

MR

MIDWEST ROOFER

Midwest Roofing Contractors Association

Mar/Apr 2015

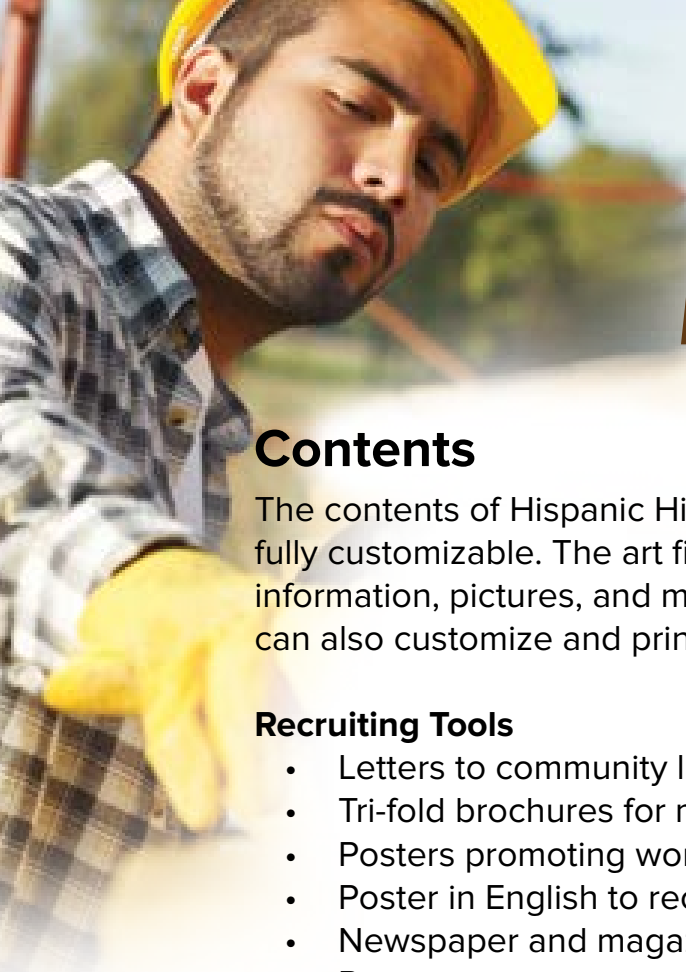
ADMINISTRATION

Entrepreneur's Series 1

**T&R RECOMMENDATION
concerning water based
bonding adhesive**

Why It's So Hard To Find Good Employees
MRCA Benefits: Sharp Safety Resources
More Effective Personnel Administration
Safety Culture and the Entrepreneur





HISPANIC[™] HIRING KIT

Contents

The contents of Hispanic Hiring Kit are housed on your Data CD and are fully customizable. The art files allow you to plug in your own logo, contact information, pictures, and messaging. If you would like, Bilingual America can also customize and print these files for you at a reasonable fee.

Recruiting Tools

- Letters to community leaders and ministers (Spanish and English)
- Tri-fold brochures for mailing (two art versions in Spanish)
- Posters promoting work opportunity (two art versions in Spanish)
- Poster in English to recruit English dominant Hispanics (Spanish)
- Newspaper and magazine ads (3 sizes, Color and BW, English and Spanish.)
- Poster to encourage employees to recruit others
- Social Media training session with Ricardo González online

Hiring Tools (All hiring tools are in both Spanish and English.)

- Applications
- Interview Questions
- Assessment for Entry Level Employees
- Assessment for Potential Leaders
- Letter of Welcome
- Letter of Reprimand
- Guide to Work Visas for Foreign Nationals
- Guide to Legal and Illegal Interview Questions
- Opportunity Axis Power Point Slides and Teaching

**FOR FULL KIT DETAILS AND TO
PREVIEW THE CONTENTS GO TO
WWW.BILINGUALAMERICA.COM/MRCA**

Onboard Process (Completely in Spanish and the HHK includes access for 5 people.)

- *Cómo Tener Éxito*[™] course.
- 20 day continuity program to internalize teaching of course.
- Teaches how to succeed personally and in your company.

If you're employing Hispanics, or want to, the Hispanic Hiring Kit is a must have suite of culturally relevant and professional grade tools. It provides you with everything you need, and more, to attract Hispanic employees.



Mar/Apr 2015

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Midwest
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Contractors
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Find us on





Developing Your Company

Larry Marshall, MRCA President

It is early spring in the Midwest. It is a time for reflecting on the past and planning for the future. I recently enjoyed reading the best selling book “Undaunted Courage” by Steven Ambrose. Ambrose took me on a journey of “Discovery”. His book is about the Lewis and Clark Expedition 1803-1806. It really is about the execution of President Thomas Jefferson’s plan to witness the expansion of the United States from the Appalachian Mountains to the Pacific Ocean from the Gulf of Mexico to Canada.

Thomas Jefferson, like many roofing contractors, thought big!

Your MRCA Board of Directors is presently in the middle of developing a long term strategic plan for the Association. Like Jefferson, we are thinking big.

We are on a journey to discover how our Association can better serve the needs of our members.

As leaders of our organizations we have the obligation to be “Servant Leaders” of our company. Many of us wear the hats of President, Chief Financial Officer, Marketing Director, Sales VP, Chief Operating Officer and Estimating VP on any given day.

The decisions we make effect the daily life of our employees, customers and vendors in many ways. We, as entrepreneurs, are privileged to have the opportunity to make a difference on a daily basis. The risk we accept is worth the reward.

This March/April issue of MR Magazine will be Part I of a three part Entrepreneur’s Series. Articles on developing your company policies and procedures, accounting, financial management and stress management are featured to help you better plan for the future.

