

# MR

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Midwest Roofing Contractors Association

November 2014

# BUILDING A CHAMPION TEAM

**The Power of Company Culture**

**Want a Better Workplace? Become a Servant Leader**

**Sneak Peek of the MRCA 65th Annual Conference**

**New Featured Column from Industry Consultant Dave Harrison**



**65TH ANNUAL CONFERENCE**

December 10-12, 2014

Gaylord Texan Convention Center ★ Grapevine, Texas

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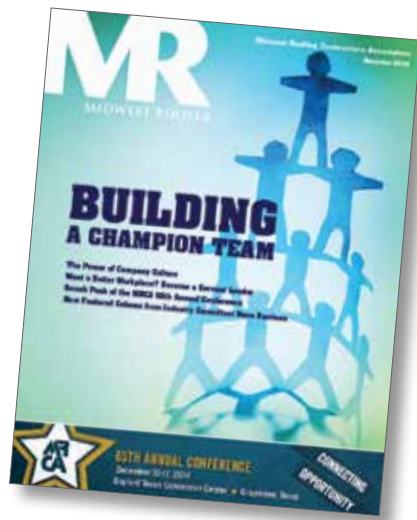
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## November 2014

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## Texas Awaits You

Steve Little, MRCA President

Greetings! As I travel the country, it is exciting to see the success our fellow roofing contractors are experiencing this year. More than 90% of contractors with whom I have connected are having their best year in many years, although workforce shortages and government regulations continue to be at the top of their list of woes. The unusual weather this past summer also played havoc on all of us, but, as always, Midwest roofing contractors worked hard to exceed their clients' expectations.

September was a busy month, with industry events such as the National Roofing Legal Resource Center in Austin, TX, and *Roofing Contractor's* Best of Success in Marco Island, FL. Both of these industry events delivered important, timely information from contractors and industry experts alike—which brings me to the MRCA 65th Annual Conference, which will happen December 10–12 at the Gaylord Texan Convention Center in Grapevine, TX. Preregistration and exhibit booth sales are at an all-time high, and everyone anticipates a great event.

The conference speaker lineup includes keynote speaker Ricardo Gonzalez, founder and CEO of Bilingual America, who will discuss the integration of Latino culture into today's contractors' businesses. Greg Hayne, CEO of Roof Management, will explore what the best service departments are doing nowadays, how and why they do it, and how to grow in size and profitability (see "Why You Should Care About Service" on page 11). We will be holding our fifth annual Presidents' Forum, which brings together leading industry suppliers to discuss the most pressing concerns of our industry. We also are excited to announce the launch of "Women in Roofing" as a new MRCA initiative. The MRCA Welcome Reception and Foundation Auction has been combined into one event on opening night.

In the August issue of *Midwest Roofer*, I announced that MRCA would celebrate its past presidents and their spouses at this year's conference. However, after further consideration, we have decided it would be best to do this in Kansas City, the birthplace of MRCA and where we will hold next year's Annual Conference.

Finally, I'm excited to report that MRCA will be changing its association management team effective January 1, 2015. The Association Office (TAO) team, led by Bob Pope, Valerie Dahlberg, and Rachel Pinkus, will manage MRCA and the MRCA Foundation. TAO will be at this year's conference to meet members and work through the transition with our current team.

On behalf of the Board of Directors and Executive Committee, I want to thank Louise Ristau, our executive director, and her entire MRCA staff, as well as Mark Engle, principal of Association Management Center, for their hard work and dedication over the past 5 years to rebrand and modernize MRCA. As is evidenced by our MRCA publications, website, and governance, we are ready to launch MRCA to its next stage of prominence.

The next President's Message will be written by our incoming president, Larry Marshall of L Marshall Roofing and Sheet Metal, Glenview, IL, whose company recently celebrated 100 years in business. It has been an invigorating year leading such a great group of MRCA contractors, associate members, and Board of Directors in today's world of contractor and associate challenges. I want to thank all of our volunteer leaders and committee members for their hard work and dedication to making MRCA the go-to place for industry resources.

It has been an honor serving you as your 2014 president. Until we meet at conference, be safe and profitable!

Steve Little, president and head coach  
KPost Company, Dallas, TX  
steve.little@kpostcompany.com

# *Innovating for the future...*

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December 10-12, 2014



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# Welcome, New Members!

## Associate Members

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ABC Supply Wauconda, Wauconda, IL

## Manufacturers

832 Coatings, Delano, MN

APOC, Tampa, FL

Carlisle SynTec Inc, Carlisle, PA

Cordeck, Kenosha, WI

McElroy Metal Inc., Bossier City, LA

Trufast LLC, Bryan, OH

## Service Providers

Rooflogic, Red Oak, TX

## Local Distributors

SPEC Building Materials Corp., Kansas City, KS

## Contractors

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Brazos Roofing International of South  
Dakota, Inc., Waco, TX

Eaton Roofing & Exteriors, Inc.,  
Wichita, KS

Gary's Home Services Roofing Division  
LLC, Omaha, NE

Hoekstra Roofing Co., Kalamazoo, MI

Hoffman Weber Construction,  
Schaumburg, IL

Premier Siding Roofing Home  
Improvements, Gladstone, MO

Universal Roofing, Indianapolis, IN

Weathercraft Co. of Garden City,  
Garden City, KS

## MRCA News

# MRCA Foundation Auction— Contribute and Join the Fun

Since its inception, the MRCA Foundation has awarded more than \$200,000 in scholarships to individuals associated with MRCA member companies, contributed to educational programs, and provided grants for industry research. In the past 2 years, the auction has raised nearly \$90,000, allowing the Foundation to continue giving back to the industry.



Making a donation is a terrific way to show your support. Consider supporting the Foundation by donating roofing products, gift certificates, rental property, golf clubs, or jewelry. Donation forms are available at [www.mrca.org](http://www.mrca.org).

Then, join the fun and attend the Welcome Reception and Foundation Auction on Wednesday, December 10, 6–9 pm. It will be a great opportunity to connect with new and seasoned industry professionals while supporting a good cause. All registered attendees and their guests are welcome!

# Congrats, MRCA Foundation Scholarship Recipients!

Here are this year's recipients. Contractor member recipients receive \$2,000, and associate member recipients receive \$500.



