

THE IRONWORKER

FEBRUARY 2007

International Association of Bridge, Structural,
Ornamental and Reinforcing Ironworkers

KEY PERFORMANCE INDICATORS

District Council: _____ Local Union: _____

The following Key Performance Indicators (KPIs), when used in conjunction with a local union's market share baseline, will give an accurate assessment of a local's strengths and weaknesses.






Result Area	Local Union Performance Measure
Apprenticeship and Training	✓
Market Recovery	✓
Political Action	✓
Workforce Productivity	✓
Local Union Operations and Finances	✓

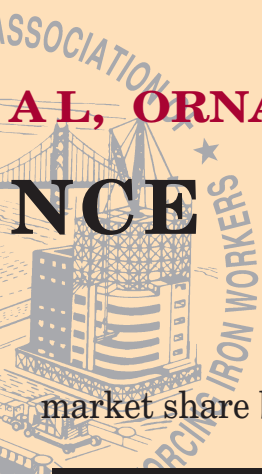
**The Time Is Right -
A Strategic Plan
In Place**

KEY PERFORMANCE INDICATORS

District Council: _____

The following Key Performance Indicators (KPIs), when used in conjunction with a local union's

Result Area	Goal	Indicator	Performance Target	Local Union Performance Measure
Apprenticeship & Training	1. To increase recruitment to address attrition and growth.	The number of apprentices and organized members to meet growth requirements. (Note: Attrition includes actual graduation rates, deaths, retirements, etc.).	Number exceeds attrition rate by at least 5%.	
	2. To ensure that the local union apprenticeship program meets or exceeds minimum quality standards.	The local union apprenticeship program is certified under the Ironworker Apprenticeship Certification Program (IACP).	Yes – the local program is certified.	
	3. To provide contractors with certified welders.	The local union apprenticeship program is certified under the Ironworker Welding Certification Program and/or has an equivalent process in place to certify welders.	Yes – the program is able to provide certified welders to meet contractor needs.	
	4. To provide contractors with a skilled workforce.	The percentage of apprentices and journeymen certified under the appropriate certification programs (e.g., Scaffold, OSHA 10, Post-tensioning, Sub Part R, etc.).	100%	
	5. To reduce barriers to entrance into the apprenticeship program.	The local union's apprenticeship standards indicate approaches such as open enrollment, slot-ins, competency-based training, etc.	Revised standards that indicate approaches to reduce barriers.	



LOCAL, ORNAMENTAL AND REINFORCING IRONWORKERS

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Market Recovery	6. To increase union density.	<p>Organizing/marketing program in place and being implemented to increase job opportunities, wages and benefits for members.</p> <p>Note: Establish a baseline for each local focusing on number of members, percentage of work (based on density), number of contractors, number of man hours, etc. CLRC to assist with data collection. Work with district council president to develop an organizing/marketing program.</p>	Yes – a program has been submitted, approved by the district council president and is being implemented.	
	7. To secure more work for our local union and our contractors.	<p>Establishment of a market recovery (or target) fund.</p> <p>The use of the IMPACT-Trac and IMPACT-Direct job tracking systems.</p>	<p>Market recovery fund being used – Yes or No.</p> <p>Systems used at least on a weekly basis.</p>	
Political Action	8. To have members vote in local, state/provincial and national elections.	<p>The percentage of members registered and voting in local, state/provincial and national elections.</p> <p>Establish a position for a political coordinator to assist with political action activities.</p>	<p>100% of eligible voters registered and voting.</p> <p>Political coordinator position established – Yes or No.</p>	

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Workforce Productivity	9. To provide owners with a drug free work force.	The percentage of members participating in an approved substance abuse program (i.e., IMPACT program or equivalent).	100%	
	10. To provide contractors with skilled foremen.	Foreman training courses being conducted for apprentices, journeymen and contractors.	100% of graduating apprentices complete the course and at least 1 course for journeymen held each year.	
	11. To provide contractors with a work force with positive work attitudes and behavior.	Implementation of the Ironworker Code of Conduct. Note: Implementation will include "Survival of the Fittest" to focus on positive attitudes and behavior.	Ironworker Code of Conduct and Survival of the Fittest training in place and implemented.	
Local Union Operations and Finances	12. To ensure the local union remains solvent and financially viable.	Yearly audit and completion of LM reports.	Adequate reserves.	





INTERNATIONAL ASSOCIATION OF BRIDGE, ORNAMENTAL AND REINFORCING IRON WORKERS

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market share baseline, will give an accurate assessment of a local's strengths and weaknesses.

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Local Union Operations and Finances	13. To have the staff in place and trained to successfully operate the local union.	Local union officers receive the training required to do their jobs.	100% of new officers attend the training conducted by the International.	
	14. To ensure active and informed participation of members and contractors in the local union.	Increase in the number of members attending local union meetings and an internal and external communications plan in place (e.g., newsletter, website, letters).	Annual increase in the number of members attending meetings and a communications plan in place and actively implemented.	
	15. To participate in labor-management programs.	Local union contribution to IMPACT and involvement in local contractor associations and/or labor/management groups.	Full 1% contribution to IMPACT and participation in local labor/management groups.	