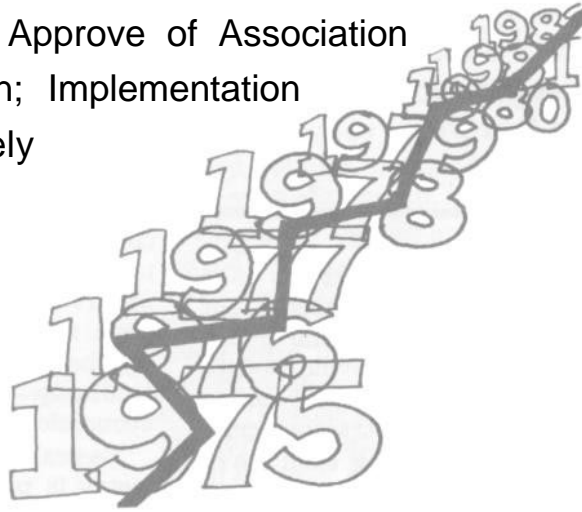


Charting the Future

iaWCC Directors Approve of Association
Long Range Plan; Implementation
Starts Immediately



In one of its most significant and far-reaching decisions of the past several years, the Board of Directors of the international association of Wall and Ceiling Contractors has approved of a Long Range Plan for iaWCC.

The step, taken at the iaWCC's 58th annual convention in Hawaii last month, commits the association to a planned program of accomplishment and services in 15 separate categories which undoubtedly will have profound influence on every wall and ceiling contractor in the country as well as the construction industry itself.

Implementation of the plan will begin immediately with a series of objectives set for two years, another series to be completed in two to four years, and other goals whose time frame runs five years or more.

In approving the plan, the iaWCC Directors acknowledged the fact that the next year or two would very likely be crucial years in the wall and ceiling industry because of economic conditions. Therefore the emphasis of the Long Range Plan during this period will emphasize those areas where the association may best serve its members.

The Plan, developed and recommended by the Continuing Study Council which functioned as iaWCC's "Long Range Planning Committee," (see box) is basically a five-year projection of anticipated trends and

future expectations in the construction industry. However, provisions have been in-built to allow for continuous review and alteration in response to conditions.

Thus, the programs may indeed be partially or completely changed and new objectives added. Furthermore, each program will be assigned to a standing or special committee or other official body with coordination and follow-through necessarily falling upon iaWCC Managing Director Joe M. Baker, Jr. and the iaWCC staff.

While the actual report runs some 40 typewritten pages and contains more than 135 objectives, a listing of the 15 categories and the stated goal of each, is as follows:

1. Association Affairs

Goal — For the Association to have sufficient staff and head-quarter facilities to fully and expeditiously handle all business of the association, including proper service to its members; to determine efficient size of the Board and operating committees and to make the proper programs and plans for these bodies; to prepare for the growth of the Association and to be prepared to handle this growth as it occurs.

2. Catastrophies

Goal — To provide for the continuity of the Association by being foresighted in acknowledging possibility of national and/or local disasters

which could seriously hamper the Association, or result in its total demise; and to be prepared to have the Association function throughout any catastrophe.

3. Communications

Goal — To own and operate the Association's own magazine and to publish such newsletters, technical manuals, and other literature and bulletins that are necessary to service the membership.

4. Conventions and Meetings

Goal — To organize, develop, and promote special meetings and seminars; to organize, promote and improve on regional meetings and to expand their participation to the West Coast of the United States and Canada; to continue to conduct an annual convention in order to provide a forum in which to conduct the Association's business and in order to provide the membership with educational opportunity in all fields related to their business.

5. Education

Goal — To provide a continuing educational program on business, labor, and technical matters for members of all sizes of operation and in all regions to assist them in being better managers of their businesses and to serve to further the industry.

6. Financial

Goal — To establish sound financial policies for the Association in order to assure its continued operation and in order to maintain high level membership services.

7. Government Relations

Goal — To provide the membership with current, clear and concise information regarding any pending legislation, laws, or other various government-related programs that are affecting or will affect our industry. Further, when circumstances dictate, to speak for the membership in order to influence legislation, and to represent them in other government related matters.