### Mackenzie Beldon

Beldon Roofing Company, San Antonio, TX  
University of Texas at Austin, Austin, TX

*"I am so thankful to have been presented such an honor by MRCA. Winning the scholarship has encouraged me to pursue my dreams in the field of construction, and it has assured me that my studying and hard work will pay off in college."*



### Chelsea Chapman

Independent Roofing Co., Inc., Omaha, NE  
University of Nebraska at Omaha, Omaha, NE



### William "Tripp" Gwaltney III

National Roofing Partners, Dallas, TX  
Florida State University, Tallahassee, FL

*"I want to say thank you for selecting me as a recipient of the MRCA Foundation Scholarship. This will be a great help in achieving my goal of earning a college degree and ultimately starting my career. I appreciate your generosity and hope to be a part of MRCA in the future!"*



**Ashley Harkleroad**

The Quality Roofing Co., Kansas City, MO  
University of Missouri–Kansas City, Kansas City, MO



**Ross Harvey**

WindSmart, LLC, Clive, IA  
University of Minnesota



**Jacob Hoffmann**

Berwald Roofing, North St. Paul, MN  
University of Minnesota Duluth, Duluth, MN

*“I want to thank you again for selecting me as a recipient for this scholarship award. This scholarship will help me achieve my goal of a career in environmental engineering.”*



**Jack Pauley**

KC Sales, Overland Park, KS  
Cowley College, Arkansas City, KS

*“I am very grateful for the MRCA Foundation Scholarship, and it will help me out immensely in my journey of furthering my education.”*



**Claire Romine**

Smither Roofing, Indianapolis, IN  
Indiana University Bloomington, Bloomington, IN

*“I am very honored to have received this scholarship. This money will be used to help me achieve my goals, both long and short term. I could not be more thankful to the MRCA Foundation.”*



**Gonzalo Ruiz**

AAA Roofing Co., Inc., Indianapolis, IN  
Ball State University, Muncie, IN

*“This scholarship gives me the opportunity to achieve my dreams. It is good to know that my hard work has paid off, and I can now work toward building the future I’ve always wanted. Thank you to everyone at MRCA!”*



**Paul Ryan Runyan**

Slatile Roofing and Sheet Metal Inc., South Bend, IN  
Missouri University of Science & Technology, Rolla, MO

*“I would like to express my gratitude for the generous scholarship I received from the MRCA Foundation. This scholarship will assist me in pursuing my educational goal of earning two bachelor’s degrees within 4 years and will lessen my worries about paying for my sophomore year. Thank you again for your generosity!”*



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# Connecting Opportunity:

The Midwest Roofing Contractors Association (MRCA) 65th Annual Conference is a premier industry event at the beautiful and festive Gaylord Texan Convention Center in Grapevine, TX. This year's conference, Connect Opportunity, boasts unparalleled opportunities for you and your team to network with and learn from fellow contractors, participate in one-of-a-kind education from peers and industry experts, and connect with leading suppliers and service providers. A wide range of special events adds to the appeal, giving you, your staff, and your family plenty to do between attending learning labs and getting your hands on the roofing industry's newest products and trends on the show floor.

The Gaylord Texan's annual Lone Star Christmas event also makes this an ideal opportunity to connect with your family by bringing them along for a holiday getaway in conjunction with the conference. While you build your business, they can marvel at 1.5 million twinkling holiday lights, a 54-foot-tall Christmas tree, and 15,000 ornaments; and enjoy snow tubing, gingerbread making, a frozen retelling of the classic Frosty the Snowman created from 2 million pounds of ice, and much more!

Register now and connect to opportunity at the MRCA 65th Annual Conference! For more information about the conference or to join MRCA, call 800.497.6722 or visit [www.mrca.org](http://www.mrca.org).

## Who Will Benefit?

- Commercial and residential contractors
- Safety consultants
- Superintendents and foremen
- Project managers
- Specifiers
- Code officials
- Engineers
- Suppliers
- Manufacturers

## CONFERENCE HIGHLIGHTS

### MRCA Welcome Reception and Foundation Auction

*Sponsored by Johns Manville*

It's time to grab your boots, dust off your denim, and let your diamonds shine for this Diamonds and Denim-themed evening of celebration! Enjoy time with your friends and colleagues in your blue jeans and bling. Join us to celebrate the roofing profession, connect with industry friends, and meet new colleagues. Be sure to support the MRCA Foundation by participating in both the silent and live auctions during the reception!

### Young Contractors Council (YCC) Reception

*Sponsored by Soprema*

An event designed for roofing professionals younger than 40 who are looking to meet with peers to share best practices, learn more about the industry, and network with others forging roofing careers. Come socialize in a fun and energetic atmosphere while enjoying snacks and beverages! (Learn about the YCC and YCC events on p 10.)



### Keynote Address and MRCA Membership Meeting

*Sponsored by Johns Manville*



All MRCA members are encouraged to attend this event, which includes a dynamic keynote address, the presentation of industry awards, and the annual MRCA membership meeting.

Join Ricardo González, founder and CEO of Bilingual America, as he identifies "The Intersect Between Cultural Leadership and Business Growth." His message comes down to this: leaders who properly identify, manage, and create their work culture enjoy a much more productive and profitable business model. Bilingual America is a nationally respected communications institute with a mission to help organizations create highly productive business relations between Latinos and non-Latinos.

Also, join us in recognizing and celebrating the recipients of the MRCA Achievement Awards, the prestigious James Q. McCawley Award, and the inaugural MRCA Safety Program Award.

### Women in Roofing Reception

This reception will raise awareness of the increased diversity in our industry and recognize the contributions women are making at every level of member businesses and within MRCA. Support and encourage your female colleagues, from those pursuing and establishing careers to those in leadership positions, and send a message to future generations that an inclusive environment will create a better roofing industry.

## REGISTER TODAY AND BRING YOUR WHOLE CREW!



# MRCA 65TH ANNUAL CONFERENCE

## Spouse and Guest Event

Hop aboard a luxury bus for a day packed with fun, starting with a stop at the George W. Bush Presidential Library and Museum, where you'll gain access to presidential records, donated collections, and preserved artifacts. Following the museum visit, you'll enjoy lunch at Brio Tuscan Grille. After lunch, the bus will head back to the Gaylord Texan for a guided tour through the colorfully frozen retelling of the classic Frosty the Snowman ICE! event. You'll be provided with complimentary parkas for the tour, hot chocolate, and a special meet-and-greet session with the Chinese artisan who crafted the amazing 14,000-sq-ft winter wonderland.

## Community Service Event – Rebuilding Together

All conference attendees are welcome to register for this special community service event, which



is sponsored by the YCC. You'll get to know your MRCA colleagues better while helping families in need. Learn more about this event on page 10.

## Conference Learning Lab Highlights

- MRCA's Technical & Research Committee's "Through the Decades: Celebrating 65 Years of T&R Findings"
- Foreman & Superintendent Operational Training in English and Spanish
- Techniques for the development of an effective safety plan
- Young Contractors Council (YCC) Learning Lab

## Exciting Show Floor Events

Connect with leading industry suppliers, get your hands on the latest products, and learn on the show floor. See product demonstrations, get legal advice from MRCA's legal counsel, and take part in the Best Midwest Shingler MRCA Nailing Contest at 1 pm on Friday, December 12!

### PRODUCT DEMOS

THURSDAY, DECEMBER 11



FRIDAY, DECEMBER 12



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**MRCA NAILING CONTEST**

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December 12  
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# HELP CELEBRATE THE YCC AT THE 65TH MRCA ANNUAL CONFERENCE!

