



Ironworker Management Progressive Action Cooperative Trust

IMPACT, the Ironworker Management Progressive Action Cooperative Trust, can assist Local Unions to meet their Key Performance Indicator (KPI) goals in several areas. The IMPACT staff is ready to work with Local Unions to implement training, marketing, technology, and other goals.

KPI 1 – To increase recruitment to address attrition and growth.

- **Advertisements in Non-Union Media Outlets**
IMPACT advertises in non-union print media, i.e. SEAA Connector Magazine and Industrial Tradesman Magazine.
- **Participation in Industry Tradeshows**
IMPACT participates in tradeshows conducive to recruitment of new members, i.e. Future Farmers of America, Skills USA, and American Welding Society / FABTECH.

KPI 3 – To ensure that the Local Union apprenticeship program meets or exceeds minimum quality standards.

- **National Welding Certification Program**
Effective September 2007, IMPACT pays the initial certification and annual renewal fees for each Ironworker member who participates in the Ironworker Welding Certification Program of North America (IWCP). In addition, IMPACT pays for the Continuity Log Books for all participants.

KPI 4 – To provide contractors with a skilled workforce.

- **National Training Fund (NTF)**
The National Training Fund is fully funded by IMPACT contributions. Once Locals begin contributing to IMPACT, contributions to the NTF cease.
- **Updating of all Training Materials**
The NTF in coordination with IMPACT is continuously updating existing training packages and developing a number of new ones.
- **Development of Green Awareness Training Program**
The NTF in conjunction with IMPACT is funding the development of this program to educate Ironworkers in the field about the Green Construction industry and show how existing ironworking skills address many of the concerns associated with this type of work.



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KPI 5 - To reduce the barriers to entrance into the apprenticeship program.

- **Distance Learning**

IMPACT and the NTF have secured grant funding from the U.S. Department of Labor to support the development and testing of distance learning. The National Apprenticeship Guideline Standards will be revised to accommodate both traditional and hybrid-progression apprenticeship programs. The hybrid program will include the traditional hands-on component and a distance learning component.

- **Competency Based Training**

Competency-based training (or performance-based training) is an individualized approach to training skilled Ironworkers. Local apprenticeship training programs interested in exploring the use of competency-based training should contact the IMPACT office for assistance.

- **Mobile Training Trailers**

Mobile training trailers are a tool to combat the challenge of providing training in remote areas or areas where union density is low. The trailers can be used for apprenticeship training, journeyman upgrading, welding certification, and recruitment at job fairs. IMPACT will fund 50% of the cost of the mobile trailers in those areas that require them.

- **Vocational English-as-a-Second Language (VESL) Training Program**

The VESL training program was developed by IMPACT and the NTF to target the communication and training challenges created by workers with limited English proficiency. The program presents opportunities for students to learn basic job- and union-oriented vocabulary, concepts, and communication skills.

- **Translation of Training Materials into Spanish**

IMPACT has funded the translation of the Ironworkers Orientation and Reinforcing training manuals into Spanish. Both manuals are available through the Ironworkers online book store.

- **Construction Spanish Glossary**

IMPACT in coordination with the NTF developed a pocket-size English/Spanish construction glossary to assist with Spanish-English communications on the job site, in the apprenticeship classroom and anywhere where both English and Spanish are being spoken.

- **New Apprentice Brochure English/Spanish**

IMPACT has developed the brochure, *Your Future Starts Today* or *Tu Futuro Comienza Hoy*, as a recruitment tool for new apprentices. Either version of the brochure is available through the Ironworkers online book store and can be distributed at job fairs, high schools, vocational schools and other venues where Local Unions recruit new ironworkers.



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KPI 6 - To increase union density.

- **“A New Way of Doing Business” Marketing Kit**

IMPACT developed an Iron Workers marketing kit which includes materials designed to assist Local Unions recruit new contractors and increase market share. In addition to the kit, sample letters that can be sent to prospective business partners and a CD-Rom that will allow local unions to personalize each letter with complete instructions are included.

- **District Council and Local Union Tri-fold Brochures**

IMPACT developed two tri-fold brochures for District Councils and Local Unions to promote the most responsible bidder as the best choice. The brochures target contractors regionally to demonstrate highly skilled, safe and drug-free ironworkers get the job done on-time and on-budget.

- **Customized Print Advertisements**

IMPACT provides several customized advertisement templates for use in print media. Local Unions can adapt the existing ads to convey their specific goals. The ads are available to view on the IMPACT website www.impact-net.org under the Programs/Marketing page.

