

THE CONTRACTOR'S COMPASS

Want to Be More Productive?



TIRED OF **ENDLESS** QUALIFICATION FORMS?



1 FORM. MULTIPLE QUALIFICATIONS.

Join us and take part in bringing standardized qualifications to the industry!

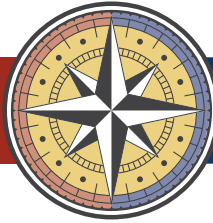
COMPASS aims to streamline the data collection process and help Subcontractors satisfy multiple qualification requests with our standardized form (the 1Form); eliminating the need to complete multiple unique forms. We are engaging General Contractors and other industry participants to adopt standardization, and would benefit from your support.

If you agree with standardization in the qualification process, please show your support by filling out this short survey

<https://forms.gle/FWPJrfaXZMKcGfer7>



THE CONTRACTOR'S COMPASS



EDITORIAL PURPOSE

The Contractor's Compass is the monthly educational journal of the Foundation of the American Subcontractors Association, Inc. (FASA) and part of FASA's Contractors' Knowledge Network. The journal is designed to equip construction subcontractors with the ideas, tools and tactics they need to thrive.

The views expressed by contributors to *The Contractor's Compass* do not necessarily represent the opinions of FASA or the American Subcontractors Association, Inc. (ASA).

MISSION

FASA was established in 1987 as a 501(c)(3) tax-exempt entity to support research, education and public awareness. Through its Contractors' Knowledge Network, FASA is committed to forging and exploring the critical issues shaping subcontractors and specialty trade contractors in the construction industry. FASA provides subcontractors and specialty trade contractors with the tools, techniques, practices, attitude and confidence they need to thrive and excel in the construction industry.

FASA BOARD OF DIRECTORS

- Richard Wanner, President
- Courtney Little
- Richard Bright
- Anthony Brooks
- Brian Cooper
- Jack Austhof

SUBSCRIPTIONS

The Contractor's Compass is a free monthly publication for ASA members and nonmembers. For questions about subscribing, please contact communications@asa-hq.com.

ADVERTISING

Interested in advertising? Contact Richard Bright at (703) 684-3450 or rbright@asa-hq.com or advertising@asa-hq.com.

EDITORIAL SUBMISSIONS

Contributing authors are encouraged to submit a brief abstract of their article idea before providing a full-length feature article. Feature articles should be no longer than 1,500 words and comply with The Associated Press style guidelines. Article submissions become the property of ASA and FASA. The editor reserves the right to edit all accepted editorial submissions for length, style, clarity, spelling and punctuation. Send abstracts and submissions for *The Contractor's Compass* to communications@asa-hq.com.

ABOUT ASA

ASA is a nonprofit trade association of union and non-union subcontractors and suppliers. Through a nationwide network of local and state ASA associations, members receive information and education on relevant business issues and work together to protect their rights as an integral part of the construction team. For more information about becoming an ASA member, contact ASA at 1004 Duke St., Alexandria, VA 22314-3588, (703) 684-3450, membership@asa-hq.com, or visit the ASA Web site, www.asaonline.com.

LAYOUT

Angela M Roe
angelamroe@gmail.com

© 2021 Foundation of the American Subcontractors Association, Inc.

FEATURES

Lagging or Leaping? Technology in Construction.....11
by Jenny Harris and Mary Klett, ASA Communication Team members

When Good Projects Go Bad12
by Gregg Schoppman, FMI

Why Contractors Need to Make an IT Plan and Stick to It.....14
by Steve Antill, Foundation Software

Three Behaviors Top Teams Avoid to Excel in Struggle.....17
by Chad Pearson, Plexxis Software

Six Ways to Improve Productivity in Construction Using Technology20
by Patrick Hogan, Handle.com

Want to be More Productive? Safety and Productivity Go Hand in Hand22
by Jack Rubinger, freelance construction writer

How a Connected Platform Translates to Improved Performance.....24
by Michelle Turner, Procore Technologies

Productivity in Construction – The Elephant in the Room Needs to be Addressed.....26
by Eric Crawford, Fonn Construction

Using Contract Skilled Labor Can Save You Time, Increase Profit and Productivity.....28
by Ed Rojeck, Tradesmen International

Five Tips to Improve Your Construction Productivity.....30
by Jessica Meno, writer for Raken

DEPARTMENTS

ASA PRESIDENT'S LETTER.....4

CONTRACTOR COMMUNITY6

ALWAYS SOMETHING AWESOME.....10

QUICK REFERENCE

Upcoming Webinars..... 32

Coming Up..... 32



PRESIDENT'S LETTER



Dear ASA Members:

I hope that many of you are beginning to feel as I do that we finally have two feet planted firmly in 2021. With the turn of every year there is always excitement for what is on the horizon, and now I am pleased to see that all of our enthusiasm wasn't unwarranted. There are incredible things happening here at ASA, and I am thrilled to share just a few of them with you. All of us at ASA recognize that SUBExcel was cancelled this year, which is why we are going out of our way to offer additional webinars, both live and recorded, as well as podcasts to meet all of your educational needs. Make sure that you are unlocking all the value of your membership by reading *ASAToday*, checking the members-only area of the website called the "Info Hub," and subscribing to our social media channels. Making sure that you are getting the most out of your ASA membership is incredibly important to everyone at ASA National, and I highly encourage you to take advantage of everything this organization has to offer.

There has also been exciting news on the advocacy front. On February 5, 2021, I am very pleased to report that ASA, along with 13 construction industry trade and professional organizations, sent comments to the Federal Acquisition Regulation (FAR) Council regarding their proposed rule to amend the FAR to provide guidance on the use of reverse auctions. Collectively, our comments represented tens of thousands of firms and individuals engaged in architecture, engineering, construction program and project management, surveying and mapping, prime contracting, subcontracting, specialty trade contracting, supplying, and surety bond producing. As such, these organizations have a unique knowledge concerning reverse auctions and federal procurement. It was our recommendation that FAR Subpart 17.803 be amended to comply with the recently enacted law (Public Law No: 116-260), which ASA drafted and advocated for during the 116th Congress, directing the FAR Council to prohibit the use of reverse auctions in the procurement of construction services.

I want to thank all of you for your continued dedication to the subcontracting community, and I look forward to the day when we will all be able to gather together again.

God Bless,

Brian Cooper

ASA President 2020-2021

PER THE LETTER:

Reverse Auctions are an Inappropriate Method of Procurement for Design and Construction Services

Reverse auctions are inappropriate platforms for procurement of construction services. Due to the complexities of design and construction projects, the procurement of these services using the reverse auction method fails to take into account the unique mix of services and systems tailored to individual owner needs and budgets, site conditions and requirements, and the changing composition of the project team, unlike products and commodities which are manufactured with little or no variability. The reverse auction procurement method often favors businesses offering the lowest price, rather than those that are most qualified, which will compromise quality, overlook small businesses, or even require a new bidding process down the road, eliminating any perceived initial savings.

Reverse auctions do not offer federal owners a good way to evaluate non-price factors nor do they guarantee any proven savings over competitive bidding. When price is not the sole determinant, owners increasingly rely on selection criteria such as past performance, qualifications and the capacity to meet the project's unique needs. Reverse auctions do not promote this dynamic. Instead reverse auctions promote an approach in which parties focus only on price. Software vendors and other similar industries promoting reverse auctions have not proven that reverse auctions generate savings in the procurement of construction or provide benefits of "best value" comparable to currently recognized selection procedures. Unlike many products, for which the government awards contracts to the lowest bidder, or other services, which are awarded based on the "best value", construction services have long been recognized as having a significant impact on public health, welfare and safety. Moreover, reverse auctions can put small businesses at a competitive disadvantage.

Reverse auctions ignore the protections of sealed bid procurement laws and regulations, and years of precedent that address critical factors and ensure the integrity of the process. Where price is the sole determinant, the sealed bid procurement process ensures integrity by assuring that the successful bidder is the most responsive and responsible competitor with the best price. The pressure and pace of the auction environment removes any assurance bids will be responsive and material to the owner's needs. This encourages significant risk taking, which is not appropriate for construction services that potentially impacts life and property safety.

Proponents in support of utilizing reverse auctions might view this procurement method as practicable and economically advantageous for procuring simple off-the-shelf commodities; however, design and construction services are vastly different, far too complicated, and present a high risk of failure when procuring construction contracts using this procurement method. It is for this reason that qualified and sophisticated construction firms do not participate in federal reverse auctions as the process moves too rapidly in order for bidders to accurately assess their costs, which in turn has the potential to jeopardize their construction firm, as well as downstream parties, i.e., subcontractors, and suppliers. Furthermore, the surety industry responsible for furnishing surety bonds, which are mandated on federal construction contracts above \$150,000 by the Miller Act (40 USC 3131, et, seq.) is opposed to reverse auctions for design and construction services due to high-risk and the potential for contract default.

These are just some of the many reasons reverse auctions are an inappropriate method of procurement for design and construction services.



CONTRACTOR COMMUNITY



ASA Annual Business Meeting and Virtual Awards Presentation

ASA has TWO exciting events coming up that are incredibly important to all ASA Members. Don't miss out on meeting with members from across the country. Even though we can't be together physically at this time, we look forward to celebrating as an organization, and hope you will join us.

On February 25th will be the ASA Virtual Awards Presentation. Come celebrate all of the ASA Award winners this year! Every year ASA honors chapters, businesses, and individuals who excel in a wide variety of ways, and we hope you will join us in honoring them. This year's Awards Presentation will be virtual, but all award winners will be recognized during SUBExcel 2022. **[Click here to join us for the Awards Presentation!](#)**

On March 10th will be the ASA Annual Business Meeting. This event is open to all members, and so here's another chance to know what's going on, and how you can make our

organization better. **[Click here to register today!](#)**



AssuredPartners signed a cooperative agreement with ASA to provide its subcontractor members with innovative Insurance & Risk Management education and product solutions.

Our Construction Blueprint process starts with listening and collaboration with our Claims, Safety & Risk Transfer teams to determine your risk tolerance, so together we may find innovative solutions that lower your Total Cost of Risk.

Our exceptional relationships with Insurance and Surety underwriters gives ASA Subcontractors the benefits of a globally connected Insurance Broker and Risk Management Consultant with local services and responsive attention. It's what we call *Power through Partnership.*

Verizon 5G network and 22% Discount for ASA members

Whether your employees are working from home, the office or a job site, they can now access Verizon's new 5G network. Plus, receive a corporate discount on Verizon. Eligible business members can save **22% off Verizon monthly access fees.**

As an ASA member, you're automatically a National Purchasing Partner member, and you can offer a similar discount to your employees as well. Members can also save on 5G capable devices. Restrictions may apply.

