

## Member News

Assembled By: Amy Berg-Ferguson, Membership Development

**George Werner** has been promoted to the position of vice president of retail sales for **BrassCraft Manufacturing Company**. In this position, Mr. Werner will direct retail sales strategies and initiatives in support of BrassCraft's business goals and sales targets.

*(Reeves Journal, January 2012)*

**Hansgrohe** has increased production at its Alpharetta, GA headquarters and expanded its export distribution of American-assembled, German engineered products. Markets benefitting from the increased production include India, Turkey, South Africa, China and Mexico.

*(Supply House Times, January 2012)*

**BrassCraft Manufacturing Company** has announced the launch of its new Spanish-language website, appealing to the growing number of Hispanic plumbing professionals among the company's customer base across the country. The new site features the same content and functionality as the BrassCraft.com English-language website, including detailed product information, document and video libraries, sales and technical support and the company's nationwide dealer location utility.

*(Contractor, January 2012)*

**Caroma** and Sustainable Solutions International (SSI™) have entered into a long-term license agreement to distribute the Caroma brand and its products in North America, including Caroma's revolutionary dual-flush toilet technology. SSI will be the exclusive distributor and marketer of the Caroma brand, strengthening the brand and expanding sales in the U.S.

A new logo from **BrassCraft Manufacturing** incorporated the American flag encircled with text that reads, DESIGNED, MACHINED AND ASSEMBLED IN THE USA. BrassCraft Manufacturing is diligently ensuring that the products that carry this new flag logo meet all of the applicable Federal Trade Commission rules that prohibit deceptive advertising.

**Gerber Plumbing Fixtures** served as a building materials contributor to Homes for Our Troops, a national non-profit organization dedicated to building homes for injured veterans at no cost. The organization has just completed its most recent home building project for an Army Staff Sergeant in Parrish, FL.

**Elkay Manufacturing Company** was named one of the 10 winners of the 2011 Chicago Innovation Awards. The Chicago Innovation Awards, celebrating its 10th year, is the Chicago region's foremost recognition of the most innovative new products or services brought to market or to public service each year. Elkay was recognized for its EZH2O bottle filling station.

**Globe Union Group**, parent company to Gerber Plumbing Fixtures was a Platinum Sponsor of the Lymphoma Research Foundation (LRF) annual gala in New York City in October. The company, led by President and CEO **Michael Werner**, helped the organization raise \$1.1 million in one evening. In addition to Globe Union's recognition as a sponsor, Michael Werner (on behalf of the entire Werner family) was honored with the organization's Freundlich Leadership Award, which recognizes outstanding leaders in the community who have supported the mission of the Lymphoma Research Foundation.

*(Wholesaler, January 2012)*

## Readers Love the Fresh Newsletter Format

"Congratulations on the new electronic edition! The format is excellent, easy to navigate and crisp looking. Good work, everyone – plus your members will hear from you every month. Excellent!"

**Steve Lehtonen**, IAPMO

"The newsletter looks really sharp."

**C.J. Lagan**, American Standard Brands

# Design for Construction (DFC) Offers Viable Solutions

By: **Len Swatkowski**, *PMI Technical Director*



It's the dream of every engineer to coin a phrase that becomes commonly used in industry. Looking back at the evolution

of manufacturing, the war cry from the early 1980's was Design for Manufacturing (DFM). This movement was initiated from the need to communicate with all the stakeholders in the concept, design, tooling, manufacture, distribution and sale of consumer durables. The idea was to stop the "throw-it-over-the-wall" type of engineering and work with manufacturing staff before pen was put to paper (or mouse to mouse pad, as it were). A similar issue exists between plumbing fixture/fitting engineers and the construction trade. One possible solution is Design for Construction (DFC).

The drive for DFM was purely economic at first. Most of the costs (and cost overruns) are initiated during the design phase when communications from the engineering department to the production lines and manufacturing engineers are not well orchestrated or encouraged. Much of that changed with the implementation of DFM principles and later with Six Sigma design tools developed by Motorola. The Six Sigma process, or what is today known as Lean Six Sigma, produced tools and metrics by which our products and services could be continuously improved.