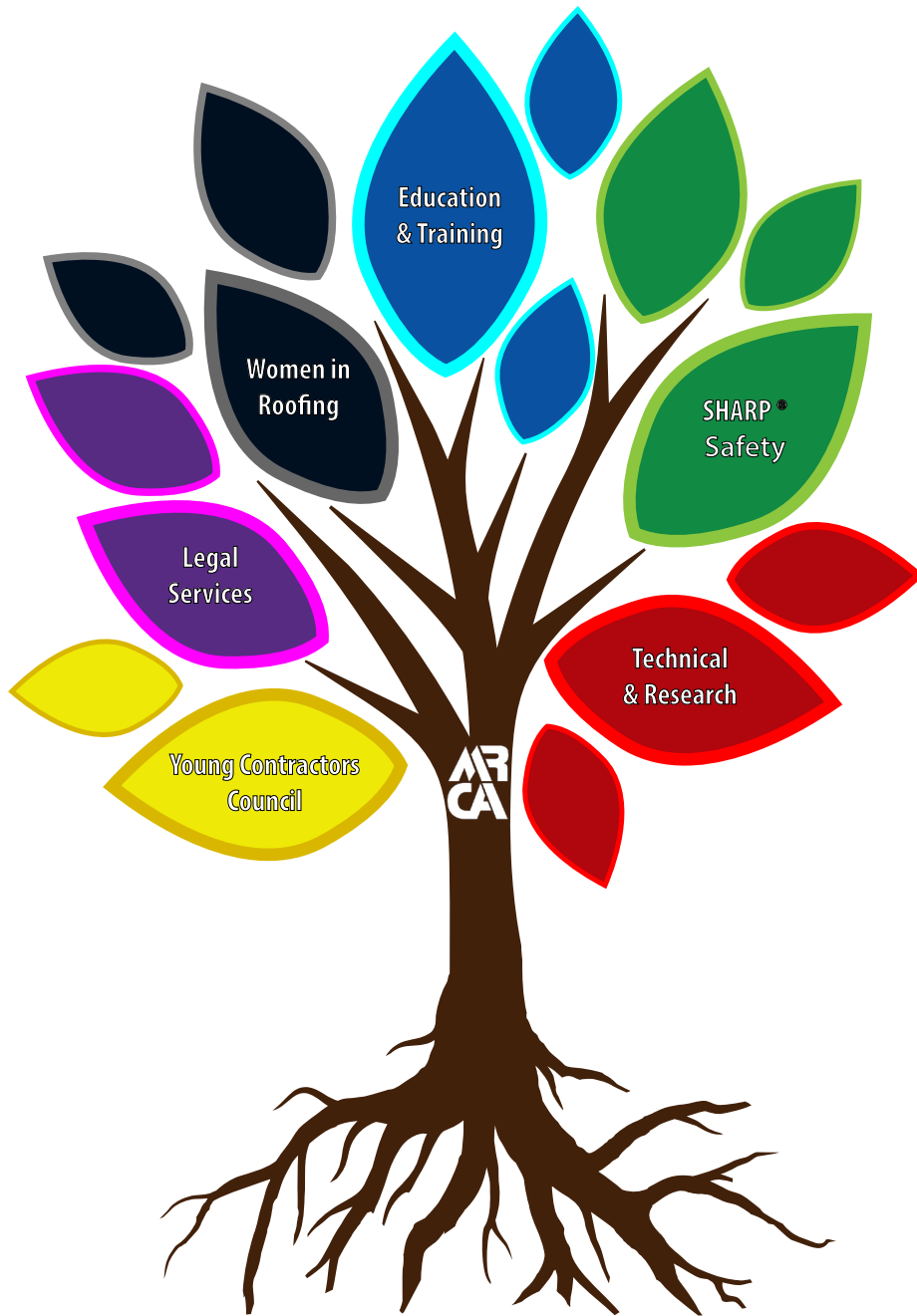
MRCA’s goal is to assist its members in planning and development of all areas of their operation. From sales to technology, safety equipment to employee relations, our publications, webinars, and events represent a diverse array of benefits all specifically developed to meet the unique challenges of a roofing contractor.

Please consider the various articles as you make bold plans for the future of your company. Rest assured it remains the plan of MRCA to continue to serve you as “The Contractors Advocate”. We pledge to help you work “on your business” and to witness your success.

Enjoy the journey ahead with undaunted courage!

Larry Marshall, L. Marshall Roofing & Sheet Metal, Inc., Glenview, IL
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MRCA BENEFITS: GROW YOUR FUTURE



SHARP Safety Resources

- Monthly Safety Meetings in English & Spanish
- Monthly Toolbox Talks in English & Spanish
- Annual Safety Awards Program
- Member Safety Program Review & Analysis
- Timely Safety Webinars & Bulletins

One of MRCA's most valuable Membership Benefits is its vast safety resources. Members can look forward to a special email each month laying out a monthly safety meeting in both English and Spanish, which includes a topical safety quiz as well. In addition to the monthly meeting, members also receive four tool box talks each month, also in English and Spanish, to use with their crews. These meetings and tool box talks are also archived in the Members Only section of the MRCA website for easy access at any time so that your safety training can be customized to the topics that fit your company best.

In addition to these monthly benefits, MRCA also provides members with an opportunity to have their safety program reviewed by top industry consultants each year. By submitting your safety program to the MRCA Safety Awards program, you will receive a written analysis of your program including practical suggestions for improvement. All entries will be recognized at the Annual Conference and Expo as well, providing a tangible way to promote your company's safety achievements to general contractors and owners.

MRCA wants to help you to maintain your competitive advantage, so we provide timely safety articles, webinars, and conference programming designed to keep you ahead of the competition with the latest information on compliance issues, agency decisions, and industry trends. Helping you maintain a safe and productive workforce is a top priority. You can rely on MRCA's Safety Resources to keep you at the forefront of the industry!

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CRCA Torch Winner

Victor Guevara
Roofs, Inc.
Lyons, IL

IRE Torch Winner

Harlene Pine
Pine Roofings Co., Inc.
Chicago, IL

MRCA News

MRCA SUPPORTS CERTA IN DAYTON, OHIO



Pictured with the Applicator Training Class Participants are (left) John Hayes CERTA certified trainer for the Miami Valley roofing industry apprenticeship training program and (right) Rachel Pinkus MRCA Managing Director

On March 4th, Roofers Local No. 75 held a CERTA Applicator class. MRCA was there to show its support of the CERTA Program and to promote its benefits to Roofing Contractors.