Tracey Donels



The Young Contractors Council (YCC) is proud to celebrate its fifth year as part of the MRCA. We are excited to invite you to more YCC-sponsored events than ever before at this year's MRCA Annual Conference in Dallas, TX, and look forward to offering new opportunities to guide our future industry leaders.

The YCC began in 2009 under the guidance of the MRCA Executive Committee and Steve Little. In only 5 years, we have grown to more than 80 members, with eight members serving on the YCC Committee at MRCA Board of Directors meetings. We would like to take this opportunity to thank our committee chair, Kevin Gwaltney of Diamond Roofing, Dodge City, KS, for his continued direction and support.

At this year's conference, we are excited to present the first annual MRCA Community Service Day. On the Wednesday before the convention, we will take part in a home renovation project with the organization Rebuilding Together (see [www.rebuildingdallas.org](http://www.rebuildingdallas.org)). We need volunteers to help us as we renovate and repair the home belonging to a low-income family. All volunteers will depart at 8 am and return no later than 4 pm on transportation arranged by MRCA.

In addition to our Community Service Day, the YCC will host a special learning lab featuring YCC representatives and some of the most influential industry voices. The learning lab will feature three half-hour sessions of innovative instruction and ideas on topics such as safety, workforce development, technology, and sales.

The YCC will also host a networking reception, where newcomers will have the opportunity to get to know the YCC and meet with past MRCA presidents and current members.

The YCC events offer the same education and return on investment as other MRCA Conference educational sessions, but with a special focus for the under-40 workforce. We recognize the increasing importance of the role each young professional plays in his or her company, and we are thrilled to have another opportunity to expand our reach and grow our network in the MRCA and beyond.

Please join us at the MRCA 65th Annual Conference. Make sure to bring your young leaders so they can be immersed in the educational benefits of the MRCA Conference. And remember that young professionals are encouraged to attend, but members of all ages are welcome.

*Tracey Donels is service manager at KPost Company, Dallas TX, and a member of the Young Contractors Council.*





# WHY YOU SHOULD CARE ABOUT SERVICE

Why should you care about service? Greg Hayne, a commercial roofing consultant and owner of Roof Management, Fairfield, IA, provides a straightforward answer. “Because it brings you work,” he states. “When you are good at it, it not only brings you more roofs to repair, it also brings you new roofs to install. A great service department will drive the whole company.” To provide great service and go beyond just repairing roofs, Hayne recommends the following strategies.

## Communicate Promptly with Documentation

Communicating clearly and in a timely way is absolutely central to providing great service, Hayne said. To communicate well, contractors must use both words and images—before-and-after photos, Google Earth satellite images, and/or drawings—to show clients what they repaired and where they repaired it.

Hayne shares this scenario: Due to an unusual situation, two roofing contractors recently showed up at the same time to fix separate roof leaks at one of the many shopping centers owned by a client. One of the contractors submitted an invoice with before-and-after photos, drawings, and a clear explanation of the problem, including where it was located and how they fixed it. The other contractor submitted an invoice without photos or captions. Both found and fixed their leaks, but the contractor who clearly showed the client what services needed to be done got the future business.

“A building owner appreciates a roofing contractor who can work for them, do the work that needs to be done, save them time by quickly giving them the information they need, and equip them to make sound choices. They love that,” Hayne says. In addition, next year, Hayne will be putting a large re-roofing project out for bid in that city. Guess which contractor is not going to be on the bidders’ list? Hayne says, “If you want to be on our bidders’ lists, you better be good at service.”

Besides, “when an invoice appears without pictures, the contractor is actually communicating that he really doesn’t understand the value that proper documentation provides,” Hayne says. It shows that “he has a repair department, not a service department. Owners need somebody who can provide answers before they have to ask questions. That is the first, most basic requirement of being a real service department.”

“Another problem with many repair departments is that when they are making recommendations to owners for preventive work, they greatly overspecify what really needs to be done. An owner will recognize this, and the contractor will lose credibility,” he says.



Join Greg Hayne of Roof Management when he presents “Just What is Great Service?” at the MRCA Annual Conference in Grapevine, TX, 11:15–12:30 pm on Thursday, December 11.

## Communicate in a Timely Fashion

Submitting documentation and invoices promptly to building owners or property managers can benefit the owner in unanticipated ways, Hayne says. For example, when a contractor recently shared pictures of a punctured roof next to an HVAC unit, the building owner quickly recalled that his HVAC contractor had just done service in the same location on the roof and likely caused the damage.

Then, because the roofing contractor had submitted his invoice promptly, the owner was able to backcharge the repair costs to the HVAC contractor before paying the roofing contractor, basically making the roofer’s service call “free.” Owners like that.

“If you’re not providing pictures or some sort of drawing, you’re not equipping your owner,” Hayne says. He stresses that roofers who continue to send out invoices on a monthly schedule, rather than promptly after conducting service, “are doing business in a way that doesn’t work anymore.”

## Help Clients Save Money

“We may spend a month or two replacing the roof, but [building managers] spend the next 15–20 years living under it, Hayne says, so quality service is important. “Building owners are concerned about minimizing maintenance expenditures, which, when it comes to handling roof leaks, are measured in both money and time.”

Hayne acknowledges that many contractors do roofing on owner-occupied buildings or work for building owners who may not be knowledgeable on roof maintenance. He stresses, however, that these are precisely the owners who benefit most from great service. He says, “One roofing contractor we know who started to emphasize giving real service tripled the number of service vans in 2 years.”

*For more information, visit [www.creatinggreatservice.com](http://www.creatinggreatservice.com) or call Greg Hayne at 641.469.6464.*

# THE ADVENT OF THE SINGLE-PLY SYSTEM

Jane Martinsons, MR Editor

In the late 1970s, the roofing industry was witnessing a convergence of two major trends. First, the recently introduced single-ply roofing system was quickly gaining acceptance among roofing contractors who appreciated its quick installation and lower price—so much so that demand was outpacing supply in many areas. Meanwhile, customers were increasingly looking to reroof failing roof systems that had been installed during the boom construction years following World War II.

As a result, the period from roughly 1977 to 1984 was marked by discovery and innovation, and free of constraints of codes and regulations that would come a few years later with American Society for Testing and Materials (ASTM) standards and fire-rated materials.

To help guide the industry, MRCA's Technical and Research (T&R) Committee took on the role of industry watchdog by conducting studies, monitoring temperatures, and developing criteria for various roofing systems, including EDPM, PVC, and modified bitumen roofs, says Rene Dupuis, PhD PE, of SRI in Middleton, WI, and a longtime T&R Committee member. The Committee's findings were closely watched by manufacturers and suppliers, and attendance at MRCA conferences spiked during that period.

"The introduction of single-ply was very momentous. It was startling to the world of built-up roofing that one single, very thin ply could take the place of four plies and asphalt materials," Dupuis says. "The performance of the early single-ply systems really depended heavily on the warranty. It was the single-ply people who brought the warranty to market, because that was the only way people would buy their systems."

