browning Dudley Corp.): Discover how to effectively communicate during a crisis. Learn to deploy defensive crisis strategies that work on any jobsite, and learn strategies to protect your reputation in any situation.

Episode 16 - Construction Claims Part 1: The Basic Concepts: (Instructor: Patrick Ouellet, Construction/Claim Assistance Services): Understand how an ambiguous scope of work can result in a dispute and a claim. You will learn how to identify how changes are handled in the various contracts, and what are the sources of changes that result in a dispute and claim. You will also understand the importance of complying with notice provisions so that you can reserve your right to file a claim.

Episode 17 - Construction Claims Part 2: Time as a Source of Disputes (Instructor: Patrick Ouellet, Construction/Claim Assistance Services): Understand the importance of



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agreeing to a contract schedule and how it can be used to document time problems and be used as a basis for a claim. Furthermore, identify the impact of delays and acceleration on your project costs and how to negotiate a cost and schedule change as a result of the time impacts. Finally, learn what a "No damage for delays" clause is, how it can negatively impact your project costs, and how you can minimize the negative consequences of this contractual provision

E-Learning Courses

AISC Detailer Training Series: This online course provides an introduction and overview of the roles and responsibilities of the steel detailer. It is an ideal training program for contractors that perform, or have a desire to perform, in-house detailing services. For more information, contact Dr. Cindy Menches at 800-545-4921.

Contractor Development Courses: This completely self-paced course is designed to support the development of new ironworker contractors. This course is taken within the Ironworker's Online Learning Center and has two components – one with a focus on developing the knowledge needed to become an ironworker contractor and the second with a focus on developing a business plan. For more information, contact Dr. Cindy Menches at 800-545-4921.