8. Insurance

Goal — To effectively set up a plan where all members can participate in group insurance plans that will increase the efficiency of handling claims and save money for all members participating in the plan and provide income for the Association.

9. Labor Relations

Goal — To maintain good liaison with the international unions, provide members with services in their dealings with labor, and assist mem-

bers in such labor-related areas as wage negotiations, labor arbitration, work stoppages, etc.; to provide educational services in the labor fields; and to also provide in-

formation and assistance to non-union members as well as information on merit shop contracting to union members.

10. Manufacturer Relations

Goal — To continue and to improve contractor-manufacturer relations, and to involve in the Association those manufacturers in the wall, ceiling, and related systems industry.

11. Membership

Goal — To retain existing members and to broaden membership base by bringing into membership successful non-member contractors and manufacturers in the wall and ceiling fields

—and—

To create a desire to join and remain a member by communication of valuable information pertaining to the industry-trends, laws, and regulations affecting the industry; establishing a good rapport with labor, manufacturers, and fellow contractors; and communication of availability of staff in Washington office for assistance to individual contractors and manufacturers.

12. Public Relations

Goal — To maintain a continuing public relations program through newsletters, publications and the Association magazine that will reflect the image of a diversified systems industry; to be recognized as a spokesman for the entire wall and ceiling industry.

13. Safety

Goal — To train iaWCC members on a good, sound safety program to follow, and to keep all members abreast of the problems and implementation of OSHA standards; further to work towards legislating against portions of OSHA that the Association opposes.

14. Sales and Promotion

Goal — To assist interested iaWCC members in developing an internal sales and promotion program for their businesses.

15. Technical Information/Services

Goal — To provide continuous technical information and education on new techniques and products that are of interest to membership through publications, person-to-person contacts, seminars and symposiums, and special services.

The Creation of a Plan

Six years in the making, the iaWCC Long Range Plan had its beginning at the association's 1968 convention in Chicago where Management Consultant William Dalton, following an extensive study, recommended that a special new body be established to study the entire spectrum of Association and industry problems.

A primary objective of this proposed "Continuing Study Council" contained in Dalton's convention report called for the creation of a long range plan for iaWCC. Approved by the convention, the Council was formed by iaWCC (then known as the CPLIA) President Jeremiah Burns, New York City, under the chairmanship of William E. Duguid, Jr., of Chicago.

Because of immediate issues which required priority attention — such as a plan for the complete diversification of iaWCC and a corresponding name change for the association — the development of a long range plan was postponed until 1972 when the new chairman, Larry Reger, of Buffalo, initiated a series of meetings throughout iaWCC on the most feasible approach.

These meetings culminated in 1973, under the next chairman, Donald J. Chambers, of Mansfield, Ohio, in an 8-page questionnaire to the membership. The survey was conducted by the management consulting firm of Lawrence-Leiter and Company, Kansas City, and produced an astonishing 49 percent return.

Wide ranging and extremely detailed, the Lawrence-Leiter analysis and report was presented in the form of a computer print-out with data cross tabulated. Armed with this information, the Continuing Study

Council's efforts to form a Long Range Plan began in earnest.

Under the 1973 CSC chairman, Richard M. Connor, of Nashua, N.H., a series of meetings succeeded in developing the basic plan that was presented at the convention in Hawaii. But the project had become so immense that it required another year of work under the chairmanship of Lloyd F. Martin, of Syracuse, to fashion out specific details and recommendations, on current services, proposed services, strengths, weaknesses and desired services to be developed.

So, after a minimum of 550 manhours in this two-year period by contractors alone—plus hundreds of hours devoted to the project by the iaWCC staff—the iaWCC Long Range Plan was ready for presentation to the membership.

Earlier, in September, 1974, in its first review of the work of the CSC, the iaWCC Board of Directors had given unanimous approval to the "purpose" of the CSC under which the Long Range Plan was established.

But the report given in Hawaii was much more extensive and included specific objectives in some 15 different association-related categories, assigned priorities and time frames for each objective, and featured a plan for assigning responsibility for each category.

Recognizing the importance of keeping iaWCC members up to date and fully aware of the change in the industry as well as the value of allowing for the necessary flexibility to change or modify the plan as conditions dictate, the CSC recommended strongly that Education be the top priority item during the next two years.