One of the DFM early tools used was Failure Mode Effects Analysis (FMEA) that initially looked to identify performance failures in a product's design and the severity of those failures. The use of FMEA's later evolved into an assessment tool for manufacturing problems

inherent in a design known as a Process FMEA, or PFMEA. Later versions of this tool are Product Hazard Management (PHM) which assesses the safety of product use and abuse and System FMEA's (SFMEA) which look at the entire product value stream from raw material processing through manufacture, repair and recycling.

The stakeholders in the DFC process are a bit different than what is typically found in a manufacturing environment. A fixture or fitting is designed and manufactured internal to each company using typical FMEA/DFM tools to complete assembly. These finished products are actually components in the assembly of a house or building. This illustrates the disconnect that can be improved through Designing for Construction.

The same tools and analyses used to develop a SFMEA in a typical manufacturing concern can be used to assess the high priority risks between fixture/fitting designs and installation. The process of quantifying the possibility of Occurrence, Severity and Detection would be identical to traditional FMEA's with the exception of the distance between component assembly and final installation.

Implementing DFC will take a bit more work when incorporating inputs from contractors and subcontractors in a SFMEA to quantify the greatest areas of risk, and reward. Manufacturers of fixtures and fittings already know their components are going to be assembled in buildings by a thousand different assembly lines. While these differences are easy to quantify, building close working relationships with contractors in the design and development of fixtures and fittings will increase the robustness of the final component and final product; our homes and businesses.

We need to close the gap in communi-

cations with the people charged in the final assembly of our products. There are several opportunities on the horizon for PMI and its members. One is the recent NDA between IAPMO and PMI which should open up communications to the plumbing inspectors and contractors. We are looking into training and conferencing possibilities with the IAPMO membership and should have several options to explore in discussing DFC with them.

Another possibility lies in the exploration of a red tag workshop. PMI members are looking into categorizing red tag incidents and accumulating them to highlight areas needing more clarity and communication. This avenue may be another offshoot of our IAPMO liaison as it will include members of the plumbing inspection industry.

All we need to do is to take the first step. As **C.S. Lewis** once said, "What saves a man is to take a step. Then another step." We have identified the challenge and now need to take action. DFC isn't a new concept. It's an old tool that may have found another way to be used.

## Hats off to the Early Birds!

Hats off to the following early birds in order of spring conference registrations received:

**Lee Mercer**

**John Bertrand**

**Marie-Helene Pernin**

**Fred Fraisse**

**Craig Selover**

VISIT [WWW.PMIHOME.ORG](http://WWW.PMIHOME.ORG)  
FOR SPRING CONFERENCE  
REGISTRATION.

# PMI Hosts 11th Annual Codes and Standards Workshop

**By Amy Berg-Ferguson, Membership Development**

The role of standards in plumbing, model plumbing codes and an overview of conformity assessment were just a few of the subjects studied by attendees of the Codes and Standards Workshop hosted by Plumbing Manufacturers International at its Rolling Meadows, Illinois headquarters on December 6 and 7. Several PMI member companies sent representatives to take part in the workshop.

This year's workshop had a new host, PMI's Technical Director, **Len Swatkowski**. Len took the group through some new subject matter for a codes and standards workshop. The workshop, the 11th held since PMI was reorganized in 1998, worked to give attendees a solid foundation regarding plumbing standards, accessibility and water conservation.

Also new with this year's workshop were presentations by **Tim Smith**, President

of Engineered Building Solutions, **Brian Snyder**, Senior Manager of Social and Emerging Media at Whirlpool Corporation and **Steve Lehtonen**, Senior Director of Environmental Education for IAPMO.

At the close of Day One, attendees were treated to a networking dinner at Emmett's Brewing Company in Palatine, Illinois. Day Two of the workshop focused on history of green, green building and eco-labeling and listing programs. According to Executive Director **Barbara Higgins**, "Len did a great job, especially in view of his short tenure with PMI. Drawing on his past experience in six months he has gone from student to teacher! Well done!"