Everyone was learning during those years, Dupuis says. With that learning, however, came mistakes that are



*Tetrahydrofuran (THF) was used 35 years ago to chemically weld PVC to a plate-fastened disc. It was "nasty chemically," Dupuis says, and it often caused headaches and dizziness.*

Be sure to attend "Through the Decades—Celebrating 45 Years of T&R Findings" at MRCA's 65th Annual MRCA Conference on Thursday, December 11, 7:30–8:45 am.

humorous today, such as when a company inadvertently stole misspelled warranty verbiage from a competitor or a roofing contractor tried to fix leaks in a PVC roof with hot asphalt.

"The time period was one of adventure, because we didn't know what was coming next to the market," Dupuis says. "It was very evolutionary. It was exciting. There was a lot of camaraderie among all parties."

In these years prior to ASTM standards, brand loyalty and dependency on warranties were common, Dupuis said. Manufacturers were replacing roofs that had been detached by wind or had membrane fracturing due to ponding water and premature aging. Adhesives at the time were weak and subject to water absorption.

"Because of the intense research we were doing on single-ply systems, every manufacturer that wanted to get into the market would come to our conference to catch up on the latest word," Dupuis says. "In the early 1980s, the concept of the Single Ply Roofing Institute (SPRI) was actually born at one of the Midwest convention meetings."

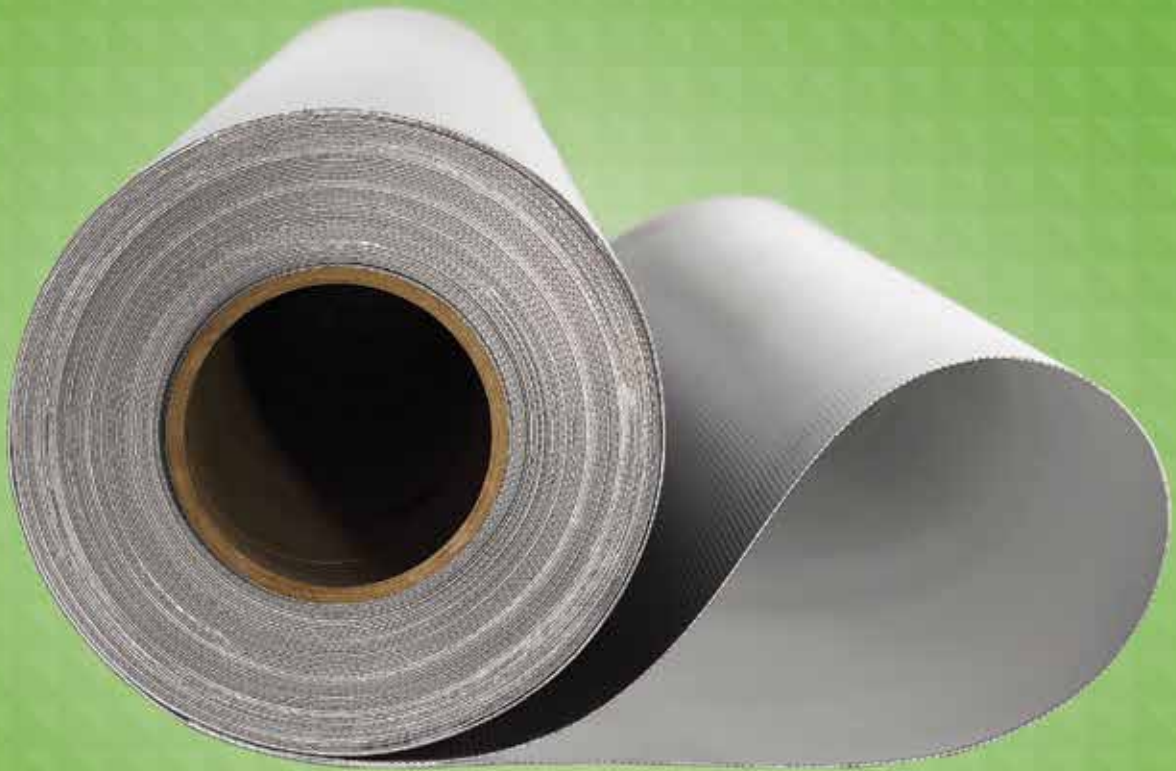
Debate also was swirling around whether PVC needed a reinforcing sheet. "From Wisconsin to Texas, we had early systemic product failures because the product was too thin and it was unreinforced," Dupuis says. "Suppliers watched us very carefully. The T&R Committee just blasted the manufacturers that they felt were not being responsible on the technical side."

The construction details for single-ply roofs, which were sketchy at the beginning, were developing over time and constantly improving. But in general, manufacturers and suppliers that adapted to these shifting market trends survived and thrived in the industry. Among them were Carlisle, an original American manufacturer of single-ply systems; Firestone Building Products; Johns Manville; GAF; and TAMKO Building Products. However, companies that belatedly tried to get into single ply and stuck with built-up roofing systems, such as Celotex, did not survive.

Dupuis adds that although the T&R Committee served as a "shepherd" throughout this period, by the mid-1980s, other industry groups were studying, following, and promoting single-ply systems.

"The systems we have today are here for many reasons, but a lot is due to learning from the field experience of predecessors' single-ply systems," he says.





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## Hygrothermal Analysis: The Devil Is in the Details

*Matt Dupuis, PhD PE*

Researchers continue to push the boundaries of our knowledge base. One of these advancing areas is in hygrothermal analysis of the building envelope, which means calculating the flow of heat and moisture into, out of, and within a portion of the building envelope, which can be a wall or roof.

The development of hygrothermal analysis began at least as far back as the 1980s. During that time, researchers were seeking to explain moisture accumulation in built-up roofs. Several computer programs were written to analyze and predict moisture accumulation. Some of these programs met limited success, while others could not be validated.

In the late 1990s, researchers in Europe refined a mathematical hygrothermal model, which is at the core of the current industry standard for hygrothermal analysis, *Wärme und Feuchte instationär (WUFI®)*.

Today we have a seasoned hygrothermal program that has been on the market for over 15 years, with WUFI version 5.3.1 being the most recent release. With this program, we can construct a cross-section of a roof system and perform a hygrothermal analysis on it, the results of which can be used for research, marketing, design, or even forensics.

The inputs required for analysis are climate data and material properties; the mathematics is brought by the WUFI program. The program operator is required to select the inputs, and this is where the devil is hiding.

On the material side, compared with what is available on the market to design and install a roof, there are very few materials built into the program for use. Finding hygrothermal material data in the literature is a veritable treasure hunt. Measuring these values in the lab costs time and money. If you had the opportunity to discuss these material measurements with the individuals who actually made them, you might be surprised to learn the rudimentary ways in which WUFI's material database arrived at some of the hygrothermal values built into it.

Regarding the climate data, the WUFI program has an available database of more than 100 cities in North America. So, if you want to perform an analysis in Madison, WI, it is built in and you need only select it. However, say you wanted to design for Milwaukee, WI. Milwaukee is not built into the climate database. The user has to select from the weather files for Chicago, Madison, or Green Bay, WI, to represent Milwaukee's weather for the analysis. Which is the best choice? Is this a defensible choice?