Business Manager, John Hayes, has been a certified CERTA Instructor for over 10 years. John makes sure that those attending his course completely understand the importance of torch safety by teaching safe practices when installing torch down systems. MRCA has a program to promote CERTA and torch safety and plans to be active in facilitating Applicator and Train-the-Trainer Training across the country.

Industry News

Innovative Safety Techniques Used to Install Snow Guard

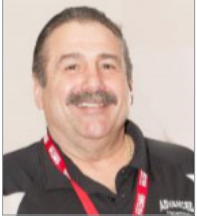
DALLAS, TX --- Chamberlin Roofing & Waterproofing replaced approximately 3,600 linear feet of snow guard along the edge of Deloitte University’s roof. The previous snow guard was deficient and near miss incidents from falling snow and ice prompted the university to make the change. Replacing this guard on the standing seam metal roof that reached a 34 degree angle at its steepest slope involved a site-specific safety plan and attention to detail at all times.

The Chamberlin crew was trained to use a Petzl controlled descent device to hoist themselves and their tools up and down the roof. Similar to a rappelling device, the multi-function handle allows the user to unlock the rope and control the descent with the hand on the free end of the rope. The anti-panic function activates if the user pulls too hard on the handle, and it brakes to stop the descent automatically. The job was completed in only two months with no safety incidents.

You can see a video of the crew in action here: <https://www.facebook.com/Chamberlin.Roofing.Waterproofing/videos>. Please see contact information above for more on this unique project



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Fred Horner, MRCA ASMC CO-Chair

Architectural Sheet Metal Committee

Since 1988, my company Advanced Industrial Roofing, Inc. has been providing our customers with industrial commercial roofing. As always, we install quality roof systems while maintaining the highest level of customer service and professionalism in the industry. In 1999, we opened our top of the line architectural sheet metal shop and began offering metal services to our customers as well. Today both our roofing and sheet metal divisions are thriving as industry leaders.

As a newly elected board member to the Midwest Roofing Contractors Association (MRCA), I want other business owners to learn how to integrate sheet metal into their roofing programs and share in the success I have been blessed with over the years. I felt it was important for MRCA to create a home for not only roofing but architectural sheet metal contractors as well. To fill this need I, along with the MRCA Board, have created the Architectural Sheet Metal Committee.

At this point, the committee is in the very beginning stages of formation but I have big plans for the future. Presently, I am serving as chair along with my co-chair Norm Menegay, architectural sheet metal operations manager at Advanced Industrial Roofing. David Reece, branch manager of Roofing Supply Group of Cleveland and Canton has also agreed to participate.

I began my roofing career the day I turned 18, have owned and operated Advanced Industrial Roofing for 27 years, and have over 40 years experience in the roofing

“The field of architectural sheet metal within the roofing industry has grown by leaps and bounds”

industry. Norm Menegay has 12 years experience in the roofing and architectural sheet metal fields. David Reece operated Cassidy Pierce from 1989 to 2003, and has been branch manager of RSG Cleveland since 2003 and RSG Canton since 2014. Ultimately, I would like to nominate five more qualified individuals from across the region to join our team.

In order to generate interest and excitement about the new Architectural Sheet Metal Committee, we plan to highly publicize its creation. To do so, we will advertise via word of mouth, by print publications, and on various social media outlets. In addition, the MRCA will have a dedicated architectural sheet metal section at our upcoming expo which will include a demonstration area

for new and existing products.

My vision for the committee is to have an eight member team focused on serving the needs of manufacturers, distributors, and installers of architectural sheet metal. I want them to be able to come to the MRCA and find ways to help their businesses grow and prosper by promoting their products and systems.

I have served on several boards over the past 20 years. I feel that my leadership expertise coupled with the vast knowledge and experience of the other current members will help the newly formed Architectural Sheet Metal



Fred Horner(left) awarded commendation from Ohio Secretary of State Jon Husted (right)

Committee of the MRCA to grow and thrive. Our goal is to promote this new program to anyone involved in the field of architectural sheet metal in order to help them succeed.

After much thought and planning, we determined that creation of the Architectural Sheet Metal Committee would benefit not just those in the sheet metal field but the MRCA as a whole. The committee will help grow membership by adding a whole new group of potential members by including those in the sheet metal field. Adding a new sector will also increase the number of people with knowledge to pass along to other contractors throughout the Midwest. We hope that this will help to spread the word and fulfill the mission of the MRCA.

The field of architectural sheet metal within the roofing industry has grown by leaps and bounds in the last few years and I feel the Architectural Sheet Metal Committee will help further the progress of architectural sheet metal throughout the Midwest for years to come.

Fred Horner is President at Advanced Industrial Roofing Inc., and is Co-Chair of the Architectural Sheet Metal Committee. He can be reached at fred_horner@airoofing.com

WHY IT'S SO HARD

To Find Good Employees



Mel Kleiman

Are you a manager who hires easy or hires tough? If you're taking the hire easy approach and you keep having the same employee headaches, maybe it's time to change tactics. My favorite definition of insanity is: "Doing the same thing over and over again and expecting a different result."

If you wonder why it's so hard to find good employees, maybe it's because you keep hiring people the same way – with an ad on Craigslist and a gut-instinct interview.

Everyone complains about how difficult it is to find good employees, but almost no one ever takes the time to sit down and define exactly what a "good employee" is. That's because the only way to do this is by taking the time to perform a thorough job analysis. Yes, it's time consuming, but if you don't know what you're looking for, how on earth can you find it?

Looking for an employee without a job analysis, is a lot like going to the grocery store without a list. You end up spending more time and more money than you wanted; you don't get what you need; and, in the end, you just have to go back again to get what you needed in the first

You can't get around the old "reap what you sow"

place. When you hire an employee without a job analysis, you spend more time and money than need be, end up with someone who doesn't work out, and, then, you go back and recruit, interview, and hire all over again. Sound familiar?