- **[Verizon 5G marketing material](#)**
- **[Link to ASA's NPP Landing Page](#)**

ASA Calls Upon Congress for A Robust Multi-Year Highway and Public Transportation Reauthorization Bill

ASA joined 32 national associations of the Transportation Construction Coalition (TCC) calling upon congressional leadership for a robust, multi-year highway and public

transportation reauthorization bill. Our surface transportation system is in dire need of additional investment and the American Society of Civil Engineers (ASCE) identified a near \$2.5 trillion funding gap for our surface transportation network, of which \$1.7 trillion is needed for our nation's highways, \$181 billion for bridges, and nearly \$535 billion for our nation's transit system, over a 20-year period. Addressing this gap with additional investment would pay dividends by improving safety and mobility.

Meanwhile, the COVID-19 pandemic continues to take its toll on transportation construction revenues and programs, and state and local transportation agencies are plagued by uncertainty surrounding the September 30th expiration of federal highway and public transportation programs. A robust, multi-year reauthorization of the FAST Act would provide a much-needed boost to economic recovery and restore confidence that Congress and the president can work together to achieve shared national objectives that will improve the lives of all Americans. To that end, we called for three core principles:

- at least a five-year reauthorization to allow for long-term planning and investment;
- significant funding increases over current levels to meet America's transportation needs and improve the safe and efficient movement of people and goods; and
- build on the project delivery and regulatory approval process enhancements made in the previous two surface transportation laws to ensure the timely delivery of projects and benefits.

OSHA's Recent COVID-19 Workplace Guidance

On January 29, 2021, the U.S. Department of Labor's Occupational Safety and Health Administration

(OSHA) released guidance for employers titled, Protecting Workers: **Guidance on Mitigating and Preventing the Spread of COVID-19 in the Workplace.** This guidance contains recommendations as well as descriptions of mandatory safety and health standards. It does not create new legal obligations for employers. Instead, as stated by OSHA, "the recommendations are advisory in nature, informational in content, and are intended to assist employers in providing a safe and healthful workplace." The Construction Industry Safety Coalition (CISC) prepared the following outline of OSHA's Guidance:

COVID-19 Prevention Programs

The guidance encourages employers to implement COVID-19 Prevention Programs in the workplace. According to the Agency, these programs are an effective way to mitigate the spread of COVID-19 at work and employees and/or their representatives should be involved with the program's development and implementation. The guidance lists 16 elements—four of which are considered key elements—that should be included in a COVID-19 Prevention Program. The four key elements that should be included are:

1. Identification of where and how workers might be exposed to COVID-19 at work by **conducting a hazard assessment.**
2. Identification of a combination of measures that will **limit the spread of COVID-19** in the workplace. This includes a combination of eliminating the hazard, engineering controls, workplace administrative policies, personal protective equipment (PPE), and other measures, prioritizing controls from most to least effective, to protect workers from COVID-19 hazards.
3. Instruct workers who are infected or potentially infected to stay home and **isolate or quarantine** to prevent or reduce the risk of transmission of COVID-19.

4. Implementing protections from retaliation and setting up an anonymous process for workers to voice concerns about COVID-19-related hazards.

Return to Work Criteria

The guidance discusses additional measures for limiting the spread of COVID-19, starting with separating and sending home infected or potentially infected people so they cannot infect other workers. Employers should follow a symptom-based strategy for identifying, separating, and sending home workers according to OSHA, although there may be limited circumstances where a test-based strategy is appropriate.

Under a symptom-based strategy, workers who think or know they had COVID-19 and had symptoms should only return to work after:

1. At least 10 days have passed since symptoms first appeared;
2. At least 24 hours have passed with no fever without fever-reducing medication; and
3. Other symptoms of COVID-19 are improving (loss of taste and smell may persist for weeks or months and need not delay the end of isolation).

Some workers may need to isolate longer than 10 days, as recommended by their doctor. Please keep in mind that while the Americans with Disabilities Act (ADA) permits employers to ask for a doctor's note to verify that workers are healthy and able to return to work, OSHA does not encourage such a practice given the potential delays and demands on the healthcare system.

As for workers who have been in close contact with a COVID-19 positive individual, local health departments typically establish the quarantine guidelines for such individuals. While the CDC continues to recommend that such individuals stay home for 14 days after their last contact and monitor their symptoms, it recently provided

the following two options to shorten an individual's quarantine below 14 days:

1. Quarantine can end after 10 days after an individual's last contact with COVID-19 without testing and if no symptoms have been reported during daily monitoring.
2. Quarantine can end after seven days after an individual's last contact with COVID-19 after receiving a negative test. The test must occur at least five days after the individual's last exposure.

In either of these scenarios, the individual must continue to monitor their symptoms until 14 days after their last exposure and self-isolate if symptoms reappear within that period, wear a face covering, stay at least six feet from others, wash hands, and avoid crowds, amongst other steps to prevent the spread of COVID-19.

In limited circumstances, employers may consider permitting critical infrastructure workers to continue to work when it is necessary to preserve the function of critical infrastructure workplaces.

Social Distancing Measures

Maintaining at least six feet of distance between individuals can be one of the best ways to protect individuals from infection. As such, OSHA recommends that employers implement various measures such as limiting the number of people in one place at any given time (including during toolbox talks and safety meetings), increasing the physical space between workers and/or customers, altering work spaces to add physical cues reminding individuals to physically distance from one another (e.g., signs, tape marks, decals, etc.), offering vulnerable workers duties that minimize their contact with others, and prohibiting handshaking or other forms of physical contact.

Engineering Controls

The guidance discusses two specific types of engineering controls for employers to consider: barriers

between workers and ventilation. At fixed workstations where workers are not able to remain at least six feet away from other people, OSHA recommends that transparent shields or other solid barriers (e.g., plexiglass, flexible strip curtains) be installed. These barriers do not replace the need for social distancing according to the Agency, and six feet of separation should still be maintained between individuals when possible.

OSHA also recommends that employers improve ventilation to prevent the spread of COVID-19 in buildings. The guidance lists a number of helpful strategies to achieve this goal, such as:

1. Increase ventilation rates when possible.
2. When weather conditions allow and it does not pose a safety or health risk to others in the building, increase fresh outdoor air by opening windows and doors. Fans can be used in conjunction with open windows to increase effectiveness.
3. Reduce or eliminate air recirculation.
4. Improve central air filtration to the MERV-13 or the highest compatible with the filter rack, and seal edges of the filter to limit bypass.

Face Coverings and PPE

Face Coverings are simple barriers that help prevent respiratory droplets from reaching others. According to OSHA, face coverings should be made of at least two layers of a tightly woven breathable fabric and should not have exhalation valves or vents. They should fit snugly over the nose, mouth, and chin with no large gaps on the outside of the face. When worn properly, face coverings can suppress the spread of COVID-19. Wearing a face covering, however, is complementary to and not a replacement for physical distancing.

The guidance recommends that

employers provide all workers with face coverings at no cost to the worker. In addition, employers should require any other individuals at the workplace (e.g., visitors, customers, non-employees) to wear a face covering unless they are under the age of two or are actively consuming food or beverages on site.

OSHA standards may require employers to provide PPE to supplement other controls when the measures discussed above cannot be implemented or do not protect workers fully. In these scenarios, employers must determine what PPE is necessary and provide all necessary PPE to workers at no cost in accordance with relevant OSHA standards.

Sanitization, Cleaning, and Disinfecting Practices

Per OSHA's guidance, employers should ensure that workers, customers, and visitors have adequate supplies and time to clean their hands frequently and cover their coughs and sneezes. Posters encouraging hand hygiene and physical distancing should be posted at the entrance to a workplace and in other areas where they are likely to be seen. These posters should be in a language workers can understand, including non-English speakers.

Employers should also develop, implement, and maintain a plan to perform regular cleanings to reduce the risk of exposure to COVID-19 in the workplace. This should include routine cleaning and disinfecting of all frequently touched surfaces and portable jobsite toilets, prohibiting the sharing of objects or tools between workers or ensuring appropriate cleaning and disinfection of shared tools, providing disposable disinfecting wipes so that commonly used surfaces can be wiped down before each use, storing and using disinfectants in a responsible manner, and advising workers to always wear gloves or additional PPE appropriate for the chemicals being used.

CommercePayments™

A card to make per diem simpler, and a team to meet your challenges.

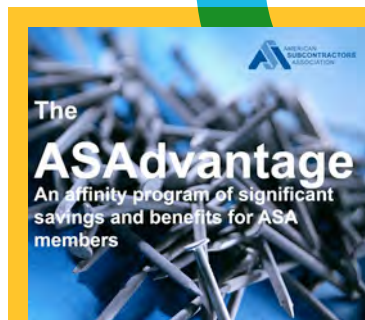
- **A card that will work for you**
Easily load and unload funds as needed. Eliminate the hassle of cash and reimbursements. Take control of spending and limit payment risks.
- **A team you can count on**
Get support when you need it. Our dedicated relationship specialists will work with you throughout the life of your program.



PREPAID
EXPENSE CARD

866.946.3017 | commercebank.com/expensecard
prepaidexpense@commercebank.com

© Commerce Bancshares, Inc.
CommercePayments™ solutions are provided by Commerce Bank.



Special pricing for
ASA members

ALWAYS SOMETHING AWESOME

This is the first in a series that we will include in *The Contractor's Compass* on an ongoing basis, highlighting the achievements of ASA members. Do you want to share something awesome?! Send us an email at communications@asa-hq.com.

As one of the largest mechanical contractors in the DC metropolitan region, Shapiro & Duncan has built a team of welders, pipefitters, plumbers, instructors, and virtual design coordinators to create state-of-the-art plumbing and HVAC assemblies and modular system components ready for just-in-time delivery and installation.

In a normal year, Shapiro & Duncan (S&D) gives dozens of behind the scene tours to students, customers - and even competitors, of its 52,000 sq.ft prefabrication facility in Landover, MD - the largest open merit shop in the Mid-Atlantic region. But 2020 changed all of that, and while the interest in the shop continued, the practical alternative was to put the tour online. And so they did.

