

Executive Director. CEO. A Rose By Any Other Name... Would Smell As Sweet!

By: *Barbara C. Higgens, PMI CEO/Executive Director*



Barbara C. Higgens

Thank you to all of you who sent congratulatory messages in view of my 'new' job as posted on LinkedIn. While I appreciate all of the attention and the kind words, the recent 'change' is in name only. I was hired as PMI's Chief Operating Officer of PMI in 1998 and have served as CEO continuously since that time. So, new title; same role!

Last year, PMI took a look at a number of governance issues. You have seen some of the outcome of that work: a smaller Board of Directors with shorter terms and a shift from two conferences per year to a single annual conference. Another change was to my title. In the "for-profit" world, there is no doubt about the leadership role of a "CEO." While the term "Executive Director" carries the exact same meaning in the "not-for-profit" world of industry associations, some people have been confused about the role and the interface with the volunteer leadership of PMI. In benchmarking other associations like ours, we learned that many groups are moving away from using the Executive Director title for their top executive, to that of CEO in the name of clarity.

The PMI Board of Directors is headed up by an elected president (this year it is **Tim Kilbane** of Symmons, as you know) who takes the lead in the governance of the organization. The job of the PMI volunteer president and its Board of Directors is to partner with the hired PMI CEO to identify the "what" of what needs to be done and to set the strategic direction of the association. Working together, this team sets goals and metrics for the organization. The job of the PMI CEO then is to determine the "how," which includes staffing, hiring consultants, allocation of resources, and general management of the association as a business. The PMI CEO and the staff, hired by and to support the PMI CEO, help

to provide continuity, stability and institutional knowledge as administrations change each year and the volunteers serve and complete their terms of office.

It's a winning combination!

Last year, we saw the revitalization of the Strategic Advisory Council (SAC), comprised of six PMI member company CEOs. As the name implies, these individuals have volunteered to provide support for the Board of Directors and the organization as a whole by offering guidance and advice on key issues. This year's SAC includes: **Hugh Ekberg**, Kohler, **Tim Ferry**, Insinkerator, **David Lingafelter**, Moen, **Tim O'Keeffe**, Symmons, **Todd Talbot**, Fluidmaster and **Ray Fisher**, Fisher Manufacturing, who serves as the liaison between the SAC and the Board.

You can be sure that PMI is in good hands with these groups actively looking for ways in which PMI can impact industry issues, while enhancing the value of the organization to members. Come see some of the successes and results at the Spring Conference in Charleston!



Barbara Higgens deep in thought as the Council of Manufacturing Associations (CMA) explores industry association "best practices." The session was held during the winter leadership conference of the National Association of Manufacturers (NAM) in Middleburg, VA.

Managing Risk and Communicating Value

By Len Swatkowski, PMI Technical Director



Len Swatkowski

One phenomenon that exemplifies the climate of manufacturing in this new century is the need to continuously improve every aspect of our

performance. There is no status quo and the gap between leading edge and early adopters gets wider every year. The performance of industry associations is no different as PMI is continually looking to improve the way we serve the plumbing manufacturing industry.

As one of the key tenets of Six Sigma training, the acronym DMAIC represents Define, Measure, Analyze, Improve and Control. The DMAIC process is a method to continuously improve the product or service in which a business is engaged. The step to “measure” is challenging, and, in the case of an industry association, sometimes the most difficult.

We are going to present a tool at the PMI Spring Conference that will enhance the way industry issues are measured by our members. Here at PMI we often joke about the task of “drinking from the fire hose” when communicating the multitude of issues we encounter in the course of a year. By quantifying the inherent risk of these issues in terms of opportunities or threats, we begin to measure the impact from the external business environment in which PMI resides.

Risk assessments have been traditionally used by manufacturers to make internal decisions on product designs and manufacturing options. The workshop we will have in Charleston on March 4th will present an approach to assess the impact of the multitude of issues we face and provide a tool that can be used

to summarize current and future risks while communicating PMI’s value.

When looking at all of the external issues we deal with annually, it becomes difficult to summarize them as some are addressed quickly, some take years to resolve and others are ongoing issues that may never be completely resolved. These challenges can have a positive or negative impact which changes with the potential timing of these issues along with anticipated probabilities of occurrence.

When we look at the low-lead issues from states, as an example, PMI and its members took the threat of a patchwork of regulations and turned it into an opportunity of harmonizing into a national bill. By referring to the NSF standards, we provided a single target in order to prevent a multitude of compliance levels that would have created chaos in the market. Opportunities and

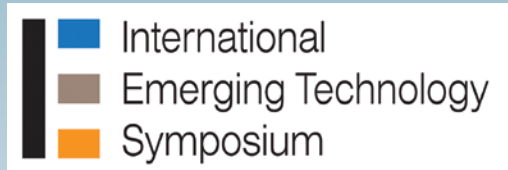
threats always exist in the short and long term future, but quantifying them as a group can help to establish overall risk levels needed for strategic planning. The workshop in Charleston will present a method to do this.