Let's stop the insanity. If you're a hiring manager, then start managing to spend at least 15-30 minutes a day on writing a job analysis for every position that reports to you. You can't get around the old "reap what you sow" rule. Sow the seeds of a professional employee selection system by doing your job analysis work now and you'll reap long-term rewards.

Now, when I say write a job analysis, I don't mean the same thing as a job description. A job description is a staid, static document, usually written once and filed forever. All employers of 15 or more need job descriptions to define the essential elements of each job. They are written to ensure we comply with the requirements of the Americans with Disabilities Act. A job description and a job analysis are two completely different animals.

A job analysis is an evolving, on-going tool that requires creative thinking. When you take the time to do a job analysis, you have an opportunity to strengthen each position on your staff every time you hire for that

position. It's the first step toward being a manager who hires tough.

A job analysis is broader than a job description because the first thing you ask yourself is: "Is there another way to do this job?" You have to stop and ask yourself if there's another way to solve the problem. Can you structure job differently? Could you use part-time instead of full-time help or vice versa? Could you divide the job's duties among other crew members? Does the job lend itself to automation? Could someone do this work by telecommuting? Can you simplify the job or should new duties and responsibilities be added?

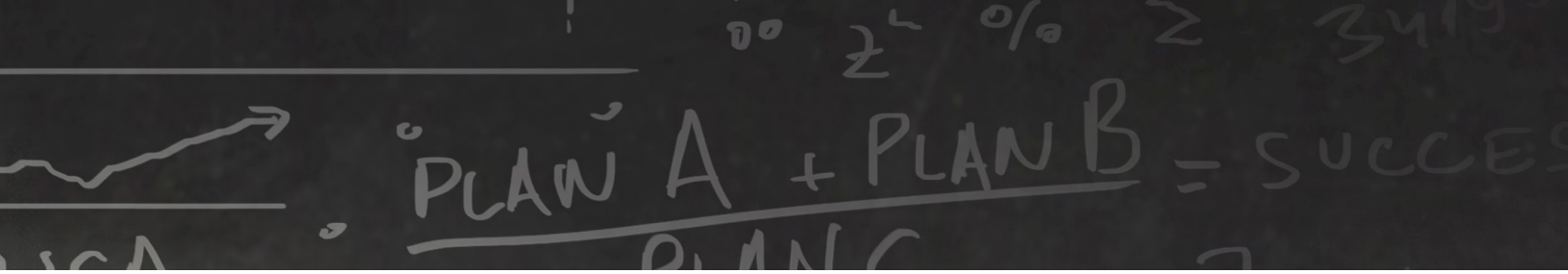
If you decide you do need to hire a replacement, then ask yourself how the job has changed since you last hired for it, as well as what changes you could make now to improve the job. What are the things the last person did that you want to ensure the next person does? What are the things the last person did that you want to make sure nobody ever does again?

Next, your job analysis spells out the duties and responsibilities of the position as well as the capacities, attitudes, personality traits, and skills needed. This is the part that gets down to the nitty-gritty of what "a good employee" looks like. With this nailed down, you know exactly what you're looking for and the whole recruiting, application, and interviewing process is effectively streamlined. An easy way to remember what you're defining is by remembering the acronym CAPS – capacities, attitudes, personality traits and skills.

The most basic requirements are the mental and physical capacities needed to do the job. How smart does the person need to be? Does the jobholder need to be able to make plans or order materials? What's required physically? How strong does the person need to be? Are eyesight, hearing, or agility important?

Second in importance are attitudes. Attitudes are shaped by our environment and life experience. They are learned. Your attitude about safety on the job has been shaped by your work experience. If you've worked for a company which was extremely safety-conscious, you probably carried that attitude with you to your next employer. Some of the attitudes employers look for are dependability, initiative, and honesty. Ask yourself: "What are the three attitudes that would help a person be successful in this position?" Perhaps the ideal person would believe: "It's important to be dependable," nothing's more important than honesty" and "safety first."

For the most part, we are born with our personalities pretty well formed and they don't change much over time. Personality traits include the need to be in control, introverted or extroverted, and whether the way we re-



late to others is more fact-based or more feelings-based. The ideal applicant's personality would match or complement the personality of the job and the manager, but it's extremely rare these are all in sync. The applicant's personality should be a consideration, but is less important than capacities and attitudes because people with the right capacities and attitudes can manage their personalities in order to get the job done.

Contrary to the common wisdom, skills are the least important attribute to look for. You can teach an applicant with the right capacities and attitudes the required skills. It's easier by far to teach someone all of the details important to the installation of roofing materials than it is to teach them to be on time for work or why honesty is important. Don't turn away an applicant with the right capacities and attitudes just because they don't have the skills.

Now, the best way to determine if an application meets the criteria called out in your job analysis is to make every step in the hiring process a test. If the applicant didn't complete the job application as instructed, they've told you they cannot follow instructions and

don't deserve further consideration. Many vendors offer low cost, online intelligence, attitude, and personality tests. When skills are mandatory, ask applicants to describe in detail or actually show you how they would do a particular task.

Every time you have to recruit and hire, it's an opportunity to improve your team, to make it more what you need for today and tomorrow as compared to what you needed yesterday. The job analysis should be a living, working document that changes every time you rehire for a position. With it, you can strengthen the position and the person who fills it so you're always building a better, stronger organization.

Certified Speaking Professional Mel Kleiman is an internationally recognized consultant, author and speaker/trainer on strategies for finding and keeping the best hourly employees. He is the president of Humetrics, a leading developer of systems, training processes, and tools for recruiting, selecting and retaining the best hourly workforce. Kleiman is the author of five books, including the best-selling "Hire Tough, Manage Easy." For more information, visit www.humetrics.com or call (713) 771-4401.



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The YCC Front

Young Contractor's Council

Kevin Gwaltney, MRCA YCC Chair

As I enter the second year as a leader of the MRCA YCC (Young Contractor's Council), I believe it is time to build upon our past successes and momentum with a renewed dedication and vision for the future. I am excited to share with our membership, that with final approvals the YCC will transition from being recognized as a council, to our future role of acting as a standing committee of our association. I applaud current leaders for their efforts and vision of embracing the youth movement within our industry. As a testament to the commitment of these leaders, this year we will have three Directors that have graduated from the ranks of working with the YCC to serving our association as MRCA Board Members. The current YCC leadership committee is made up of eleven contractors that have made the commitment to serving the MRCA membership.