"I feel the 11th annual codes and standards workshop was a success as it brought members from PMI companies together to review the multitude of changes put in place since last year,"

said Len Swatkowski. "Not only were there updates to the standards and regulations affecting our products, but this year marked the end of the 2012 code cycle and the beginning of the 2015 ICC and IAPMO efforts. We also touched upon social media and how it not only affects our day-to-day lives, but how it will impact the speed and magnitude of code, standards and regulatory changes in the near future." Workshop attendee **Nichole Michaelson** of NEOPERL offered this comment, "It was so nice to meet Len! The workshop provided me with useful information to share with my colleagues here at NEOPERL. I look forward to attending more PMI workshops in the future!"

Survey results regarding the Codes and Standards workshop are available on the PMI website, [www.pmihome.org](http://www.pmihome.org).



*Allison McKinney and Josh Feldman, Delta Faucet Company and Nicole Michaelson, NEOPERL*



*Michael Klueh, Hansgrohe; Michael Martinez, Delta Faucet Company; Lars Christensen, Hansgrohe*



*Ryan Leichty, Kohler Co. and Tim Doyle, Amerikam*



*Bob Learmont, BrassCraft Mfg. Co.; Jan Van Leyen and Rick McKee, Pfister*



*Steve Lehtonen, IAPMO and Len Swatkowski, PMI*



*Peter Jahrling, Sloan Valve Company and workshop speaker, Tim Smith, Engineered Building Solutions and ASPE member*

## 2012 Spring Conference: Raising the Volume!

PMI is heading back to wine country for our Spring Conference, being held April 1-4 at the Doubletree Sonoma Wine Country in Rohnert Park, CA. Back in 2004, the Doubletree was the site of PMI's most highly-attended meeting and we look forward to hosting our attendees again in the rolling foothills of Northern California.

We are very excited to announce that PMI will participate in a Habitat for Humanity build project on Saturday, March 31 in Santa Rosa, CA. Space is limited for this volunteer opportunity. For more information, please see the PMI website or contact **Amy Berg-Ferguson** at 847-481-5500 or [abergferguson@pmihome.org](mailto:abergferguson@pmihome.org).

Kicking off our meeting on Monday, April 2 is a keynote address by **Bruce Vincent**, entitled *With Vision, There is Hope*. Mr. Vincent is a third generation logger from Libby, Montana who believes that America is ready for a new vision of conservation and environmental stewardship that is based on hope instead of fear. He will speak about his experiences dealing with environmental activists over logging practices in the Northwest. The parallel to our industry is remarkable!

PMI will again offer the dual track format for Technical and Marketing meetings during the afternoon of April 2.

After the close of the day's meetings, we will enjoy a market dinner featuring farm fresh food from the local area, together with a story of sustainability. After dinner, guests will be entertained by **Gordy Ohliger**, the Banjo-ologist. Mr. Ohliger is a performer from California who offers a fun history of popular music, set to the banjo. He is sure to put a smile on your face and a skip in your step at the close the first day of meetings. By the way, Gordy is the cousin of **Craig Selover** (Masco)!

The April 3 sessions start with the Water Efficiency and Sustainability committee and then lead into a panel discussion. *The Future of Water* will feature **Chris Brown** of the California Urban Water Conservation Council; **Ed Osann** of the Natural Resources Defense Council; **Bruce Reznik** of the Planning and Conservation League, **Lena Tam** of East Bay MUD and **John Koeller** of Koeller and Company. Moderating this panel will be the aptly-named "Godfather of Green", **Jerry Yudelson**, noted author of *Dry Run: Preventing the Next Urban Water Crisis*. PMI is very excited to host Mr. Yudelson and the exceptional panelists for a morning of lively conversation and debate. Following lunch, **Steve Lehtonen** of IAPMO will discuss PMI and IAPMO's Memorandum of Understanding and potential online training opportunities, beginning with the

heavily attended Codes and Standards Workshop.

We will close the Tuesday sessions at 3:00 pm in order to transport our attendees to the Benziger Family Winery for the evening. The Benziger winery is a biodynamic Sonoma mountain estate vineyard that is committed to ecologically friendly winemaking. Meeting attendees will tour the winery, sample some wine and participate in a wine blending challenge. Participants will be broken into teams and tasked with creating a wine blend, a unique label and developing the best way to communicate their "green" business practices. Each team will participate in a brief presentation to the entire group and will be judged on the creativity and effectiveness of their performance. A winning team and a runner up will be selected based on an independent judge's score. After the blending competition, attendees will sit down to a delicious dinner in the Benziger Estate wine cave.