Can we make a climate file for Milwaukee? The answer is yes, but it requires a good deal of knowledge and skills. A climate file requires weather data, which is relatively easy to obtain from numerous sources. However, it also requires incoming radiation data. This quantitative information is available for select locations, but for others, we must use synthetic sources, which use a different mathematical model to predict the radiation. A model based upon another model is the devil's playground.

These initial challenges face a WUFI user anytime he or she sits down to perform an analysis. But these are not the only issues. Once they have selected materials and climate to analyze, there are mathematical and heat transfer selections to be made before running the simulation. The ramifications and implications of many of these choices are in the realm of graduate degrees in physics and engineering.

At the turn of the century, there was a small group of people who knew of and used hygrothermal programs. At this time, Oak Ridge National Labs (ORNL) partnered with the German group Fraunhofer Institute for Building Physics (IBP), which produces the WUFI program, to offer a free version of WUFI, called "WUFI Light" or "WUFI - ORNL/IBP." This free version has reduced sets of materials, climate sets, and other options. The full-feature set, WUFI Pro, costs more than \$2,500.

Since then, groups have set out to train users, primarily designers and consultants, for the WUFI program. These training programs last a few days and are really an introduction—not thorough training. Here lies another devil, because these newly trained designers and consultants leave these courses feeling they are "certified" to run analyses. This couldn't be further from the truth, since these same people only received an introduction. Even advanced courses do not produce subject matter experts.

Reviewing the problems:

- Hygrothermal material data are limited and difficult to come by in literature for any proprietary material. Generic

The Technical and Research (T&R) Committee will provide an update on its ongoing water-based adhesives (WBA) study at the MRCA 65th Annual Conference on Friday, December 12, at 10–11:15 am. Learn about fundamental weight-loss behavior of WBA material and its rate of rehydration under various temperatures and humidity levels.



## MRCA T&R History—All in One Place

MRCA members can view more than 50 years of research, including historical papers and recent findings, by MRCA's renowned Technical and Research (T&R) Committee. Visit the T&R page on [www.mrca.org](http://www.mrca.org). The publications are organized by category for easy reference!

materials, such as wood and stone, are slightly easier. Proprietary materials need to be tested or the user selects a material in the database that he or she presumes is close enough. This essentially is an assumption.

- Climate data are limited to specific cities in North America. If the location for analysis lies outside one of these areas, it becomes an assumption. If a climate file is made from synthetic data, it, too, is an assumption.
- Designers and consultants using the free WUFI version assume they don't need the full version and its enhanced features.
- Designers and consultants assume they are "certified" and therefore beyond question.

The building design community, and particularly the roof

consultant community of late, has demonstrated that many more people claim to be subject matter experts than the number who actually understand WUFI. Just because the program output says it is so, doesn't mean it is so.

If you are working on a project and you spot WUFI or hygrothermal analysis, you may be right to question it. What assumptions were made? Simple values such as using an aged or initial solar (short-wave) reflectivity for the roof membrane can mean the difference between good analysis and detrimental moisture accumulation. The devil is in those details again.

Make no mistake: The WUFI and other hygrothermal programs are a massive leap forward for building science. In a research environment, it is great tool. In the hands of a skilled user who has the appropriate level of knowledge and input data, hygrothermal analysis is the future of building envelope design. We just desperately need experienced, proficient, and knowledgeable hygrothermal experts/WUFI operators.

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## Temporary Workers and OSHA

Gary Auman, MRCA Legal Counsel

Roofing contractors turn to temporary workers to provide a labor force when one or more regular employees are off work. Increasingly, however, contractors are using temporary workers to avoid increasing their payroll costs due to workers' compensation premiums, which are mostly payroll-based, and to sidestep the need for safety training and compliance with certain employment laws.

An employer who uses temporary employees has always been responsible for the safety of those workers, but because temporary workers suffer serious injuries more frequently today, OSHA has weighed in on this practice. In April 2013, OSHA launched its Temporary Worker Initiative (TWI). In July 2014, it issued a memorandum to all regional administrators that sets out the policy background for the TWI.

### OSHA Memorandum

In its memo, OSHA announced that it would treat the host employer and the staffing agency as joint employers for providing a safe working environment for temporary employees. The memo also defined "temporary workers" as workers who are hired and paid by a staffing agency and supplied to a host employer to perform work on a temporary basis. There is no length of time specified to determine "temporary."

The memo states that temporary workers are entitled to the same protections under the Occupational Safety and Health (OSH) Act as all other covered workers. Accordingly, any contractual allocation of responsibilities between the staffing agency and the host employer may not discharge either party's obligations. In other words, you, the contractor, cannot shun your responsibility to provide a safe workplace using language in your contract with the staffing agency. However, you can use the contract with the staffing agency to define that agency's responsibility to you to provide temporary workers who have received general or specific safety training. So, consider specifying in that contract whatever safety training you want your temporary workers to have.

For example, you may require your staffing agency to ensure that any temporary employee they send to one of your sites has received general safety and health training, with the

MRCA General Counsel Gary Auman is providing one-on-one, complimentary legal consultations on safety matters at the MRCA Annual Conference. To reserve a time, register at MRCA Central on the tradeshow floor. Space is limited, so act now.

If you remember to treat all temporary workers as you treat your own employees, you should be in compliance with OSHA."

intention that you will provide any site-specific safety training. This could include basic safety training on personal protective equipment (PPE), safety data sheets, basic fall prevention, and hazard recognition. Even if you cover this in your contract, you must ensure that all employees on your worksites have received necessary training and are in compliance with all safety rules and standards.

OSHA states that although the host employer is primarily responsible for determining hazards in their workplaces, the staffing agency must ensure that they are not sending workers to workplaces with unprotected hazards.

However, let's say that OSHA visits one of your job sites with temporary workers on it and the compliance officer determines that these workers are exposed to a violative condition. The contract notwithstanding, the compliance officer will consider issuing citations to either or *both* employers.

OSHA also states in its memo that temporary workers have the same rights and protections against retaliation as all other covered workers. OSHA believes that both the staffing agency and host employers should tell temporary workers how to report injuries, illnesses, and workplace safety concerns, as well as inform them of protections they are afforded under the OSH Act.

### How the New Initiative Affects You

On August 25, 2014, OSHA published an initial list of recommended practices for both staffing agencies and host employers. Here are some key responsibilities for host employers:

- Identify to the staffing agency the tasks the temp will be expected to perform and any PPE that will be necessary.



The parties should agree in their contract who will provide the required PPE.

- The parties should agree on a procedure to share injury and illness information and specify it in the contract.
- The employer who is providing the day-to-day supervision must maintain injury and illness records.
- The host employer must set up a method for employees to report work-related injuries and illnesses promptly and inform each employee of this procedure.
- Host employers should provide temporary workers with safety training that is identical or equivalent to that provided to their own employees.
- The host employer should provide the temporary worker with site-specific safety and health training and project orientation.