The YCC committee recently met in January in conjunction with the MRCA board of director meetings. We have set our sights on many accomplishments that we would like to make in 2015. Our agenda includes communicating to our membership in the form of a YCC column to be published in the *Midwest Roofer*. We started this initiative in 2014 and leaders in our committee have addressed a wide range of topics ranging from value engineering projects to immigration. We have strived to prepare these comments from the perspective of the youth in our industry.

A second item includes planning a community service event at our upcoming convention in November in Kansas City. This will be the second year that we have done this. We believe this gives our membership an opportunity to give back to the communities that support our businesses, as well as an opportunity to work alongside our industry peers, creating lasting relationships that provide value in developing our professional skills as well as contractor-to-contractor networking.

The final agenda item that I would like to share with you is our plan to have a 90 minute round table educational program at the conference in Kansas City. This time we will provide an opportunity to learn and share ideas on common issues facing our industry, as well as networking. This is a can't-miss session for attendees of the conference. We had a similar educational program



YCC in conjunction with Rebuilding Together in Greater Dallas

in 2014 at the Dallas convention that provided great value and lots of positive energy.

The YCC looks to impact our association by continued efforts to modernize how we communicate and deliver value to our industry. The individuals on our committee do double duty serving on other committees of the association, such as marketing, business management, safety and operations, and technical and research. I believe the youth movement within our association has had a positive impact on each of the committees and look for even more positive synergies.

The current group of YCC leaders have recognized the need to attract new talent to our initiative. I would like to encourage youth to get involved in our association. If you are interested in developing your professional skills, networking with peers that face similar challenges and share similar successes, and are willing to give a little of their time to improve the industry we work in, this is an unmatched opportunity. We are currently looking to recruit new members to our committee. If you have an interest, please feel free to contact me by email or contact MRCA staff for more information. It is evident to me that our industry has an engaged young generation of entrepreneurs poised and ready to meet the challenges that we face today. I wish my fellow young contractors successes in 2015.

Kevin Gwaltney is president at Diamond Roofing in Manhattan, KS, and is the chairman of the MRCA's Young Contractors Council. He can be reached at kevin@diamond-roofing.com.



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Bob Dunlevey

MORE EFFECTIVE Personnel Administration

From the initial pre-employment inquiry to the final termination notice, employers can minimize their exposures to liability by having an effective H.R. system in place. Here are some “helpful hints” on how to administer your H.R. functions more smoothly and reduce risk.

HIRING EMPLOYEES

- Exercise care in hiring. The single best way of avoiding employee lawsuits is careful hiring practices.
- Know and follow your company’s hiring policies and procedures.
- Do not rely too heavily on a résumé. It is the employee’s best opportunity to cast their own credentials in a favorable light and hide past problems. A written employment application, a sound interview process, reference checking, and other techniques should be used to verify information on the résumé.
- Utilize proper interview techniques. Interviewers should avoid making representations concerning the job or the applicant’s long-term future with the company. To the extent that such representations become necessary, the interviewers should attempt to give a realistic impression of the company and the job duties. If interviewers create false impressions in the applicant, that person will become disenchanted rapidly once those expectations are left unfulfilled. If possible, conduct interviews in teams, and make and keep good interview notes. This will prove invaluable if the applicant subsequently makes claims arising out of the interview process.
- Avoid illegal inquiries. Inquiries should concentrate on the applicant’s qualifications for the job. The law provides that employers may not make inquiries directed at seeking information on any of the following: race, color, national origin, religion, age, sex, disability – problem inquiries include questions about marital status, children, childcare arrangements, plans for future children, and husband’s occupation; disability – an employer may not inquire concerning an applicant’s medical condition, but may only ask if the applicant can do the essential functions of the job applied for, with or without accommodation.
- In screening applicants, consider the candor and

honesty displayed during the application and interview process. If an applicant has been less than honest, it is unlikely that they will make a trusted employee.

- Always obtain a detailed employment history, including inclusive dates of employment and reasons for leaving each prior employer. Especially watch for frequent changes in employment, unaccounted-for gaps in employment and reasons for leaving prior jobs.
- Obtain and check references prior to hiring.
- Consider conducting background checks. Don’t forget compliance with the Fair Credit Reporting Act which regulates background checks.
- Prior to hiring, consider the use of pre-employment testing, including drug screening, and skills, personality, honesty and psychological testing.
- Be courteous in rejecting applicants. Detailed reasons for rejection normally should not be given.
- Determine accurately whether the employee is exempt or non-exempt from minimum wage and overtime and properly compensate the employee from the outset.

EFFECTIVELY HANDLING PROBLEM EMPLOYEES

- Document, document, document!

“Pointing out a deficiency too long after the fact loses impact”

- Attempt to be fair and consistent. But avoid references to such words in dealing with employees. Other words to avoid include “just,” “good cause,” “company shall,” “employee will be granted,” “employee is entitled,” and “job security.”
- Don’t represent to employees that they will be employed for a specific duration.
- Always follow the company’s policies and procedures.
- Handle problems with employees expeditiously. Because handling problems with employees is distasteful to most managers, there is a tendency

Continued on page 14

MORE EFFECTIVE

Personnel Administration

(continued from page 13)

to ignore the problem and hope that it will go away. This not only has the effect of re-enforcing the employee's undesirable conduct, but also can cause resentment by other employees. Pointing out a deficiency too long after the fact loses impact, and leaves more room for the employee to deny your observations. Also, implicitly, many employees feel that their transgressions have a very short "statute of limitations," and that it is unfair for you to point out such problems too long after the fact.