After researching other shop tour videos, Stacey Holsinger, S&D's marketing manager, knew they needed to focus on sound quality (how do you drown out welding and cutting noises while recording?) and to



include captions, since many people need to watch in silent mode. With good planning, the filming took a day. Shapiro & Duncan pride themselves on the preparation and thought process of their prefab facility, and included that in their video production as well.

The video shows how their equipment maximizes the efficiency of each cut, reducing waste; showcasing their solar farm, modular construction, productivity, equipment, quality control, safety, training, storage, and technology. Their 2016 Fab Shop video details how S&D handles the creation of Spool 53 - the largest pipe in the HVAC system. Take a look at this video, detailing the "*life of pipe*."

Mark Drury, S&D's vice president, business development, gives the tour, and explains each aspect of the facility, including the 302-kW solar farm on their facility roof, which produced 97 percent of the energy used at the facility in 2019. In 2020, it was 99 percent. In addition, they sell back to the grid any energy produced during non-operating times. They

estimate their investment will be paid off in about six years, with a 25-year life span for the panels. ***Here's a different video on the solar installation.***

Future plans for the plant include expanding the laydown space, as they find themselves needing larger areas to assemble pre-fab components.

Thanks to Shapiro & Duncan for sharing this video and letting everyone get a glimpse of what goes on inside a well-run pre-fab facility.

Again - if you have news to share, innovations, or just want to highlight something you think your company is doing well, just ***send us a note.***



Lagging or Leaping? Technology in Construction

by Jenny Harris and Mary Klett, ASA Communication Team members

Initially, construction may have been a slow adopter of technology, but over the years we have seen a significant shift. The construction industry now embraces technology and all the advantages it provides in helping contractors manage the myriad of multifaceted, intricate and extremely complicated construction processes. The recent (and ongoing) adoption of hand-held computers for tasks such as reporting, measuring, and contract-signing, has brought the construction industry to the forefront of technological advances for productivity.

Sometimes it's still tough for construction workers who are accustomed to working with pen and paper to push the

industry to the front of the tech pack. They've been able to do just fine "the old way." Construction industry workers have not had the luxury of an incremental tech adoption, like many other industries.

ASA is experiencing a surge of tech companies joining our organization, bringing their software and systems to ASA members. It's a win-win for everyone, but it can be difficult to know what is the best product for your business. Below is a brief summary of the software-based technology companies that have joined the ASA fold. As fellow ASA members, we encourage you to give them a look and see if the answer to your most recent issue could be right at your fingertips.

Bespoke Metrics (COMPASS)

Bespoke Metrics blends expertise in data control, model development and user interface to provide innovative solutions for industries looking to utilize data to its fullest. Their COMPASS tool analyses risk for subcontractors and contractors by looking at financial statements, assets, revenue, income. For subcontractors the "IForm" is a qualification form whereby you get approved by 70+ general contractors across North America. Subcontractors satisfy multiple data requests. GCs get higher quality data. It also satisfies more than 92% of surety applications. Their new DataControl app lets subcontractors respond directly and securely to questions from contractors. Visit their [website](#). Email to: info@compass-app.com. Tel: 1-800-689-6819.

Fonn Construction team collaboration management software. For builders, created by builders. Create and share forms, documents, warranties, communications. Cost is per project. Company was founded in 2016 in Norway, and major construction companies in Norway, UK, and U.S. are clients. In January they reached a milestone of 20,000 projects using Fonn technology. Visit [website](#) for a demo and free, 2-week trial. Email to hello@fonn.io. Tel: 1-888-418-1995.

Foundation Software Construction Accounting Software - Job costing, payroll, and project management. With construction accounting software, you can track financials and

report critical, construction-related information like retainage, prevailing-wage rates, certified payroll, multiple trades, job activities, percent complete, change orders, POs and subcontracts, equipment usage, AIAs, union deductions and fringes, etc. Executive dashboard, timecard submissions, document imaging - store and access. Visit their [website](#) for a live demo. Email to: info@foundationsoft.com. Tel: 1-800-246-0800.

Kahua Computer Software

Construction program and project management software. Manage construction program costs, documents and processes from inception through turnover to improve efficiency and reduce risk. Founded in 2009 and first product released in 2014. Kahua means foundation or platform in Hawaiian. Project management and collaboration software for real estate, design, engineering, construction and operations. More than 5,500 customers, 80,000 projects managed on Kahua software, and 1000+ apps developed. Named to Deloitte's Technology Fast 500 of 2020. Visit their [website](#) for a demo. Email to: info@kahua.com. Tel: 1-770-641-9994

Plexxis Project management, accounting, estimating and mobile apps on a single tech stack that enables live feedback between bidding, field & finance while eliminating the need to build and maintain integrations. In-house lifetime services for development, DBA, deployment, support & optimization, delivering a 98.4% rate of adoption. Features focused on subcontractor workflows.

Visit their [website](#) for a demo. Email to: connect@plexxis.com. Tel: 1-905-889-8979.

Procore Manage your projects, resources, and financials on one open, easy-to-use platform—designed for how you actually build. One million projects running on Procore. Pre-construction, project management, quality & safety, design coordination (VDC, design, ops, field teams). Located in 125 countries. Received 2021 Best Customer Support Award from TrustRadius. Visit their [website](#) for a demo. Tel: 1-866-477-6267.

Raken More than 4,000 GCs and specialty contractors use Raken's field management solution. Designed to integrate with other construction management tools. Raken won more than 12 awards in G2's latest report such as best ease of use, best estimated ROI, highest rated support, and most implementable in the construction software space. Visit their [website](#) for a demo and 15-day free trial. Tel: 866-438-0646.

Rhumbix Transform your field reporting into data-driven workflows to save time and increase your project insights. The Rhumbix Field Data Platform enables your team to seamlessly capture and connect your vital field data to gain stronger project-level visibility. Time & Materials Tracking, Timekeeping & Payroll tracking, Production Tracking, Daily Construction Reports, Custom Workflows. Designed for the field. Visit their [website](#) for a demo. Email to: info@rhumbix.com. Tel: 855-748-6249.



When Good Projects Go Bad

by Gregg Schoppman, FMI

Most projects don't start off being bad. They begin with the best of intentions but possibly lack the nurturing, caring and planning to be successful. There are also those projects that take a dark turn, but their trajectory provides a false sense of security to management. They exhibit signs of being a best in class project, one that will become the cover page of the sales brochure. However, below the surface, there are signs and indications. A client starts to pay just a little bit slower. A key trade partner goes bankrupt. The supply chain sees a small interruption. A ripple. Before long, the poster project quickly becomes the pariah.

Firms are spending a great deal of energy to understand the short and long-term ramifications of the Post-COVID-19 world. Throughout the world, there are

“spotting” the Polar Wolves 14 at the start of the game or handicapping their odds. In the end, if the Reptiles win – which was expected – but fail to achieve a two-touchdown advantage, fans, pollsters, etc. see it as a failure. An uncanny example of winning but failing at the same time. Similarly, consider a contractor that has a project that they bring in at 20% gross margin. On the surface, this sounds like a win. However, after you factor in that the project was estimated at 45% and the overhead of the firm is 21%, you realize that this project was an unmitigated disaster.

Now consider projects in the new environment. What if projects in this new Post-COVID world had similar handicapping practices to provide a different set of optics on a project? Consider the list of projects in Table 1.

PROJECT DATA					
Project	Contract Value	Original Margin (%)	Original Margin (\$)	Actual Margin (Pre-COVID)	Actual Margin (Current)
Hospital A	\$ 3,545,756.00	8.10%	\$ 287,206.24	7.90%	8.50%
Hospital B	\$ 4,129,190.00	5.12%	\$ 211,414.53	6.50%	11.00%
Office A	\$ 10,100,250.00	7.50%	\$ 757,518.75	5.50%	3.50%
Office B	\$ 1,250,000.00	4.50%	\$ 56,250.00	4.75%	3.25%
Tenant Improvement A	\$ 758,000.00	13.00%	\$ 98,540.00	10.95%	7.00%
Store A	\$ 385,000.00	3.25%	\$ 12,512.50	3.00%	2.97%
Store B	\$ 2,100,650.00	6.80%	\$ 142,844.20	6.75%	6.50%
Multi-Fam A	\$ 22,850,910.00	6.00%	\$ 1,371,054.60	5.76%	6.00%
Multi-Fam B	\$ 35,640,000.00	7.00%	\$ 2,494,800.00	7.00%	7.15%

Table 1

projects that were irreparably harmed due to stops and restarts, while others barely saw a hiccup of a delay. For many, their work in progress report may have seen little disruption, allowing leaders to take a deep sigh of relief. Is this a tad premature? Are some of these projects heading into the “Bad Zone?”

In what seemed like an eternity ago, we had sports. Take a college football game pitting two rivals - the Southern Reptiles versus the Northern Polar Wolves - against each other. The Southern Reptiles in this game are favored by 2 touchdowns, or 14 points. Put another way, the Reptiles are

This snapshot illustrates the firm's work in progress for its complete portfolio. In addition to showing the variance from bid day, additional comparisons are shown Pre-COVID and the margin as of today. The contract values are shown to help provide context on the margin contribution. From this perspective, the forecast for the firm looks relatively strong. It appears our team will win but as we know from sports, this is also the reason we play the game.

One of the first areas that should be analyzed is the collection cycle. Table 2 is an illustration of the same project list but with a different characteristic - the

Project	COLLECTIONS		
	Collection Rate (Pre-COVID)	Collection Rate (Current)	PAYMENT RISK HANDICAP
Hospital A	31-45	0-30	1
Hospital B	31-45	0-30	1
Office A	31-45	31-45	-1
Office B	31-45	31	-2
Tenant Improvement A	0-30	61-90	-1
Store A	31-45	31	-2
Store B	0-30	31	-2
Multi-Fam A	45-60	61-90	-1
Multi-Fam B	31-45	61-90	-2

Table 2

handicapping factor.

For each project, the collection rate show Pre- and Post-COVID. The resulting “Payment Risk Handicap” is shown on the far-right side. The aim of this factor is to normalize the data in such a way provides an accurate comparison. For instance, the factors are shown in Table 3.

Delta	Trend
0-30	2 Improvement
31-45	1 Improvement
45-60	0 No Change
61-90	-1 Decline
91+	-2 Decline

Table 3

It is important to note that all of these handicapping factors are deeply subjective. While there are most likely industry benchmarks, the idea is to use the internal firm comparatives. For example, industry collections hover around 45 days for above average performance. That being said, the contractor in this example operates in multiple sectors so it is important to provide a factor that can translate to all project types.