In light of OSHA's memo and recommended guidelines, it is apparent that the host employer is required to treat temporary workers the same as they do their own workers from a safety perspective.

While you can require your staffing agencies to provide basic safety training and even supply needed PPE in an OSHA inspection, you will be measured against what you have or have not done to provide temporary workers with a safe work environment.

This includes confirming that the staffing agency appropriately trained all the temps before sending them to your job sites. You must also be satisfied that any PPE the temporary workers bring to the job site is correct for any job site hazards and is in good condition. Any temporary worker who comes to a job site with a high heat index environment will have to be properly acclimatized to that environment in accordance with your heat illness prevention program. Those workers will also have to be trained under your heat illness prevention program.

If you remember to treat all temporary workers as you treat your own employees, you should be in compliance with OSHA's TWI.

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## A Moment with Dave

# Trust: Make it Strategic to Drive World-Class Results

Dave Harrison

Think about the people you trust. Tell me if the following situations aren't true? 1) You don't typically trust people you don't like. 2) Even with the people you trust, you don't necessarily trust them on every topic and in every situation. 3) Even with people you trust most, you know that on things maybe not so important, you may hear what you want to hear, and that may not be accurate.

What's the implication? When we are listening, we are typically skeptical. We don't immediately tend to trust information shared with us. We typically wonder, "They probably have an agenda that's good for them, but is it good for me?"

Tell me if this isn't true for you. When you meet people, your brain is typically multitasking. Your brain is trying to evaluate if you trust the person at that particular time and for that specific situation, and it is trying to listen and understand what that person has to say. The problem is that multitasking is not very efficient for the brain. As a result, most of our efforts are focused primarily on judging if we *trust* the person, and therefore, at most, we're only *half listening* to what he or she has to say.

Now ask yourself, "What kinds of people do you trust?" You might consider whether they have been honest, helpful, dependable, and reliable in the past. But if we don't know the person well, we consciously and subconsciously look for clues, such as how they speak and dress, and what they say and how they say it. These are all clues to determining if they earn our trust. In other words, we look for things that we *understand* to determine the level of trust *before* we actually listen to them share things that we may not understand as much.

Studies continuously demonstrate characteristics of most people, including ourselves, that we don't want to believe about the human race. I believe that capitalism is the best available economic system that unquestionably delivers superior benefits for everybody in the community. But, cynically, isn't the core to the success of capitalism, and the less attractive driver behind it, greed or WIIFM (What's in it for me)?

Another unattractive reality is that people typically are more concerned with avoiding rather than seeking physical or emotional risk. Subconsciously, more decisions are made to avoid rather than seek risk. Most people are wired that way.

This explains why most people do not like negative political advertising, but this type of advertising works! Most people are wired to identify how to avoid mistakes, and negative messaging delivers what mistakes to avoid. What is the implication?

If we're wired to avoid risk, this explains why we're also wired to evaluate trust—so that we act on information that will help us avoid mistakes. Therefore, trust is strategic for generating world-class results (and be in the top 5%). It can never be taken for granted, whether among friends, family, employees, customer and even suppliers.

As an entrepreneur, these typical human characteristics may not be true for you. But remember, very few people are leaders. You are a leader—or you likely wouldn't be reading this article. And a key to world-class leadership is using principles that fit most people—and not necessarily you!

Now you may be wondering, "Dave, what the heck does this have to do with generating world-class results?" I'll build on this core trust concept in future articles. But for now, I'll discuss the "secret sauce" of many companies and leaders generating world-class results. If the approach I'm about to share was obvious, everybody would be doing it! But they're not!

The reality is that in business, part of the secret to adding value is "making the complex simple, and making the simple complex." Read that statement again. Most people and the companies they work for never figured out that simple formula. But it's at the core of why, in almost any industry, 20% will always eventually fail, 50% will do okay, and 25% will do really well. Only 5% achieve world-class results. World-class companies have figured out this simple formula.

Why? If something is simple, it's thought of as a commodity. There is no risk, and there is nothing to distrust. For example, why buy for any reason other than a lower price, the opposite of value? There's no risk! Consider Jiffy Lube. They took something perceived as simple and made it complex, i.e., with a lot of opportunities to make a mistake. They show you a checklist of tons of things they're doing, therefore implying that if they didn't perform these tasks, you would be at risk. As a result, trust is strategic, and value is added. Huge success!

Conversely, think of buying something that is complex. Most people are afraid of making a mistake. The more complex, the easier that things go wrong. For example, Microsoft Office took all sorts of complex software—word processing, database, presentation, and spreadsheet software—and integrated all of them and removed the risk for users. The result has been a huge success for 20 years.

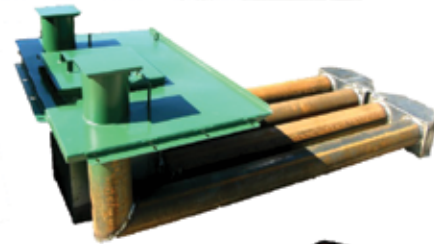
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# THE POWER OF COMPANY CULTURE

Anthony Schena

I had the pleasure of speaking on company culture at the Best of Success conference in September, which was an honor because

I enjoy the people I work with every day. Roofing is a stressful business. I want to be in an environment where people are happy to be working and not looking for the next opportunity to e-mail out a résumé. Our culture wasn't always rosy, but now I can say I am often complimented by others on the good vibe and harmony in our workplace. Our secret is our culture.

## What Is Culture?

Remember in 8th-grade science class, when we grew cells or tissue in gross petri dishes? Well, that's one type of culture. The other type means "a way of thinking." My company combines both definitions, so that culture is a way of thinking that defines how our company grows.

Most of us are constantly thinking about how to keep the bottom line healthy, but we lose sight of what it takes to *get* the bottom line healthy. Many strategies come to mind, including cracking the proverbial whip at your employees to get them to work harder, working longer hours, cutting benefits, or micromanaging every minute of the workday. Particularly in our technology-driven society, where we can easily find answers on Google, we also expect immediate results from our staff. In reality, the only things that will grow in that environment are stress, resentment, lack of productivity, and a lot of people running out the door at quitting time.

I learned of the effects of positive working culture when the economy fell apart in 2009 and business was brutal. We had to make some tough choices and figure out how to reinvent our business with a smaller staff. Those were uneasy times, but I

had a friend who knew of my business worries and offered to come pray with me at my office. I have a strong faith and was comforted by that thought.

To many people, mixing faith with business seems unprofessional, but it is a part of me that I don't feel I should hide. I invited others in my office to join us, and what started with six employees eventually grew to a weekly group of 10–12 people. We have proudly kept this going for 4 years and have not missed a week yet. The time we spend together helps us see into each other's lives and creates a greater bond among us.