- Administer discipline confidentially. If an employee feels publicly humiliated, they are more likely to take legal action to redeem themselves.
- Conduct severe or sensitive disciplinary meetings in the presence of a company witness.
- Provide the employee opportunity to give his side, but maintain control over the time, place, duration, and participants in any meeting.
- Document shortcomings and corrective action taken. It is one of your few opportunities to create evidence in support of your defense in the event that charges are filed.
- Watch raises and bonuses. No matter what you tell a marginal employee, they may perceive

"There is a tendency to ignore the problem and hope it will go away"

the raise or bonus as being based on merit even though it is just a "cost of living" adjustment.

- Do not enter into any written agreement or understanding with an employee without approval from the CEO.
- Be accurate in the reasons given for disciplinary action. In most cases, a reason should be given. If no reason is given, the employee may assume that there is an illegal motive. Also, employees will often recognize an untrue reason, and may assume that the real reason is discrimination. Once given, a reason is difficult to change.
- Watch your comments. Ethnic or sexist jokes or remarks concerning an employee or a protected class can prompt discrimination charges.
- Utilize progressive corrective discipline but make



the penalty fit the infraction.

- Get the facts before taking disciplinary action. Give the employee the chance to give their side.
- Watch performance evaluations. They are a double-edged sword. You may be creating evidence against yourself. Evaluate accurately or not at all.
- Do not use performance evaluations as a substitute for employee counseling or disciplinary action.
- Recognize when you are getting in over your head. Get help from your employment counsel before making a mistake.

TERMINATING EMPLOYEES

- Lay the correct groundwork. Where possible, utilize progressive discipline prior to termination. Document deficiencies.
- Seize the opportunity for a clear termination of a problem employee. Timing is everything!
- Be careful of the reasons given for termination. In some cases, it may be best not to give any reason or explanation, although this is the exception rather than the rule. Employees who are not given



any reason are more likely to assign an illegal reason. If a reason is given, it generally is best not to go into great detail. A broad description of the reason will leave the employer's options open should litigation arise. On the other hand, if a limited reason is given, the employer may become locked into that reason, even if other factors were considered. Avoid expressly giving reasons which are inflammatory or cannot be supported, even if they are being considered. But, make sure that the reason given does not preclude use of these other reasons should litigation arise. Don't put the reasons in writing.

- Where possible, have a company witness present.
- Like all disciplinary actions, terminations should be handled confidentially. If an employee is publicly humiliated, they are more likely to take legal action to redeem themselves.
- Where appropriate, offer the employee a chance to resign. Many employees file charges because they are primarily concerned with having a "black mark" on their record as a result of being terminated. Offering the employee the chance to resign, and thereby save face, may relieve these fears. Additionally, if the employee chooses to

resign rather than be terminated, your case may be easier to defend.

- Consult with your employment law attorney for especially high-risk or sensitive terminations. Any time a termination involves an employee in a protected class, consideration should be given to consulting an employment attorney. Also, if the employee has complained of discriminatory practices or threatened legal action, an attorney should be consulted in advance of termination. Employees with a known history of filing suit also are high risk. Employees with a common interest may serve as a mutual support group and induce one another to file a charge. Termination of pregnant or recently disabled employees always should be preceded by consultation with an employment attorney.
- Conduct exit interviews of departing employees where feasible. Sometimes you can learn things about your operation and areas of needed improvement that have previously been undetected or unaddressed. This also can give the employee a needed opportunity to vent.
- As a part of the exit process, collect keys, passes, employer identification cards, and any other company property, but do so without making the employee feel like a criminal. Shut off computer access as well.

FREQUENT MISTAKES EMPLOYERS SHOULD AVOID

- Not having an H.R. manager and human resources program
- Procrastinating in dealing with H.R. issues
- Lack of documentation of employment situations – progressive corrective discipline
- Inconsistent documentation – favorable evaluations/raises shortly before terminating for poor performance
- Mischaracterization of separation – calling a termination a layoff to avoid confrontation
- Providing written reasons for termination
- Disregarding workers' compensation issues and allowing questionable claims
- Soliciting employee authored witness statements

For further information, contact Bob Dunlevey at Dunlevey, Mahan & Furry (937) 223-6003 or visit the firm's website at www.dmfdayton.com.



T&R Update

Roof Designs Where You Should Switch from Standard Reinforced Paper Facer on Polyisocyanurate Insulation to Glass Fiber Mat Facer

Rene Dupuis, PhD PE

Since 2011, the MRCA Technical and Research Committee has been studying a number of critical issues involving moisture accumulation in roof systems constructed over new concrete roof deck. The T & R Committee along with the NRCA Technical Operations Committee has also done an extensive research study of water based bonding adhesives. That work started in January 2013 and completed in December 2014.

There has been one common denominator in this research and that is polyisocyanurate roof insulation with standard glass fiber reinforced paper facer. The official designation of this product is ASTM C1289-14 standard specifications for Faced Rigid Cellular Polyisocyanurate Insulation Board. The most widely used polyiso roof insulation product is Type II, Class 1 (meaning reinforced paper facers). The grade designation follows next: Grade 1 is 15 psi, Grade 2 is 20 psi and Grade 3 is 25 psi.

An ASTM C1289 polyisocyanurate foam insulation board using coated glass facers is referred to as a Type II, Class 2 product.

1. Roof Systems Constructed Over New Concrete Decks

Today many of the new concrete decks contain structural lightweight (90-120 lb/ft³) concrete, which saves about 1/3 of the dead weight with no loss in structural capacity. However all lightweight, void laden aggregate are water soaked prior to batching. This ultimately yields a poured concrete deck with 5 – 20% water content after cure. Even standard weight (150 lb/ft³) new concrete decks are causing some of our roof systems to become detached. Current roof designs typically use low rise foam and paper faced polyiso board construction followed by an adhered single ply or modified bitumen membrane with cover board. These systems are failing due to moisture gain within the roof assembly. The primary mode of failure is cohesive failure within the paper facer on the polyiso board. The beads of low rise foam are still clinging onto the outer skin of the paper facer. Wet paper facers lose their tensile strength and come apart, either from wind over the roof or the

polyiso board suffers dimensional instability due to moisture trapped under the membrane. All the moisture comes up in vapor form from the concrete deck, condenses up in the roof system and builds up in the absorbent paper facers. Basically we have heavy water vapor transport occurring especially with structural lightweight concrete. After observing roof failures over new concrete for the last four years, we see one common denominator, the failure of the reinforced paper facer. The MRCA is recommending that contractors use coated glass facers Type II, Class 2 on the polyisocyanurate insulation boards. This coated glass facer does not suffer a loss of tensile strength like the current paper



Figure 1. Moisture build up from concrete deck resulted in delamination of paper facer on polyiso board

facer does. From a review of most of the reinforced paper facer sold today we can conclude that it is mostly recycled paper with a small percentage fiber not a good product to use in a potential moist vapor environment.