- **Union Ironworker Training Facilities Directory**

IMPACT and the NTF developed this directory to demonstrate the strong network of Ironworker training centers across the United States and Canada and the comprehensive training and education system the union has available.

- **Trading Your Belt for a Briefcase Reference Manual**

IMPACT and the Ironworkers Union developed this reference manual to provide a resource tool for ironworkers who wish to start their own union erection or placing company. The manual also includes a printing of the former Institute of the Ironworking Industry's marketing manual *Getting into the Game*.

- **Table Top Displays and Materials**

IMPACT provides professional table top displays and materials for Local Union use at regional job fairs and tradeshow.

- **Grant Writing Service**

IMPACT has partnered with GSP Consulting, a Pittsburgh, PA based government affairs firm, to assist Local Unions identify and respond to state and federal grant opportunities.



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KPI 7 - To secure more work for our Local Union and our contractors.

▪ IMPACT Project Tracking Systems

IMPACT has purchased access to two online project tracking systems, McGraw Hill Construction, Dodge Reports (IMPACT-Trac) and Industrial Information Resources (IMPACT-Direct). McGraw Hill's system tracks Commercial and Residential construction, Heavy Highway, and Wind Farm projects. Industrial Information Resources' system tracks Industrial projects, Power Plant maintenance, Refinery Turnarounds, and Ethanol plants. The two systems are available free to Local Unions, District Councils, and Signatory Contractor Associations. The tracking systems are also available to signatory contractors at a discount.

KPI 9 - To provide owners with a drug free work force.

▪ IMPACT National Substance Abuse Program

IMPACT developed its Substance Abuse Program to provide a program which creates a pool of pre-tested workers, pre-qualified to work on job sites with substance abuse testing requirements. The program is administered by an independent third party administrator which coordinates all program testing, enforces the program requirements, and provides a 24-hour online database which can verify that an employee has a valid program test at anytime via the Internet. All costs associated with the IMPACT Substance Abuse Program are paid by IMPACT.

▪ Drug Free Banners / Posters

IMPACT provides Drug Free banners and posters individualized for Local Unions and/or District Councils free of charge to all Local Unions participating in the IMPACT Substance Abuse Program. The banners are available in two sizes 3 x 5' and 4 x 8'. These two items can be excellent marketing materials to promote the ironworker trade.

KPI 10 - To provide contractors with skilled foremen.

▪ Foreman Training Course

IMPACT and the National Training Fund have developed and been conducting train-the-trainer courses to ensure that Local Unions are prepared to train their members to be skilled and effective foremen for their signatory contractors. This 24-hour foreman training course may be conducted for three consecutive days, during eight three-hour evening sessions, or on three consecutive Saturdays.

▪ Foreman Pocket Guide

IMPACT in coordination with the NTF developed this pocket guide that contains 460 pages of information, tables, charts, diagrams, safety checklists, and other content for all areas of the ironworking trade. The guide is available through the Ironworkers online book store.



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KPI 11 - To provide contractors with a work force with positive work attitudes and behavior.

- **Survival of the Fittest Course**

IMPACT has developed a one-day orientation course for the Ironworkers' Standards of Excellence and Survival of the Fittest training. The Survival of the Fittest course, adapted from the book of the same name by Mark Breslin, was developed by IMPACT. It is designed as a tool to help educate every journey person and apprentice in the union construction industry that the Ironworkers union is in a fight for its economic survival.

KPI 14 - To ensure active and informed participation of members and contractors in the Local Union.

- **IMPACT Local Union Website Program**

IMPACT has developed a website template for the use of Local Unions who do not have an existing website. The template is customized to allow each Local to update and change content as needed. IMPACT will provide individual support for the development, initial setup, and training for the websites. All costs associated with the initial setup and launch of each Local website are covered by IMPACT.

KPI 15 - To participate in labor-management programs.

- **IMPACT Language in Collective Bargaining Agreement / Full 1% Participation**

Participation in IMPACT requires that IMPACT language be present in all active collective bargaining agreements. A full 1% contribution rate or phase in schedule is necessary to meet KPI 15.

- **Participation in IMPACT Regional Advisory Board (RAB) Meetings**

IMPACT has created 10 Regional Advisory Boards across the United States to establish a forum for open discussion between labor and management, to deal with regional issues, and to evaluate new and existing programs which IMPACT could support. Each RAB is guided by an Executive Committee which is comprised of equal numbers of labor and management representatives from that region. Each RAB holds a minimum of one meeting annually.

IMPACT has a block grant allocation process that provides 15% of all IMPACT contributions from each region back to the RAB to allocate at its own discretion. This process effectively allows each RAB region to retain a portion of its contributions to IMPACT.