Taking time to learn more about each other helps bring us together as a team and helps define us as a company. We are able to better understand each other's interests and strengths, which helps us place people in positions where they can excel and feel more fulfilled in their job. Our employees also are more productive and dedicated because they feel part of something truly unique. When you combine all those factors, you get a hard-working group of people who want the company to succeed and help you reach your goal of a healthy bottom line.

## Steps to Creating a Positive Culture

How can you make some changes to your business? I am a firm believer that change starts at the top with the CEO, manager, or supervisor. No one else is going to change if you don't do it first. Here are a few ways to create a positive culture in the workplace:

**Communicate regularly with your employees.** Hold Monday morning huddles for 5 or 10 minutes to get your staff together and talk about anything interesting in their lives outside of work. It helps people feel comfortable with each other and promotes better teamwork. Likewise, quarterly meetings provide an opportunity to update everyone on company goals and get everyone's input on how to make positive changes and improve the quality of your business environment. Starting these meetings with a quick, fun activity or a treat will relax everyone and inspire creativity.







**Work on a community project.** We have a tradition of adopting a family at Christmastime. It's a great feeling to help someone, and even better when you share that experience with other people.

**Stop micromanaging.** If you have to scrutinize everything that your employees are doing, you probably have the wrong people. Once you start making changes to create a more positive culture, people will opt in or opt out. Those who can't or don't want to conform to the culture will weed themselves out.

**Have some fun.** Plan a company picnic, day at the ballpark, or another fun outing with staff and their families. It's nice for everyone to know the names and faces of the people with whom you spend your day.

**Create your vision.** Tell your employees what your vision of the future is for the company. Let them add to it and work together as a team to make a road map on how to get there. They will appreciate that you respect their input and will be more likely to help reach those goals.

Developing a positive culture doesn't happen overnight. We all have poor habits to overcome and some tough personalities to work with, but once you start down the road that your team helped create, most will follow closely behind you.

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## Want a Better Workplace? Become a Servant Leader

Larry Marshall, MRCA's first vice president and owner of L. Marshall Roofing Inc., Glenview, IL, encouraged attendees at *Roofing Contractor's* 2014 Best of Success

on September 22 to embrace a "servant leadership" management style by expressing appreciation and providing service to their teams of employees.

"A true servant leader lives the servant life every day," Marshall said. "The servant culture is all about serving family, your business staff, and your friends and community. Most people connect through experiencing a personal loss, deep sadness, or failure, but a servant leader learns from adversity and moves forward."

To become a servant leader, Marshall recommended becoming

- **honest with yourself.** "A leader owes [his or her] personal evaluation to [his or her] team. Be authentic. Get to like yourself. Simply 'be you' by embracing your best qualities."
- **vulnerable.** "This is no time to act like John Wayne. It's okay to wear your feelings on your sleeve, but, as a leader, be open with your doubts and fears and admit your mistakes to your team. The power of leadership comes from realizing that we can't always be in control and that we are dependent on each other. It's okay to get angry but not to stay angry. Sure, be passionate—but dial it down."
- **accepting.** "Listen intently to others and show respect by looking people in the eye and extending common courtesy. A servant leader does not need to be declared 'the

winner' on every issue. Embrace tolerance without the need for approval or disapproval. Your behavior should convey to your team that you value each of them as individuals who are trying to help your company."

- **ever-present.** "Conduct yourself in the present, and be aware of how others see you."
- **useful.** Servant leaders realize that it is their duty and responsibility to be present and aware of their unique position, he said.

Marshall provided a host of tips for developing a servant leadership style, including smiling genuinely and often, volunteering at a local organization, conducting daily crew huddles at job sites, and finding ways to make the workplace fun. By embracing the service of others in the workplace and showing appreciation, contractors will see increased loyalty among staff, vendors and customers, Marshall said.

"People enjoy being treated as individuals and with respect," he said. "People like doing their best, acting with integrity, and being recognized. When people feel appreciated, they are motivated to perform. Moreover, embracing others eases natural fears and allows the team to feel wanted and appreciated."

Marshall stressed, however, that developing a servant style of leadership is always a work in progress. "Servant leadership cannot be turned off and on," he said. "But I believe that communicating a culture of appreciation and encouragement is vital to a happy, productive, and profitable workplace."

# BUILDING A CHAMPION TEAM

Mark Gwaltney

It's autumn, and that means football. Recently, I was looking forward to a relaxing day of watching football while contemplating my roofing business and the state of our industry. As I turned on the TV, I was disappointed to find no football games to watch—just 256 channels of soap operas, reality shows, sitcoms, and courtroom dramas.

We often feel like our businesses resemble soap operas and reality shows, and we may have even considered the possibilities of getting rich selling the daily antics of our workforce as a sitcom. Unfortunately, we also might have felt like we're involved in a courtroom drama, sometimes as the plaintiff and sometimes as the defendant.

My true love, however, is football, because it most closely resembles how we view our businesses. Much like a football coach, our goal as professional roofing contractors is to develop a team capable of winning championships. Here are some ways to build a championship roofing team:

## Create a Positive Culture

When a football coach begins a new football program, he must first create a positive work environment. The culture he develops will define his success. Our task as contractors is the same—to develop a structure of responsibility and accountability that demonstrates your company's commitment to success.

Football recruits gravitate to programs in which they can achieve their personal goals while enjoying the success of the entire program. Your prospective employees want to be associated with a strong, successful company with a clear vision for the future. The structure you develop should demonstrate the company's commitment to enhancing their careers while advancing the shared goals of the company.

Coaches often talk about "buying in" to the program. We must ask that prospective employees are willing to "buy in" to the culture we have created.

## Recruit Talented Players

The lifeblood of any successful football program is recruiting talented players for all positions. The backup quarterback rarely becomes the starting defensive end, because coaches assess the qualities needed for each position and recruit accordingly. They also recruit enough players to provide replacements and quality competition for regulars. They look to recruit talented players from outside the area and try to create opportunities for loyal local players. They understand not all recruits will "buy in" to the program and that they may have to part ways with some of their recruits for the good of the team.

Our job as professional roofing contractors is the same. We often get caught in the trap of taking what walks in the door and tend to promote from within, even when that person is not capable of doing the job. We sometimes are too slow to recognize that an employee is not "buying in" and don't under-



**“Our task as contractors is to develop a structure of responsibility and accountability.”**

stand the damage that is caused by the bad apple.

To find quality employees, we must draw from other industries, college campuses, and even our competition. We must assess the talents of prospective employees and determine what jobs they can excel in. We must provide opportunities for current employees, but also understand their capabilities and limitations. We can't stop recruiting simply because all our positions are full. Competition will help our employees improve.

A long time ago, college coaches started offering scholarships to get the most talented players. Consider offering scholarships to high school graduates interested in construction in exchange for summer employment. We must be creative and innovative to build the best team.

## Train Well

The successful football coach spends countless hours teaching his players and often considers it the most satisfying part of the job. He uses methods such as video, hands-on training, and good old repetition to teach "the correct way" to do things. He grades his players routinely and provides feedback so they know their progress. He uses his veteran players that have "bought in" to reinforce his message.