To demonstrate the moisture gain issue new roofs experience over structural lightweight concrete deck construction, Figure 1 shows what was a new fully adhered 060 white TPO bonded with low VOC adhesive to paper faced polyiso insulation. The loss of membrane attachment occurred within the paper facer as shown.

2. Designs Using Water Based Bonding Adhesives

Air Quality Control Districts are forcing the

roofing industry to use water based adhesives as the allowable VOC levels are now dipping below 250 grams/liter, which is the level a low VOC is currently at. Water based adhesives (WBA) cannot be allowed to freeze; they generally need to be stored in a temperature controlled environment 60 - 90° F, plus or minus. Pails of WBA have a date stamp; this means they have shelf life. One top of all these

The MRCA is therefore recommending that all roof systems using WBA use polyiso boards with coated glass facers

restrictions, WBA materials need more open time to dry down in cold damp weather as they do on warm, very humid days.

As the MRCA T &R and NRCA TOC Committees wrestled with this, our lab research has shown that if water vapor content within the roof system builds up, water based adhesives reabsorb the moisture and surprisingly held on to it while maintaining some peel strength.

We conducted peel strength test on 060 EPDM and 060 PVC with different WBA products. The 3 day and 7 day peel strengths ranged a low of 0.5 pounds per lineal inch (PLI) to 3.3 PLI for EPDM

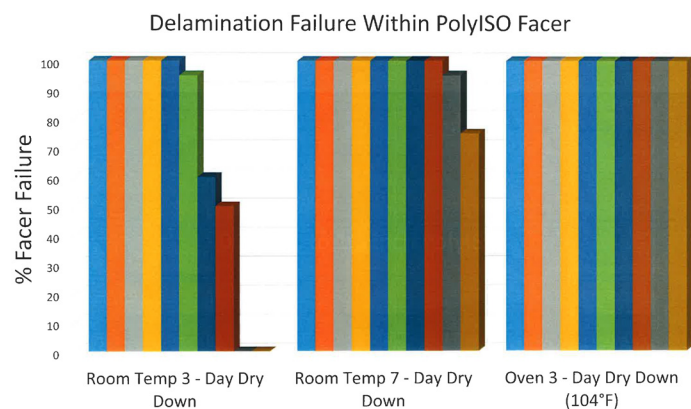


Figure 2 Bar graph showing predominant delamination of paper facer using WBA bonding adhesive

bonded to paper faced polyiso and from 0.2 to 1.6 PLI for 060 PVC bonded to paper faced polyiso. A similar result occurred with those samples oven dried at 104°F for 3 days. However, the predominant mode of peel failure was within the facer reinforced paper facer of the polyiso board. Figure 2 shows a

bar graph with these results.

After observing this lab mode of peel failure we re-examined a series of photos of actual roof failures that involved WBA. It was obvious that paper facer delamination was a major player in loss of membrane attachment due to moisture building up in the WBA. It was generally not the WBA material failing from rewetting itself but some photos did show a WBA moisture reversion problem along with

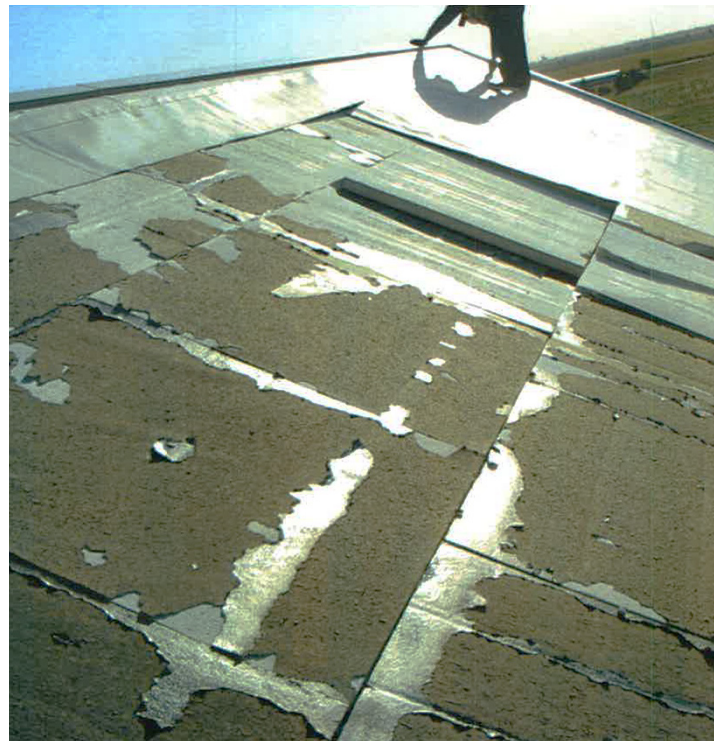


Figure 3 Roof top photo of loss of membrane attachment due to low level moisture build up being held in WBA

membrane detachment. Figure 3 is a field photo of a TPO membrane which lost adhesion at two years of age. By inspection, it is mostly a cohesive failure within the paper facer.

The MRCA is therefore recommending that all roof systems using WBA use polyiso boards with coated glass facers, similar to that recommended for roof system construction over new concrete decks. The MRCA is aware of other studies on the moisture effects of polyiso facers being conducted by other associations and we look forward to seeing the results of those studies.

Rene Dupuis, PhD PE, of SRI in Middleton, WI, can be reached at RDupuis@sri-engineering.com. Dupuis serves on MRCA's Technical and Research Committee.