Now look at Multi-Family B. This project actually showed some modicum level of margin enhancement (7.15% from 7.00%) but it is also showing a deterioration in collections. On the surface, this one indication does not demonstrate potential failure but is it a portent of things to come.

In an similar fashion, the same process could be done for other aspects of the project. For instance, the aim is to examine areas that might have been adversely affected by the COVID-19 pandemic or

Project	Longest Delay to the Supply Chain (days)	Total Original Project Duration	Impact to Critical Path	New Total Duration	Relative Overage Impact	CRITICAL PATH HANDICAP
Hospital A	15	156	5	161	3%	0
Hospital B	120	275	100	375	31%	-3
Office A	10	115	10	125	8%	-1
Office B	0	180	0	180	0%	1
Tenant Improvement A	25	95	15	110	15%	-1
Store A	18	85	15	100	16%	-2
Store B	45	145	25	170	16%	-2
Multi-Fam A	55	410	35	445	8%	-1
Multi-Fam B	45	430	45	475	10%	-1

Table 4

any other economic deviation. In the example in Table 4, the supply chain and the critical path are investigated. Hospital B project shows the greatest impact related to material procurement. Interestingly enough, this project was performing at a margin of 11% but it also shows the greatest potential risk through schedule overages. The handicapping factor was calculated based on the overage in Table 5.

2	5% and up Improvement
1	0-4% Improvement
0	1-5% Decline
-1	6-15% Decline
-2	16-20% Decline
-3	21% and Up Decline

Table 5

Similarly, a firm can measure the potential "General Condition Burn Rate" which is another extension of the schedule impacts. See Table 6.

We see once again Multi-Fam B rears its ugly head again. While it would be intuitive to assume that any projection or forecast would account for general condition overages, there are probably many instances where managers fail to correlate the critical path and monthly cost report effectively.

After additional factors for trade contractor performance and internal

process compliance are also calculated, the Table 7 provides a summary of each handicapping factor as well as a total.

It comes as no surprise that Multi-Fam B shows the greatest POTENTIAL for becoming "bad." So, was the intent to create a tool that serves as a self-fulfilling prophecy? The aim of any tool – whether it be a standard work in progress report or a handicapped version – is to drive action. With so many warning signs, senior management not only has the optics to defuse a potential disaster but implement a series of steps to protect the firm. For instance, the firm can do any of the following:

- Owner Meetings – Discuss payment terms and examine customer liquidity
- Schedule – Develop alternate work schedules or alternate products that may be more readily available
- Subcontractor Performance – Conduct a series of deep trade partner coordination meetings to discuss performance, risk mitigation, etc.

Harkening back to the football example, if the Reptiles were down by two touchdowns at the end of the game, there would be great disappointment.

However, the scoreboard actively provides feedback throughout the game and team leaders use that data to develop course corrections. If they are down by two touchdowns in the first quarter and they have zero yards of rushing, the coaches enact a mitigation plan. Construction leaders today cannot be lulled to sleep by a "satisfactory" scoreboard. Doing so will allow complacency to set in and the good to become the bad.

About the Author

As a principal with FMI, Gregg specializes in the areas of productivity and project management. He also leads FMI's project management consulting practice. He has completed complex and sophisticated construction projects in the several different niches and geographic markets. He has also worked as a construction manager and managed direct labor. FMI is a unique and fast-growing firm of professionals passionate about creating a better future for engineering and construction, infrastructure and the built environment throughout North America and around the world. For more information on FMI, please visit www.fminet.com or contact Schoppman by email at gschoppman@fminet.com.

GENERAL CONDITION BURN RATE			
Project	Monthly GC Burn	GC Dollar Impact (Overage)	GC HANDICAP
Hospital A	\$ 12,530.00	\$ 2,088.33	-1
Hospital B	\$ 14,750.00	\$ 49,166.67	-3
Office A	\$ 18,975.00	\$ 6,325.00	-1
Office B	\$ 9,750.00	\$ -	0
Tenant Improvement A	\$ 4,500.00	\$ 2,250.00	-1
Store A	\$ 3,750.00	\$ 1,875.00	-1
Store B	\$ 8,500.00	\$ 7,083.33	-1
Multi-Fam A	\$ 22,750.00	\$ 26,541.67	-3
Multi-Fam B	\$ 27,750.00	\$ 41,625.00	-3

Table 6

Project	PAYMENT RISK HANDICAP	CRITICAL PATH HANDICAP	GC HANDICAP	SUBJECTIVE TRADE PARTNER CONFIDENCE HANDICAP	PROACTIVE INTERNAL PLANNING STRATEGIES HANDICAP	Total Handicap Factor
Hospital A	1	0	-1	2	1	3
Hospital B	1	-3	-3	0	1	-4
Office A	-1	-1	-1	-2	-3	-8
Office B	-2	1	0	-1	-2	-4
Tenant Improvement A	-1	-1	-1	-3	2	-4
Store A	-2	-2	-1	1	0	-4
Store B	-2	-2	-1	0	0	-5
Multi-Fam A	-1	-1	-3	-2	-1	-8
Multi-Fam B	-2	-1	-3	-1	-2	-9

Table 7



Why Contractors Need to Make an IT Plan and Stick to It

by Steve Antill, Foundation Software



According to the **2020 JB Knowledge ConTech Report**, more than 22% of construction workers said they use more than six construction-based apps.

As the COVID-19 pandemic and its restrictions continue at the start of 2021, the dust is still settling for contractors and the construction industry. Although a stimulus package and recovery could be on the way, in the meantime, contractors' focus should remain on finishing existing projects while preparing their business for whatever the future holds. To be ready for what's in store, contractors need a plan — or, more specifically, an IT plan. A formal IT plan can help contractors explore viable tech options to increase the efficiency of their business, even in the face of the unfamiliar.

Keeping Ahead of the Competition

A good IT plan can save your business time and money, improve remote work, speed up workflow and strengthen data security, but it also helps to keep you competitive. That extra edge will be necessary to keep up as seemingly more and more contractors are beginning to

realize the extra benefits technology brings to their businesses. **In its 2021 Construction Hiring and Business Report**, Associated General Contractors of America (AGC) stated that over 25% of respondents said that they planned to increase spending on tech for document management, project management, accounting, estimating, and human resources.

Along with this increase in individual pieces of software, IT plans are also beginning to take a more rounded approach by looking at the entire picture of the tech platform to increase efficiency at every step of the way. Assessing which programs and platforms are client-hosted compared to vendor-hosted, for instance, helps to make sure that future software decisions align with IT plans. By having this mapped out ahead of time, owners can get a clearer picture of how they should proceed when implementing new technology, and ultimately reduce costs.

However, from finding the right product or platform to getting the

team to use the technology correctly, it doesn't always go according to plan. According to AGC, while over 60% of contractors indicated that they had a formal IT plan that supports business initiatives — compared to 48% in 2019 — many still struggle with choosing tech and training employees to use their technology effectively. By creating an effective plan — and sticking to it — contractors can succeed in their tech goals throughout every stage of the process.

Starting your Own IT Plan

Often, the best place to start creating your IT plan is by reviewing what you already have. Begin talking with your IT person or perform your own internal audit to get an idea of the software and systems you currently have in place, along with which of those programs integrate to “talk” to one another. Next, list the areas of your business that you know need improvement. **In Foundation Software's 2020 Construction Business Report**, for example, 41% of contractors noted that they needed better communication between teams. 32% contractors struggled with manual processes, and 17% had problems with the lack of mobile and integrated technology. As common areas where problems tend to pop up, these may be good areas to begin your review.



Fig. 1 Construction Business Report

With your audit of current tech complete, list out some of the needed features that your current tech doesn't have. If you have one, talk to your IT person to see what feedback they have. Similarly, see what the office staff likes and dislikes about your current tech — and make sure not to leave out the field team, either! They may have different problems or encounter other issues that your office staff doesn't. Keep this wish list in mind to help you narrow down your search to the technology you actually need and not just the software or tech that looks "pretty." As always, whenever you're looking for new tech, make sure it's addressing your needs first.

Keeping your employees involved in the IT plan also helps make it easier for them to "buy in" to any changes that have to occur. While a few employees may suffer from technophobia and be naturally resistant to any tech changes, putting new systems in place or altering the steps to routine processes can be frustrating for everyone involved. On top of that, new tech almost always requires more training, disrupting already busy schedules while making more demands from the staff to fit in training time. Because of this, it's important to keep your employees in the loop with your tech plans. If there's a feature that makes their tasks easier, you may not want to

get rid of it — or specifically invest in new technology because it offers that feature if they don't have it. It can make all the difference in how work moves through the office.

Exploring Integrations

After finding what you and your employees need from your tech, talk to your software vendors to see what suggestions they have, even if it's for products they don't specifically offer. Ideally, your vendor will have a solution that addresses all your needs while also integrating with your current software.

Through integrations, you can connect separate programs together to allow for cross-usage that normally wouldn't be possible. For instance, a contractor may have software that specializes in job costing, but they may find that they're spending too much time moving that data over to their bidding estimate software. With the right integration, they'll be able to access job costing data and features right from the bidding software's interface. In the end, this results in saving time while also preventing any costly re-entry mistakes.

Many contractor's IT plans often fail to include services that work with each other, resulting in more time wasted on entering the same data in multiple locations. According to the **2020 JB**

Knowledge ConTech Report, over 22% of construction workers said they use over 6+ construction-based apps. Not only can this cause "app fatigue" for your staff from having to cycle through all of these programs but without integrations connecting these different tools it also becomes too easy for data to become scattered and segmented across multiple platforms. With the proper integrations in place, necessary information can be easily shared with minimal user intervention, ultimately reducing errors and creating a single source of truth for your data.

What's on the horizon

While projections initially were thrown off by the COVID-19 pandemic, contractors may see government relief sometime within the next few months. But in the meantime, don't sit around waiting for recovery to just happen. Be proactive about improving your workflow through information technology. Forming an IT plan will help you recognize areas you can improve in the short and long term and prepare you for whatever the future holds.

About the Author

Steve Antill is the CRO at Foundation Software and **Payroll4Construction.com**, where he leads the charge for continual revenue growth, including new entry points into market to serve contractors. He invests much of his time building partnerships and relationships across the construction industry with contractors, CPA firms, associations and technology vendors. Over 20 years, he's led more than 1,000 software selections and implementations for contractors of numerous sizes and trades.