Wednesday will start with breakfast, then attendees are free to participate in local activities, tour San Francisco or head back to the airport. Note the hotel is 90 minutes from San Francisco airport. Please factor this time into your departure.

We'll see you in wine country to help us raise the volume of PMI's voice!

## Spring Conference Attendee Information

### "Discovery Rate" for First Time Member Attendees

If you are a first time attendee from a member company, you are entitled to attend the conference at our "Discovery Rate" of \$975. **Please note that PMI is not offering a 3+ attendee rate for this conference.** Prospective member manufacturing companies are welcome to attend the conference at the "Discovery Rate" of \$975 (some restrictions may apply). Registration fees cover the costs

of all meeting materials, receptions and group food functions at the hotel and the offsite dinner and winery tour.

### Airport Transportation Options

The Doubletree Sonoma Wine Country is located about 90 minutes from the San Francisco International Airport. Attendees will either need to rent a car or book airport shuttle service. Several shuttle companies are available for transportation. Visit [www.shuttlefare.com](http://www.shuttlefare.com) or

[www.supershuttle](http://www.supershuttle) for more transportation information.

### Hotel Information

PMI has secured sleeping rooms for a special rate of \$125 per night at the Doubletree Sonoma Wine Country, located at One Doubletree Drive, Rohnert Park, CA. Contact the hotel directly at 1-800-222-TREE and ask for the Plumbing Manufacturers International rate of \$125.

# Spring Conference Schedule of Events

## Sunday, April 1

1:30 pm - 5:00 pm	PMI Board of Directors Meeting (Invitation Only)
3:00 pm - 5:00 pm	Meeting Registration
5:30 pm - 6:00 pm	First Time Attendee Reception (Invitation Only)
6:00 pm - 7:00 pm	Cocktail Reception Featuring Local Cheeses and Fresh Vegetables with Growers on Site to Discuss Their Products
	DINNER ON YOUR OWN

## Monday, April 2

8:30 am - 9:30 am	Welcome and Special Presentation by <b>Bruce Vincent</b> : <i>With Hope, There is Vision</i>
9:30 am - 10:30 am	General Membership Meeting
10:30 am - 10:45 am	Break
10:45 am - 11:45 am	Government Affairs Standing Committee with Invited Legislators
12:00 pm - 1:30 pm	Lunch
1:30 pm - 5:00 pm	Dual Track Format:
	<b>Technical Track</b> <b>Marketing Track</b>
6:00 pm - 7:30 pm	Reception
7:30 pm - 9:30 pm	Market Dinner Featuring Locally Grown Ingredients Followed by Entertainment by <b>Gordy Ohliger</b> , the Banjo-ologist

## Tuesday, April 3

8:00 am - 9:15 am	Water Efficiency and Sustainability Issue Committee
9:15 am - 9:30 am	Break
9:30 am - 12:00 pm	Panel Discussion: <i>The Future of Water</i> Featuring participation by <b>Chris Brown</b> of the California Urban Water Conservation Council; <b>Ed Osann</b> of the National Resources Defense Council; <b>Bruce Reznik</b> of the Planning and Conservation League; <b>Lena Tam</b> of East Bay MUD and <b>John Koeller</b> of Koeller and Company and Moderated by <b>Jerry Yudelson</b> , Author of <i>Dry Run, Preventing the Next Urban Water Crisis</i>
12:00 pm - 1:30 pm	Lunch
1:30 pm - 2:00 pm	Reports from Dual Track Meetings
2:00 pm - 3:00 pm	Presentation by <b>Steve Lehtonen</b> of IAPMO and Discussion of PMI Online Training
3:30 pm - 4:00 pm	Load Bus for Offsite Dinner
4:00 pm - 9:30 pm	PMI Challenge Event and Dinner at Benziger Vineyard
10:00 pm	Return to Hotel