It Starts With Management

Gary Auman, MRCA Legal Counsel

Safety Culture is to many an empty concept. Part of this feeling may be derived from a fear of the unknown. Many of us hear safety professionals speak of developing a safety culture and we immediately think of our employees walking around in bubble wrap; so encumbered with safety devices and practices that it is impossible for them to accomplish any work. Fear not! This is not what a safety culture is intended to be. A safety culture is really just that, a culture.

Culture is defined in the Merriam-Webster Dictionary as “the set of shared attitudes, values, goals and practices that characterize and institution or organization.” This concept is applicable to both large and small roofing contractors. If the business owner is serious about safety, he/she must “share” that seriousness with everyone who works for him. To me a safety culture means that safety is considered first in all that we do.

A safety culture starts and ends with the business owner or the company president. The owner/president is responsible for the direction and success of the company. Whether you set the tone yourself as the business owner or are responsible for hiring the expertise needed to succeed in every part of your business – the “buck” stops with you. With the increased emphasis on OSHA citations, new OSHA reporting rules, higher costs resulting from injuries to employees, not moving towards a safety culture in your company may be a luxury that you can no longer afford.

I know that if I were to speak with each of our MRCA members about maintaining a safe work environment, they would each tell me that it is the most important thing to them, in running their business. Well, if that is the case for you, you are more than half way home in developing a safety culture. The first step in any safety program/culture is management commitment. Without management on board having a safety culture is a non-starter.

First, you have to believe that making safety first in all that you do is the way to go. Preferably this belief should be anchored in a desire to provide employees a job from which they will return home safely at the end of the day. This can only be done with your commitment to “build” safety into every part of your business. In other words safety is not something you think about “after the fact” – safety is the **FIRST** thing you think about at the start of every project and the start of every day. As a result of this safety becomes the first thing your employees think about in everything they do, also.

Safety at the start of every project does not mean safety before employees begin work on the job; it means

when you are preparing the bid. To have a true safety culture for your company you need to be thinking safety as you bid your work. Design safety into the bid. What is the best fall protection I can have on this project? How much do I need to add to my bid to get this level of safety – how much must I reduce my margin to ensure safety and stay competitive? How much additional time do I need to figure into my plan for completing the job? This may sound like a daunting task, but after you have made the commitment things will begin to fall onto place. And, the rewards can be tremendous.

Building a safety culture into your business will result in greater efficiencies on the job. A safety culture will enhance your reputation with your customers. You



will see a decrease in workers’ compensation claims and other liability claims. You will no longer be looking over your shoulder because “OSHA might show up.” If you now avoid serious OSHA citations; you will not have problems with pre-quals for bids if the OSHA citation question is asked.

But, don’t forget, the safety culture begins with you and your management team. There can be no exceptions. When you or anyone on the management team visits a jobsite, you must work as safely as the crew on the job. If they are wearing personal fall arrest equipment on the roof, you **MUST** wear it also before you ascend to the roof. If everyone is wearing hard hats, you **MUST** put on your hard hat before you step on the active worksite. Whatever safety is being required on the site, you and anyone you bring with you, must comply.

You need to hold your management team responsible for safety. **YOU** should audit their safety performance. If this requires the use of an outside auditor, than that is the course you need to take. Holding managers accountable for safety expectations should become part of their performance review. There can be no exceptions.

So, where do we start? The first step is to outline your safety culture in your safety program. We will start there in the next issue of MR.

OSHA Releases 2014 Top Ten Lists

Another reason to develop and promote a safety culture in the construction industry was just identified by OSHA when it released its Top 10 lists for 2014. Out of the 36,163 federal inspections conducted in 2014, 18,190



were conducted in the construction industry. Out of 46,897 state OSHA inspections conducted, 19,462 were in construction.

By far the number one cited standard was the fall protection standard, with 7,487 citations. But, while the

“Out of 46,897 state OSHA inspections conducted 19,462 were construction”

number of citations was just 1,370 above the runner-up for hazard communication violations, the penalties assessed for the fall protection citations were \$18,000,000 more than the total of penalties assessed for hazard communication standard violations. Number 3 on the list was the scaffold standard followed at #5 with powered industrial trucks and Number 7 with ladder safety. So, three of the top ten standards cited in 2014 involved standards that govern much of what we do.

Fall protection also lead the list for the number of willful, repeat and serious citations issued in 2014. Also in the top ten of willful citations were asbestos in construction, scaffolding and the general duty clause. In the repeat area, fall protection was followed by scaffolding, hazard communications, ladder safety and fall protection training.

MRCA Safety Recognition Program

The first year of the SHARP Safety Recognition Program is now behind us. The Operations and Safety Committee is pleased that twenty-seven MRCA member contractors took advantage of this

program. The feedback we received has been excellent... it appears that the participants all feel that they received a great benefit from their participation in the program. Each received a detail critique letter at the convention in Grapevine, Texas in December 2014 discussing the grading committees scoring of their application and providing them with valuable information as to how they could improve their safety program.

As OSHA becomes more aggressive in construction industry inspections in general and in certain areas, covered by our application in particular, YOU cannot afford not to take advantage of this great value provided because of your membership in the MRCA. You will not find a similar opportunity to have key components of your safety program reviewed, graded and critiqued anywhere for the small application fee.

What do you have to lose? What are you afraid of? If you have a platinum level program, you will find that out and be recognized for it. If your program needs work, you will find that out also. Only you will see the critique for your company. NO one on the grading committee, except our general counsel is ever able to connect the grading with your application as all are graded anonymously!

You can download the 2015 application on the member section on the MRCA website now. Completed application and requested attachments must be received in Gary Auman's office with your application fee by June 1, 2015. You can mail your application to Dunlevey Mahan & Furry, attn.: Gary Auman 110 North Main Street, Suite 1000, Dayton, OH 45402 or email it to his assistant at brl@dmfdayton.com.

Take advantage of a great MRCA member benefit-complimentary legal advice on OSHA-related issues from MRCA Legal Counsel Gary Auman. Contact Gary at GWA@dmfdayton.com.



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