Foundation Software delivers job cost accounting, project management and mobile applications, along with payroll services, to help contractors run the business side of construction. For information, call (800) 246-0800 or email info@foundationsoft.com.

SEE IF WE FIT.

We are committed to your success,
not just a sale.



JOB COSTING

PROJECT MANAGEMENT

MOBILE



FOUNDATION software

AMERICA'S #1 CONSTRUCTION ACCOUNTING SOFTWARE®

www.foundationsoft.com/asa (800) 246-0800



Three Behaviors Top Teams Avoid to Excel in Struggle

by Chad Pearson, Plexxis Software

The bad news is struggle will define the next five years. The good news is those who excel in struggle will define the next 20 years.

Thankfully, top teams who consistently outperform competitors, regardless of the struggles they face, share one common thread we can all learn from in order to build teams that not only excel in struggle, but absolutely love it.

A little warning first. This is a long article so if you're concerned about the next 5 years, set some time aside...If you got the attention, we got the tips. Enjoy!

Here we go

Many teams use their collective wisdom and historical data to predict and plan but that's not enough anymore. While past behavior has normally been a great predictor of future behavior, we now live in a VUCA world (Volatile, Uncertain, Complex, Ambiguous) where the future is unpredictable and how people interact is changing.

Past experience and metrics are becoming dangerously unreliable for predicting and planning for the future of our VUCA world.

Top teams who excel in struggle and constantly outperform others go beyond metrics and focus heavily on preventing Price's Law from infecting their team. Teams who prevent Price's Law turn the struggle of VUCA scenarios into advantages instead of obstacles while taking immense pleasure in doing so. Following their path may be the single most effective way to crush the next 5 years while becoming a defining force for the next 20.

What is Price's Law?

Price's law is an imbalance of effort on the team that gets worse as groups get bigger. The law itself says that "the square root of the total number of people

in a group completes 50% of the work, while the rest of the group shares the remaining 50%"

For example:

- If there are 10 people in a group, approximately three people do 50% of the work and 7 share the remaining 50%.
- If there are 25 people in a group, approximately 5 people do 50% of the work and 20 share the remaining 50%.
- In a group of 100 people, approximately 10 people complete 50% of the work and 90 share the remaining 50%.

Any reasonable person would agree that Price's Law exposes unfairness between those who invest their best effort, often referred to as 'The Roots' or 'A Players' versus those who invest just enough effort to get by. Even though most would agree, few try to prevent it when it becomes visible.

How do top teams prevent Price's Law?

Top teams who consistently outperform others, despite challenges, maintain an exclusive culture of performance and family-like chemistry that naturally protects them from Price's Law in the same way strong families care for each other and protect each other from threats and harmful behaviors.

Our company, Plexxis Software, creates software for subcontractors. As subcontractors work in a VUCA industry, we have been hyper focused on maintaining a culture that prevents Price's Law for over 20 years. Of the dozens of tactics we use at Plexxis, the MOST important for maintaining a strong culture that prevents Price's Law is our 'protect and serve' mindset.

We serve the team by providing everything they need to succeed while protecting them from threats and three categories of harmful behaviors: distracting, destructive, and incompatible.

As leaders protect and serve the team, teammates protect and serve each other by giving their best effort to make each day easier for everyone while supporting each other through bad days and protecting each other from bad habits.

Here's a detailed breakdown of the three categories of behaviors we avoid in order to prevent Price's Law and excel in struggle.

Category 1 of 3: Distracting Behaviors

An exceptional experiment called '[The Bad Apple Experiment](#)', by Will Felps from the University of South Wales identifies three distracting behaviors. (You can read about the experiment and how it ties to culture in; '[The Culture Code: The Secrets of Highly Successful Groups](#)', by Daniel Coyle). Felps labels the behaviors as;

- The Jerk (aggressive and defiant)
- The Downer (has a tired depressive attitude)
- The Slacker (withholds effort)

While these three types of behaviors impact teams differently, Felps showed that all three categories of behaviors decreased the effectiveness of the groups by about 30%.

In short, when there's a **Jerker** in the room, people don't feel safe enough to open up, which harms the team and their outcomes.

When there's a **Downer** in the room who starts telling everyone how tired they are and shows physical signs of defeat, such as hanging their head low, others in the room start behaving the

same way and adopt the low energy attitude. In a relatively short period of time, others have their heads down and arms folded just like the downer.

When there's a **Slacker** in the room, the group quickly picks up on the vibe. They tend to get their work done faster but do half-assed jobs. What's interesting is that they end up believing they are doing good work when in fact, it is not good work at all. They simply pick up on the bad attitude and their insufficient work ends up hurting the team.

Felp's experiment also found that when strong teammates lead engagements, deflect negativity and keep others engaged, the harmful behavior was mitigated.

An important thing to recognize here is that attributes like intelligence, talent, experience and other abilities you find on resumes matter much less than people's attitudes and interactions. It is not what people do...it is how they interact that is most important.

When teammates are aware of distracting attitudes they bring into action, they can put effort into a healthier mindset that helps them be their best while maintaining an environment that helps others be their best.

Category 2 of 3: Destructive Behaviors

Cutting these people from the team is usually an easy decision as they are so toxic to the team. The challenge with these people is when they are owners, family, friends or key talent such as CFOs, controllers or top salespeople.

In that scenario where the destructive behavior is from an owner, friend, family member or key talent, leaders can lack the courage to protect the team. This lack of courage comes at a great cost.

It may help those in this scenario to know that this scenario is the leader's biggest opportunity to show the team how important they are. The single courageous act of cutting seemingly indispensable people who are toxic can reset an entire team on an incredible path.

There are many destructive behaviors, but we labelled four as the top behaviors needing swift decisive action in order to protect teammates:

- HENIs (Hoarder of Information, Emotional, Narcissistic, Impatient)
- LALAs (Low Attention, Low Absorption)
- Smiling Assassins
- Entitled

The **HENI** is that person who hoards information, is highly emotional, narcissistic and impatient. These behaviors by themselves are manageable, and at times can be found in any one of us, but together they are a destructive cancer that needs to be cut out from any team.

These are the types of people who need to control the world around them and are willing to make their teammates' lives more difficult in order to maintain their own comfort. They will consistently inconvenience others just so they can get what they want while refusing to learn about and empathize with other perspectives.

The **LALA** is that person who willfully invests low attention to teammates and tasks and fails to stay in step with the team. They have a disregard for mission, self and team and tend to spend their time on things that have little to no value to anyone.

Every working hour that a teammate invests into 'low attention and low absorption' re-distributes workload onto other teammates while the lack of attention to detail often results in errors that require other teammates to repair later.

LALAs are not to be confused with neurodiversity. Those with conditions such as ADHD or dyslexia do not choose to pay less attention while in action and when provided the right environment, they can be among the highest performing and most caring teammates.

LALAs choose to give their attention away to other things that result in harm to teammates, the mission and even their own health.

Today's biggest threat in relation to LALAs are online distractions. Social

tech companies have invested trillions of dollars into creating ways of stealing people's time and attention while influencing human behavior. Depending on the study you read, people are interrupted by their phones between 90-160 times per day. This is not healthy in any arena, let alone on a team, but it shows how powerful social tech tactics have become.

Social tech is so good at what they do that many people cannot even drive a car without checking their devices. So many people have fallen victim to social tech tactics that distracted driving laws had to be put in place in order to keep people alive. Even car manufacturers have started building lane automation to keep drivers in their lanes. (Let that sink in)

LALAs are extremely susceptible to social tech's theft of time and attention. Just like distracted driving, an effective way to protect teammates from LALAs is to mandate and educate.

Mandates command a healthy use of devices and online content while education informs of the risks to mission, self and the team so teammates can make healthier decisions on their own.

Smiling Assassins are those who are nice in front of you but gossip and undermine you in secrecy. While everyone deserves a chance to improve their behaviors, this type of behavior should be considered a one strike you're out violation.

Entitled are those who believe oneself to be deserving of special accommodation. Entitled behavior is difficult to change but not impossible. At Plexxis, we use a macro/micro empathy test to help make decisions on personal accommodations. When someone has a personal 'micro' request, we test to see if it fits and helps the team 'macro' mission. If the macro and micro fit, the accommodation is considered.

Category 3 of 3: Incompatible Behaviors

These behaviors are extremely challenging to avoid in today's environment as they can be great

people who are among the most talented, highest skilled, have the deepest experience and exceptional demonstrated success....but they are incompatible with the attributes of top teams. The two incompatible behaviors are lone producers and remote workers.

Lone producers are incredible performers who continuously outperform everyone else in their arena. They are the workaholics who never say die. They almost always win. They are the top talent that recruiters dream of and that companies strive to hire as they are so good at what they do...but they are not team players.

Lone producers are exceptional by themselves, as entrepreneurs or as a part of organizations who have transactional models that can operate with open, flexible remote teaming environments.

Companies who depend on culture and tight cohesive teams, however, take a huge risk hiring lone producers.

Remote workers operate in isolation while culture is created in proximity.

This alone makes remote workers incompatible with teams who maintain a culture that prevents Price's Law. The isolation and transactional nature of remote work is literally the exact opposite of the proximity and interactions at the core of top teams.

Even when the economy is comfortable and predictable, remote workers lower the effectiveness of communication, degrade culture and can even compound physical and mental health concerns as the benefits of group care and chemistry are removed. But in VUCA environments, these negative effects of isolation are exacerbated.

Why is proximity so influential?

The MIT Human Dynamics Lab, run by Alex Pentland, studies group chemistry and connection. The lab's research affirms what top teams feel every day, that our brains rely on signals and

belonging cues such as eye contact, attention, body language and tonality in close proximity to let them know that it is safe to be with the group and that the group likely has a strong future together.

In short, our brains are designed to work in close proximity to others.

For over 95% of the time our ancestors have been on this earth, we did not have language. Language is only around 200,000 years old yet the survival of our species in the 5-6 million years prior was dependent on behavioral cues and signaling. Our brains are incredibly effective at receiving cues and signals.

This connection from non-linguistic cues and signals creates a chemistry and a strong team culture but it is entirely dependent on close physical proximity.

This is further supported by outstanding research by Daniel Coyle, author of the Culture Code, on some of the highest performing teams in the world. What was most interesting was the following list of core attributes that existed in all teams.