The successful contractor must use the same methods and embrace teaching. Videos, hands-on training, and repetition can provide the necessary knowledge for the new employee. Supervisor evaluations will provide the feedback, and your veteran employees will reinforce "the correct way" for your new employees.

## Retain Your Best Players

Football coaches know that success depends on retaining their best players, and these players' happiness is vital to the team's success. Coaches deal with unions, salary caps, scholarship limits, and regulations that are not necessarily team friendly. Their challenge is to promote and maintain a healthy work environment so veteran players want to stay "home."

Professional contractors face many of the same issues. We must create a team approach so employees understand that they are appreciated and management and employees are working toward the same goals. Hopefully, these steps will help you create your own championship team.

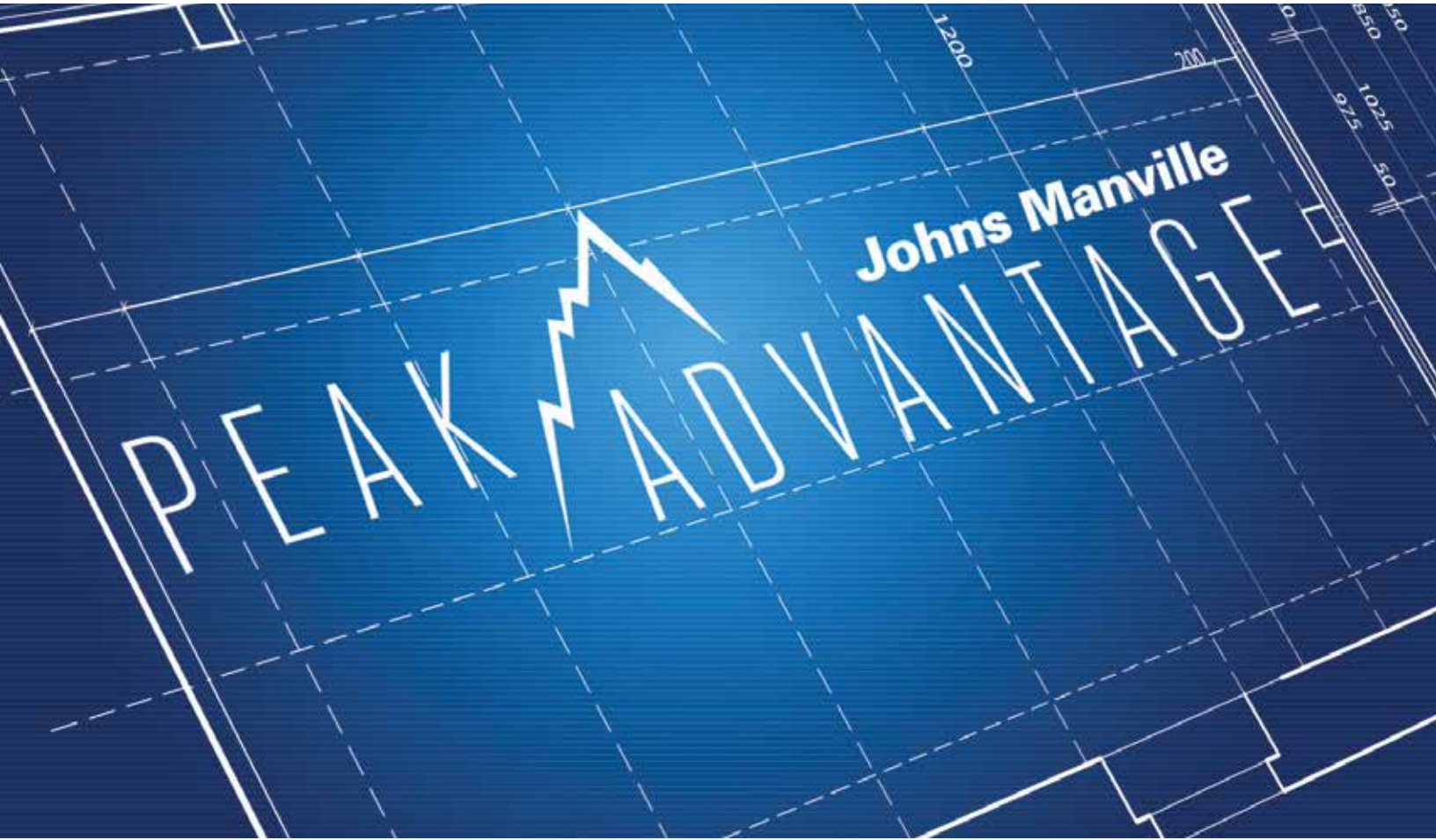
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*Mark Gwaltney of Diamond-Everley Roofing Contractors in Lawrence, KS, is chair of MRCA's Business Management Committee. He can be reached at [mark@diamondeverley.com](mailto:mark@diamondeverley.com).*





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# VISIT THESE EXHIBITORS AT THE MRCA 65TH ANNUAL CONFERENCE

*Exhibitor list is as of October 20, 2014.*

838 Coatings	EagleView Technologies	McElroy Metal Inc.	Roxul, Inc.
ABC Supply Co. Inc. & IndyCar	Equipter	Metro Roof Products	SafePro
AccuLynx	ERSystems	Mule-Hide Products Co., Inc.	Sika Sarnafil
Allied Building Products	ESC Consultants	New Wind Energy Solutions	Siplast
APOC	The Estimating Edge	Novagard Solutions	SOPREMA, Inc
ATAS International Inc.	FCS Control	OMG Roofing Products	Southern Shingles, L.P.
BITEC, Inc	Fibertite Roofing Systems	On Center Software	SPEC Building Materials Corp.
Carlisle SynTec Systems	Firestone Building Products	Owens Corning	Sunbelt Vacuum Service
CertainTeed	Franklin International, Inc.	Petersen Aluminum Corporation	Superior Equipment & Supply
CHEM LINK	GAF	Plasteco Inc.	TAMKO
Cleasby Manufacturing Co.	GenFlex Roofing Systems	PolyGlass USA, Inc.	Tropical Roofing Products
CNA	Georgia-Pacific Gypsum LLC	Premier Rail Systems	TRUFast
Cordeck	Giuffre Bros. Cranes, Inc.	Quest Construction Products	United Union of Roofers
CoreLogic	HailWATCH	RK Hydro-Vac	US Ply Inc.
D-MAC Industries Inc.	Hapco Inc.	Roof Management	VFC Lightning Protection
Dataforma, Inc.	Johns Manville	<i>Roofing Contractor</i>	West End Roofing, Siding & Windows
DERBIGUM Americas, Inc.	Karnak Corporation	Roofing Supply Group	Western Colloid Roofing Systems
Drexel Metals Inc.	Kirby Fiberglass, Inc.	Roofing Webmasters	
Duro-Last Roofing Inc.	Malarkey Roofing Products	RoofLogic	