## Wednesday, April 4

7:30 am - 9:00 am	Breakfast
9:00 am - 12:00 pm	Event to be Announced

**Please Note: There will be no Fair Trade Committee meeting.**

**Visit [www.pmihome.org](http://www.pmihome.org) for registration information**

## Sad News About Ed Hardison, Former Head of CIPH

HARDISON, Edward R. – Home at last. Passed from this life into his eternal reward on Thursday December 15, 2011 at Eventide Nursing Home, Niagara Falls. Loving husband to **Anita**, for 48 years, father to son **Jeff** and predeceased by daughter **Susan**. Elated with the news of becoming a first time grandfather to Jeff and **Jenn's** expected baby. Survived by his father, 5 brothers, 1 sister and an aunt. A mentor and friend to many – those who knew him loved and respected him, especially the young people at Grace Gospel and Caven Church Bolton and the many in-

dustry colleagues of Moldex Barrie and the Canadian Institute of Plumbing and Heating where he served as President from 1986-2002. He and Anita then retired to Virgil where he dedicated a great deal of his time and energy to volunteering with young people, Habitat for Humanity, NOTL Palliative Care, Meals on Wheels, Chateau Gardens and Grace Gospel Church, always with his partner, friend and wife at his side. Cremation has taken place. Donations would be preferred to CNETS Canada (Cancer Research) or Grace Gospel Building Fund.

## People on the Move

Delta Faucet Company has promoted **Richard O'Reagan** to president. He succeeds **Keith Allman**, who was named group president of Masco Corp., Delta Faucet's parent company.

The Board of Directors of American Standard Brands has announced the appointment of **Jay Gould** as President and Chief Executive Officer. Mr. Gould succeeds **Don Devine**, who has left the company to pursue other interests.

**Jon Dommissie** has been promoted to Director of Global Marketing and Strategic Development for Bradley Corporation. Mr. Dommissie has been with Bradley for 15 years and has previously

held leadership positions in marketing, research and product innovation.

Sloan Valve Company has hired **Daniel Gleiberman** as Manager, Product Compliance and Government Affairs. Mr. Gleiberman has also been chosen as co-chair of the PMI Government Affairs Standing Committee. He will serve with fellow co-chair **David MacNair** of InSinkErator.

Congratulations to **Rick Reles** of Kohler Co. who has been re-appointed co-chair of the Marketing Council. He will continue to serve with co-chair **Tim Doyle** of Amerikam.

## Renewed Focus for SafePlumbing.org

Known as "the safest place on the Internet for information about plumbing fixtures and fittings," SafePlumbing.org is getting a renewed focus this year to increase our web presence and recognition. **Len Swatkowski**, PMI's technical director, will be addressing problem links on the site as well as adding content for the consuming public. The site is aimed at policymakers (legislators, regulators), environmentalists, the press and the public.

This site is important to our industry's voice getting to water-conscious consumers, customers, regulators and policy makers. These efforts to increase the robustness of our SafePlumbing site cannot be done without your help. Please contact Len at [lswatkowski@pmi-home.org](mailto:lswatkowski@pmi-home.org) with your plumbing information on Clean Water, Water Efficiency and Health & Safety issues affecting plumbing products as well as to report broken or incorrect links.

## 2012 PMI LEADERSHIP

### EXECUTIVE COMMITTEE

**Stewart Yang**, Kohler Co.  
President

**Jeff Baldwin**, T&S Brass and Bronze Works  
First Vice-President

**Tim Kilbane**, Symmons Industries  
Second Vice-President

**Fernando Fernandez**, TOTO USA  
Treasurer

**Jack Krecek**, Elkay Manufacturing  
Immediate Past President

### DIRECTORS AT LARGE

**Bobbi Bieschke**, Amerikam  
(10/11-12/12)

**Peter Jahrling**, Sloan Valve Company  
(1/12-12/14)

**C.J. Lagan**, American Standard Brands  
(7/11-12/12)

**David MacNair**, InSinkErator  
(1/12-12/14)

**Paul Patton**, Delta Faucet Company  
(1/11-12/13)

**Tim Schroeder**, Duravit USA  
(1/11-12/13)

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