- Close physical proximity
- A lot of eye contact
- A lot physical touching such as handshakes and hugs
- Ample short, energetic exchanges (no long speeches)
- High levels of mixing where everyone talks to everyone
- Few interruptions
- Lots of questions and intensive active listening
- Humor and laughter
- Attentive courtesies such as saying thank you and opening doors for each other
- And finally, the teams had chemistry that was addictive.

Our close proximity culture at Plexxis is core to our existence so we can validate, first hand, both the presence of these attributes above, and the intrinsic value they provide.

Those considering proximity in their strategy to prevent Price's Law should know it comes at great cost. A recent Harvard Business Review study showed that 96% of employees seek the flexibility and freedom of remote work. Embracing this type of culture can limit recruiting to the 4% of workers who enjoy proximity, team cohesion and struggle over flexibility, personal accommodation and comfort.

Our hiring process at Plexxis is designed around finding that 4% crazy misfits like us who enjoy our type of culture. It's a huge price to pay but we gladly pay it as the benefits to the team, mission and personal well-being far exceed cost.

As companies navigate the struggle of the next 5 years, the biggest challenge they face might not be the economy itself. It will likely be dealing with Price's Law within their own group.

Those who embrace the path paved by the world's top teams may not only define the next couple decades, but the lessons learned, relationships earned and stories in their journey will be defining factors in their lives.

About the Author

Chad Pearson brings a unique perspective to AEC mixing 13 years in ConTech with careers in law enforcement and over 30 years competing in combat arts and coaching top professional fighters. At Plexxis software, Chad is the Dir. Biz Dev and Dealer of Truth & Happiness and help subcontractors unite their teams with technology. Chad also coaches Plexxis teammates on high performance during chaos and critical stress. Chad's formal training includes a Bachelor of Arts, Crisis Resolution, Police Defensive Tactics, Use of Force, CBRN Response (Chemical, Biological, Radiological & Nuclear), emergency response, criminal investigation and outlaw motorcycle gang liaison work.



FEATURE

Six Ways to Improve Productivity in Construction Using Technology

by Patrick Hogan, Handle.com

Technology has come a long way, and the construction industry has adopted various technological developments increasingly. The use of power tools and heavy equipment, for example, has significantly improved productivity in construction projects.

As technology further develops, construction businesses must also keep up to further improve their processes on and off the worksite. Here are some ways that you can leverage advances in technology to streamline

your processes and increase your productivity.

Use project management software

Most construction businesses are already using software to manage their projects. If you have not yet adopted this technology, you are running way behind and you should use a piece of project management software right away. Project management

software allows you to simplify your work processes across all stages of construction, from planning to scheduling to tracking all relevant worksite issues. Project management software can also help you with managing your budget, setting goals and objectives, and assigning responsibilities and accountabilities to the right personnel.

These days, using effective project management software is key to running a construction project smoothly. Not



only are you able to track everything, but are also able to communicate plans, budget, and other relevant information to all the stakeholders in a project.

Collaborate efficiently using BIM

The Building Information Model (BIM) technology is probably one of the best technological upgrades that have significantly improved efficiency and productivity in construction design. Using a BIM allows construction professionals to model their designs and make informed decisions about building performance and project workflows.

When you use BIM technology, the changes you made to a building model are updated in real time. This means that everyone that has access to the design can see in real time the changes and updates that you made, which makes for easy and efficient collaboration, even in remote set-ups.

Furthermore, a BIM software allows you to digitize your designs. This does not only help in communicating important project information to all stakeholders, but also allows for a seamless handover at the end of a project.

Employ real-time data tracking technology

Whether you do it by using a piece of comprehensive project management software or a change order mobile app, it is very important that you are able to collect and track data in every construction project.

Construction projects are more productive if data collection is done real time. If, for example, there are issues encountered on a work site and you need approvals for a change order, it is best if these issues and approval requests are communicated to the project managers immediately. Communication delays can result in long-term scheduling issues, which can consequently result in cost overruns.

To avoid having to deal with big issues concerning schedules and budgets, make sure that your team uses real-time projects and data tracking technology.

Take advantage of emerging AI solutions

Artificial intelligence (AI) is one of the branches of technology that have been gaining foothold in recent years. These emerging AI developments are able to analyze data to predict future project outcomes, foretell potential issues and roadblocks, and recommend ways to further improve your project workflows.

One example of an AI upgrade that you can take advantage of is a set of intelligent sensors that you can install on your tools and equipment. These sensors collect data for how these tools are moved around the worksite, especially when moving from one project site to the next. The AI system then studies the data and provides suggestions for equipment placement to make the tools more accessible to workers.

By employing these AI systems that study how a project flows, you can significantly reduce project downtime and speed up your processes, which can give you a competitive advantage over your competitors.

Upgrade your PPE with hi-tech wearables

Safety is arguably the most important aspect of construction. You do not want to compromise the safety of your employees, and under no circumstance must you subject them to potentially dangerous and unsafe situations.

Currently there are advanced technologies that can be installed on regular personal protective equipment (PPE) like hard hats, gloves, and work boots. These technologies are able to monitor the location and movement of workers, and they have features such as environmental sensors and voltage detectors.

By using wearable technology, workers can be alerted if they are about to enter hazard zones or if there are changes in the environment that are potentially hazardous.

Make use of lien filing software

One of ways you can improve productivity in a construction project is to digitize important administrative tasks, including the filing of mechanics liens.

There are numerous lien solutions available that help you track the deadlines for serving preliminary notices and for ***filing a mechanics lien***. A good lien filing app can also allow you to complete mechanics lien forms in no time, search for important information such as legal property descriptions, and file a mechanics lien electronically with little effort.

While there are advantages that come with filing a mechanics lien on your own, using mechanics lien software can allow you to focus on your core project goals and leave the tedious administrative tasks to the experts.

About the Author



*Patrick Hogan is the CEO of **Handle.com**, where they build software that helps contractors, subcontractors, and material suppliers with filing documents like **preliminary notices** to avoid late payments. Handle.com also provides funding for construction businesses in the form of invoice factoring, material supply trade credit, and mechanics lien purchasing.*



Want to Be More Productive? Safety and Productivity Go Hand in Hand

by Jack Rubinger, freelance construction writer

Whether you work in an office environment or consult from your home, there are lots of ways to increase your productivity. Some people like to wake up an extra hour earlier. Others prefer refreshing naps. Some take walks. Some take a stroll to the coffee shop to refresh and revive. Being more productive is all about knowing yourself, your environment, expectations from team members and balancing friends and family.

Rest and relaxation play an important role in productivity. You're just not at your best when you're exhausted. The whole notion of pushing through it is harmful and foolish.

But when your work is outside at a construction or industrial site, the whole environment changes and workplace productivity and safety become interwoven.

Vampires

Denise Duncan owns AT Industrial Products, a combustible dust cleaning equipment firm. She offered these business management project tips and suggestions which are geared to increasing a safe and productive environment.

- Define your vital function. If the project isn't your vital function then figure out who else can perform the work required. Delegating can help increase productivity, too.
- Limit unnecessary "time vampires" like social media during the day.
- Block out time (30/60/90 minutes) where you work with no distractions. Mute cell phone notifications, emails or remove the device from your vicinity altogether. You may need to go to another office, conference room or off-site location to reduce interruptions.

Be the Solution

Yorlanda Fisher heads Warriors 4 Safety, a workplace safety training company. She advises construction companies about workplace safety best practices and project management. She talked about being the solution. "Sometimes safety professionals are labeled as individuals that tend to delay production. When you include your EHS professional during the planning stages of a project, it will go a long way in preventing some delays later in the project and increase productivity," she said. "Having EHS support on-site as a resource during projects aid in the reduction of response time to compliance matters that could potentially delay the project," she added.

Fisher advises her clients to have appropriately trained workers for the tasks being performed. "If this is a first-time evolution for your company, seek out an adviser during the planning stages," she said.

Finally, Fisher suggested finding out the state regulatory guidelines as well as the client's EHS requirements prior to planning the project to ensure appropriate planning, preparation, and compliance.

"If these are covered, you should have a successful, well-managed and more productive process for projects — safe, on time and on budget," she said.

Start Early

David A. Ward Sr., National Accounts Safety Consultant at Sentry /Parker Services, takes a pragmatic and practical approach to workplace productivity focusing on double-checking project requirements way ahead of implementing construction and industrial projects.

Ward emphasized the importance of new orientation safety training and ensuring that emergency procedures are identified.

He stressed that all equipment operators should be trained and licensed and all contractors should complete the required safety training prior to the start of work. He added that all contractors should have the appropriate certificates of insurance. Finally, he suggested that employers conduct daily press work assessments and establish electrical safe work practices.

Avoid Shock Waves

Lean consultant Steve Feltovich believes that job site safety should always be productivity priority #1. An accident of any kind will put a damper on production and send shock waves through the crew.

The "best practice" is never to take safety for granted. General managers need to be walking around and reminding people of safety first precautions, when they see a potential risk. Do not ever think that workers already know this, so your gentle reminders aren't necessary. They could make the difference between a great day or a fatal one.

Productivity is always enhanced with thorough pre-planning, anticipation of what can go wrong and being prepared to make corrections when necessary. After a relaxing weekend, knowing that all your paperwork is in order the first thing Monday morning eliminates stress and uncertainty — two emotions that impact productivity.

About the Author

Jack Rubinger is a freelance writer, with more than 10+ years of workplace safety and construction industry research and writing experience. Looking for an article on a specific construction topic? Contact: jackrubinger814@gmail.com or call 503-964-4877.

Your data is talking. Learn how to listen.

Introducing the Data in Construction series, a free online education course to help you discover the competitive advantage of data-driven decision making. Because building what's next starts with understanding your data.

PROCORE®



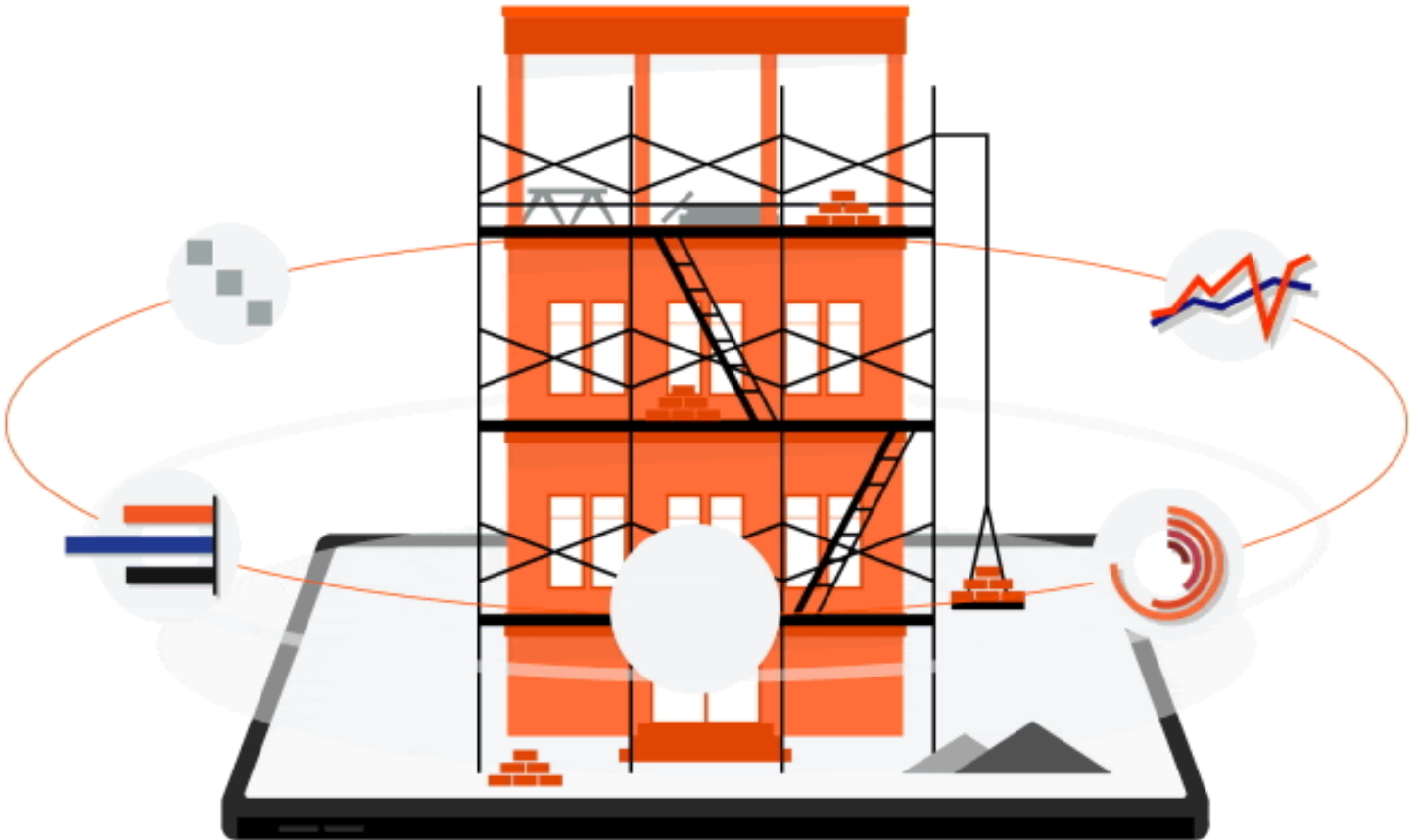
ENROLL FOR FREE AT
procore.com/data-construction-series



FEATURE

How a Connected Platform Translates to Improved Performance

by Michelle Turner, Procore Technologies



Procore's Groundbreak 2020 featured more than 50 breakout sessions on a wide range of C&E topics, featuring in-depth conversations with industry players who know them best. One such session, "[How to Leverage a Connected Platform to Maximize Productivity and Profitability](#)", centered around the perennial issue of productivity and how a real-time, connected platform can help construction pros save time, money, and aggravation every single day.

For this breakout session, I sat down for a virtual conversation with Brad Sandidge, CFO of [Marathon Electrical Contractors](#). Sandidge spoke about his first-hand experience in how a company

can leverage a connected platform to gain real-time insights and greater project visibility to ensure work gets done on schedule and under budget.

What Is a Platform?

Lagging productivity is a known issue in the industry, and its impacts cost the global economy tremendously. A connected platform can solve most, if not all, productivity challenges, bringing together a full suite of solutions all packed in one, easy-to-use application. Construction projects are more expensive and complex than ever. Simultaneously, contractors are under increasing pressure to tighten

deadlines, keep costs in line, and look for efficiency wherever possible. To make it all work, companies far too often end up depending on a cobbled-together set of programs or systems that don't even work together.

Even the robust tech stack of specialty contractor tools are useless if they're not integrated, disjointed or disconnected solutions really prevent your teams from effectively communicating and managing workflows between field and office.

Sandidge, no stranger to the complexities of technological implementations, said he had known right away that a platform was the right

solution for his business.

"I had been through a number of different conversions of technology systems and was very involved in some of these implementations in the past. When I got [to Marathon Electrical Contractors], we didn't have much synergy between systems. Finally, I said, 'There's got to be a better way.' When I heard about [construction platforms], I immediately jumped on it, and as soon as we saw it, we said, 'Yeah, this is what we need to be doing,'" said Sandidge.

"[It] was 1,000% better than what we had been doing. Having all the tools and documentation in one place significantly improves our transparency and collaboration," he said.

Measuring the ROI

The benefits and savings of a real-time, connected platform become apparent right from the start. From keeping track of creeping costs to catching potential problems before they become the cause of costly rework, working within a platform gives managers an eagle-eye view of any ongoing project and allows them to keep budgets in check. Then, of course, there are issues no company could have accounted for. These unknowns inevitably rear their ugly heads and often drive up costs, create delays, and chew through resources, making it even more necessary to keep a tally of costs.

Platforms are already making us so much more productive in our daily lives.

Why shouldn't we expect the same for construction technology? This is exactly what we're seeing in the industry. We're seeing a digital transformation that allows contractors to tackle challenges and unknowns with real-time insights that allow them to make the most informed decisions.

These unknowables add risk to projects, particularly if there's no solution in place to handle them. Construction platforms help companies not only reduce risk, but identify it coming around the corner. Between saving time, money and helping ensure seamless project delivery, it's easy to see how you can achieve a significant return on your investment in a connected platform.

Originally published on [Jobsite](#).

Measuring the ROI of a Connected Platform

01

Risk Mitigation

By leveraging a connected platform, construction firms mitigate risk easier, particularly in three key areas: standardization, project visibility, and litigation protection. By streamlining workflows through a digital platform, communication happens seamlessly, reducing the chances of a schedule-busting mistake, including those that could land the contractor in court.

02

Save Time

Platforms have also made us far more productive, and we have become accustomed to expecting these benefits especially when it comes to time saving measures. Connected platforms can help save precious time by expediting change orders, simplifying daily reporting, streamlining RFIs, and so much more.

In construction, time is money, and when employing a connected platform translates to daily, weekly, monthly, and even yearly savings, that means there will be a direct impact on a project's bottom line.

03

Reduce Costs

The unknown, unexpected, and unplanned lead to higher costs. Being able to see those unknowns before they become a real problem can keep a project on track, reducing labor costs along the way because things get done right the first time.

An investment up front in an all-in-one solution like Procore can quickly pay for itself with the money customers save by streamlining workflows and helping identify cost overruns.



Productivity in Construction – The Elephant in the Room Needs to be Addressed

by Eric Crawford , Fonn Construction

Construction productivity has been a topic of discussion for years. However, the industry remains one of the slowest to adapt. With automation, our world economy has grown immensely, leaving the construction industry, one of the largest industries in the world I might add, in the proverbial dust as it relates to effective production. Construction has only grown labor-productivity by 1% per year over the last 20 years as compared to 3.6% in manufacturing and 2.8% in all other industries combined. These productivity issues have caused major increases in cost to build, making it more expensive to own a home, rent space for your business and ultimately increasing the cost of living for all of us as consumers.

Only 35% of a construction worker's time is productive (time-on-tool). This lag in productivity is costing \$1.6 trillion annually to the global economy. Manufacturing on the other hand, is becoming more efficient and streamlined, causing their line to trend in the opposite direction. A lot can be learned from this for our industry. Rethinking processes, improving onsite execution, infusing new technology and automation can all tip our scales in the right direction.

The industry is in a stare down between the "we've always done it this way" mentality and the rest of the world evolving around us. Too many of us are resisting the change to a more tech-forward process. However, with pressures from owners and more government regulations, the demand for technology that increases efficiency and productivity is on the rise. More technologies are available to us than



ever before, making it more affordable to pick the platform that works for you. Finally, with the decrease in the available workforce and the increase in wage demands, software and technology just might be the way to go to keep your profit margins bearable, and even watch them rise.

We have to remember that we are in this together, building the future for our society and our communities. I would like you to reflect on your processes and ask yourself seriously: could we benefit from a technology of any sort? It is a part of our daily lives now. The internet has changed the world forever. Snail mail is no longer an option for daily communication. Neither is being on a job site without your own tool to track and control your progress. When technology rolls down the road, will you be part of the steamroller, or part of the road?

To my subcontractor friends, what

are you doing to cover your bases? How are you documenting the hard work of your crews? What will you do to protect yourself when conflict arises? Take back control of your operation, perform better on site and see your awarded jobs increase.

About the Author

Eric Crawford is a Key Account Manager for Fonn, Inc., a Software as a Service firm serving the construction industry. Eric is located in Colorado and provides his services to clients spanning across the United States. He serves as the liaison between Fonn and American Subcontractors Association and is involved in many other industry Associations. You can contact Eric at eric@fonn.io or you can visit the company website at www.fonn.io.

Fonn is the new way to manage your construction projects.



Request a
demo
hello@fonn.io

18,000 projects, 12,000 users and counting...

“

There are many functionalities of Fonn that we know to be the best. The intent of using a Project Management software is to have everything in one place. Fonn has done an impeccable job of building a software that does just that.

- Project Manager **Roche Constructors**

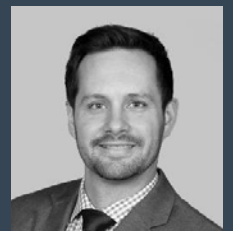
Easy to communicate while in the field with team instead of having to write things down and communicate when back at a computer or text from phone.

- Office Manager **Todd Bonneau Homes**

Get the job **right.**



For more information reach out to your Fonn ASA representative: Eric Crawford
eric@fonn.io, M: (970) 980-5734





Using Contract Skilled Labor Can Save You Time, Increase Profit and Productivity

by Ed Rojeck, *Tradesmen International*

As economic and health uncertainties continue nationally, the construction industry has, nonetheless, remained “essential” and continues to with the The Dodge Momentum index ending 2020 on a high note with a 9.2% jump in December¹. With the increase in vaccines, 2021 should prove to be a better year for the construction industry. While experts predict a stronger 2021, contractors are now faced with two workforce staffing challenges related to ever-shifting COVID-19 market restrictions:

1. Determining how many full-time workers to bring back knowing workload spikes and declines are both more severe and frequent during the crisis.
2. Filling full-time trade positions is even more daunting as many construction workers have health concerns related to returning to job sites and/or are taking advantage of unemployment benefit extensions and increased pay.

How are contractors addressing these challenges? They are once again embracing a successful workforce staffing strategy utilized during the Great Recession. Similar challenges were faced then and by incorporating this easy-to-implement strategy, contractors were able to effectively sustain a balanced work-to-worker ratio through constant project starts and stops. This fortified their businesses by keeping labor costs minimized and profit margins maximized.

When it comes to staffing in times of uncertainty, it is safer and more prudent to run a leaner full-time workforce,

comprised only of top craft professionals, and supplement that core craft workforce with contract skilled craftsmen on an ‘only as needed’ basis. This ‘just-in-time’ staffing tactic creates a logical core staff level, avoids costly spikes and dips, and regularly saves businesses thousands of dollars over the long term.

An even greater motivator for embracing this strategy now is the timeframe. Unlike the previous recession, construction projects during this current COVID-19 impacted economy are rebounding within months versus multiple years.

By using skilled labor staffing companies, contractors are saving time and money, while increasing productivity and profits. Businesses of all sizes can work with skilled labor staffing companies. Tradesmen International for example, provides contractors with labor management trained consultants who use a proprietary Labor Productivity Analysis to ascertain what volume of full-time craft employees makes sense for their businesses now and for the long-haul. In addition, they can provide guidance on identifying which specific craft employees should be brought back on after being laid off, by utilizing a custom W2 analysis.

This staffing strategy is exactly right for today. With governmental and healthcare expert opinions varying day-by-day on which state, or which businesses should open and when it makes sense to play it safe with non-committal, flexible staffing.

In many cases, project workloads are hard to predict week-to-week, forcing contractors to scramble to find job-ready skilled tradespeople at the last minute to send to a work site. That scramble leads to sacrifices in safety, worker skill, deadlines, or budget overruns. By adopting a stable core staffing level,

supplemented by on-demand staffing, contractors actually find they can afford higher quality professionals with no sacrifice to job profitability.

When workload begins to ramp up beyond what a leaner core workforce can handle, companies avoid adding permanent payroll. Like the period after the 2009 recession, they’re supplementing their core workers with contract skilled craftsmen. By sending skilled trades employees back when workload slows, clients are sustaining a more profitable, productive workforce.

Using contract skilled labor has other advantages that positively impact contractor bottom lines. In addition to payroll and unemployment benefits, some labor staffing companies even cover benefits and Workers’ Comp related costs and risks on their employees. This shelters contractors from expenditures they’d normally have to pay on short-term, full-time workers.

Tradesmen International’s CORE+Flex workforce strategy fits these times by providing guidance and working with businesses to determine optimum staffing mix. Tradesmen International is offering contractors across America a free consultation including a custom Labor Productivity Analysis that, using client data, enables contractors to implement a logical CORE+Flex staffing strategy.

About the Author

Ed Rojeck is director of marketing for Tradesmen International, an Ohio-based company with nearly 200 locations nationally, that provides contract skilled labor to construction and industrial partners since 1992.

¹ Dodge Data & Analytics / January 8, 2021



Tiny App, Big Deal: Immediate Direct Access to 500,000+ Proven Craft Professionals.

TradesmenDirect™ gives contractors a third way to do business with us. 1. Call your Tradesmen rep.
2. Order trades at our website. 3. Tap TradesmenDirect for Direct contact with our entire local service team, 24/7.

Try it Now! Simply Take a picture of the above with a QR reader. Or, visit your mobile device iOS or Droid app store and type in, "TradesmenDirect" to upload! Be Safe.



9760 Shepard Rd., Macedonia, OH 44056 • 855.865.4525 • tradesmeninternational.com



TradesmenDirect™ is a trademark of Tradesmen International, LLC.



Five Tips to Improve Your Construction Productivity

by Jessica Meno, writer for Raken

\$1.6 billion. That's how much we could boost the construction industry's value by, according to the [**McKinsey Global Institute**](#). We know we need to improve our productivity...but where do we start? Here are five tips to improve your construction productivity.

1. Invest in construction software

Let's face it: There are a lot of moving parts to every project. Not only do you have to make sure everything at the jobsite is taken care of, you also have to make sure you stay updated—even when you're away or at the office.

Construction software helps you track the progress of your projects from anywhere. Some even come with a mobile app, so field crews can fill out their daily reports, surveys, and checklists on the go. With all your documentation stored online, it'll be easy to spot any potential issues early to keep projects on schedule—and within budget. More visibility means better decisions.

When choosing construction software, be sure to involve your field crews from the beginning. They'll have a different perspective on how easy to use (or not) your potential software is. Because they're the ones logging the important jobsite data, it's crucial to get their stamp of approval. Especially since their workflows will change, too.

2. Focus on better safety training

According to [**a publication by the Occupational Safety and Health Administration**](#) (OSHA), better safety means better productivity. Injuries and other hazards can cost big—and throw projects off course.

Developing a good safety program to educate your workers is key. Hold toolbox talks regularly to start the conversation. Upload custom safety and inspection checklists so they can easily fill them out from the field. After all, promoting safety is a team effort.

Don't forget—safety and health protocols change (like in the case of COVID-19). Review and update your safety program often to keep everyone in the loop.

3. Streamline your documentation

Make sure to clearly document everything about your projects—for you and your clients. When your reporting is solid, it's easy to see your total productivity, quality measures taken, and safety protocols followed.

Knowing how much you're producing (or not) is the first step to improving your processes. Clean documentation also gives you an opportunity to lower costs, and make more competitive bids. Like we mentioned before, construction software makes collecting data easier.

4. Constantly look for new integrations

"The more, the merrier" holds true for construction tech. New apps and solutions are constantly released to improve your efficiency. A lot of them do one thing (or a few) really well.

Build your construction tech stack to streamline your workflows. Compare products to see what would work best for your business. Try a few things out. You'll save time and money in the long run—and collaborate better among your team.

5. Listen to your crews' feedback

Collaboration doesn't stop with implementing new workflows. Everyone has an opinion—and where there are opinions, there are opportunities to improve.

Construction software works differently for the field and the office. That's why it's important to get your crews' feedback. Showing them you care about their opinions—and make choices with them in mind—will build team confidence and motivation. It can even pave the way for career and leadership development.

Your workers are your greatest asset. When everyone is working well together, productivity will skyrocket. And, as a result, your projects will get even better.

About the Author

*Raken helps you showcase your team's hard work (and enhance it). Our digital tools like production tracking, safety checklists, and toolbox talks will give you better insights into your projects. They're easy to use in the field, too. With cleaner field data, you can make better decisions to keep projects on track—and win future bids. To see for yourself, [**start a 15-day free trial today**](#).*

Jessica Meno is a writer for Raken, the cloud-based software that was built to connect the field to the office. Raken helps boost productivity and safety by streamlining workflow processes such as daily reporting, time cards, production tracking, and safety management.

2
0
2
2

SUB Excel

March 2 - 5, 2022

Miramar Beach, Florida

Onward!

Charting the course for
unity, growth, and prosperity

REGISTRATION BEGINS JUNE 1, 2021

subexcel.com

Upcoming Virtual Events

THURSDAY, FEBRUARY 25, 2021
BROADCAST TIME ~ 4:30 PM EST

Annual ASA Awards Presentation

Time to hoist (virtually), and toast (however you deem is appropriate) your colleagues and those ASA members who gave it their all in 2020 and deserve some recognition — despite the pandemic that turned the world topsy turvy. Please **register** to receive the Zoom link.

- ASA Certificate of Excellence in Ethics
- President's Award
- Subcontractor Federal and State Advocate Awards
- Attorney's Council Awards
- ASA Chapter and Chapter Leadership Awards
- ASA Safety Recognition
- Innovation Award

TUESDAY, MARCH 9, 2021, 12:00 PM – 1:00 PM (EST)

Filling Workforce Demands in a Digital World

The current economic state has forced us to be solution-minded, persistent, and shifted the way we train and complete projects. During these changing times, NCCER created remote tools that adapt to this hybrid environment and meet industry's training standards. Join this session to see all the virtual resources that NCCER developed to help contractors continue training and expanding their workforce. **Register here.**

Presenter: Ashleigh Potuznik, NCCER Sr. Workforce Development Manager

Ashleigh is a Senior Workforce Development Manager for NCCER. Prior to joining the Workforce Development team, Ashleigh was the Build Your Future (BYF) Manager where she focused on educating youth, displaced workers and veterans about the rewarding careers available in the industry. Currently, Ashleigh advocates for NCCER's industry-recognized training programs, introduces organizations and schools to NCCER accreditation options and promotes industry-education connections.

WEDNESDAY, MARCH 10, 2021, 1:00 PM – 2:00 PM (EST)

Annual Business Meeting

Our annual business meeting will be held virtually this year. But we still need your participation! This is your association and this is one more opportunity to make this association stronger. Let your voice be heard. **Register here.**

For all upcoming ASA events, go to www.asaonline.com

Coming Up

in the March 2021
Issue of ASA's



Theme:

Women in Construction

- Finding Your Path in the Family Business
- Playing in Dirt? Sounds like Construction to Me!
- A Closer Look at the National Geospatial-Intelligence Agency - and the women involved
- ...and more!

Look for your
issue in March.

To access past issues
of *The Contractor's Compass*,
please **click here.**

For questions about
subscribing, please contact:
communications@asa-hq.com



AMERICAN
SUBCONTRACTORS
ASSOCIATION

ASAdvantage 2020-2021 Program

AMERICANS SUBCONTRACTORS ASSOCIATION, INC.

AN AFFINITY PROGRAM OF SIGNIFICANT SAVINGS &
BENEFITS FOR ASA MEMBERS

WWW.ASAONLINE.COM

ASADVANTAGE PARTICIPATING PROVIDERS



ConsensusDocs®
BUILDING A BETTER WAY