The strength of the plumbing manufacturing industry lies in our ability to respond to all external risks, positive and negative, in a way that maintains a level playing field, creates an improvement in our products while maintaining health and safety, as well as consumer satisfaction. PMI’s role is to provide a forum for plumbing industry leaders to address these risks as a group and stay ahead of the continuous flow of issues. The use of a risk assessment tool can aid in an overview of current and future issues and prioritize the industry’s focus.

We look forward to seeing you in Charleston, SC on March 2–5.

Registration is Open for the 2014 International Emerging Technology Symposium

The 2014 International Emerging Technology Symposium (ETS), to be held **April 23–24, 2014**, at the Crystal Gateway Marriott in Arlington, Va., will be the most comprehensive and informative plumbing and mechanical event since the ETS debuted in 2008. Building upon a highly successful and universally acclaimed formula refined during three previous symposiums, the event will gather plumbers, contractors, engineers, manufacturers, and water efficiency experts to introduce new technologies for the plumbing and mechanical industries, and discuss how policy initiatives can drive the introduction of these technologies to market and advance the cause of water and energy efficiency. The ETS is designed to provide a portal for the host organizations’ partners in the manufacturing, engineering, and trade industries to display and demonstrate their innovative solutions to legislative and regulatory developments that often alter industry landscapes.



Visit the Events section of the PMI website (www.pmihome.org) to learn more and register online.

PMI 2014 Spring Conference: Charleston, SC March 2-5

Schedule of Events

Sunday, March 2

1:30 pm - 4:30 pm	PMI Board of Directors Meeting (Invitation Only)
4:30 pm - 6:30 pm	Conference Registration
6:00 pm - 6:30 pm	First Time Attendee Reception
6:30 pm - 7:30 pm	Cocktail Reception

Monday, March 3

8:30 am - 9:30 am	“The Plumbing Professor Talks Water” presentation by Dr. Marc Edwards , Environmental Engineer and Biophysicist from Virginia Tech
9:30 am - 9:45 am	Break
9:45 am - 11:00 am	Fair Trade Committee with Salim Bhabhrawala , Sr. Trade Specialist, Department of Commerce with “Inside the Beltway: Commerce Update”, Ralph Suppa , President and General Manager, Canadian Institute of Plumbing and Heating and John Walter , CEO of Standards Council of Canada discuss the Regulatory Cooperation Council and its efforts to streamline standards harmonization and Yvonne Orgill of the Bathroom Manufacturers Association (BMA) will address the conflicts of internet sales vs. buying brick and mortar
11:00 am - 12:15 pm	Government Affairs Standing Committee
12:15 pm - 1:30 pm	Buffet Lunch and Free Time for Office Catch-Up
1:30 pm - 3:00pm	The Water Efficiency and Sustainability Committee with “The Energy-Water Nexus” by Mary Ann Dickinson , President and CEO, Alliance for Water Efficiency with insights from Yvonne Orgill of the BMA on Eco-Design
3:30 pm - 5:00 pm	H. L. Hunley Tour (transportation and admission fee are included)
6:30 pm - 9:30 pm	Dine Around Charleston (optional with extra fee)

Tuesday, March 4

9:00 am - 12:30 pm	Dual Tracks: (Choose One) Technical Track Advocacy/Outreach Track
12:30 pm - 2:00 pm	Buffet Lunch and Free Time for Office Catch-Up
2:00 pm - 2:30 pm	Report from Dual Track Sessions
2:30 pm - 3:45 pm	General Membership Meeting
3:45 pm - 4:00 pm	Break
4:00 pm - 5:00 pm	Update on the International Green Construction Code by Steve Thorsell , Program Coordinator, Environmental Programs, International Coded Council and the International Association of Plumbing Mechanical Officials (IAPMO) Green Plumbing and Mechanical Code Supplement with Lee Mercer , Senior Vice President of Industry Relations and Business Development, IAPMO
6:00 pm - 7:15 pm	Cocktail Reception
7:30 pm - 9:30 pm	Dinner with entertainment by corporate entertainment personality Greg Schwem

Wednesday, March 5

8:00 am - 9:00 am	“Charleston Water: Past, Present and Future” with Andrew Fairey , Chief Operating Officer, Charleston Water Systems
9:00 am - 10:00 am	Preview of PMI’s Codes and Standards Workshop by Len Swatkowski , PMI Technical Director

REGISTRATION FOR THE PMI SPRING CONFERENCE REMAINS OPEN!

Anyone wanting to register may contact **Jodi Stuhrberg**, PMI Association Coordinator, to sign up at 847-481-5500 ext. 107 or via email at jstuhrberg@pmihome.org. However, the hotel room block rates are subject to availability.

Congratulations to:

- **Kris Alderson** of Bradley Corp. who has been appointed PMI Committee Co-Chair of the **Advocacy/Outreach Committee** (Serving with **Rick Reles** of Kohler, Co.)
- **Danny Gleiberman** of Sloan Valve Company who has been appointed PMI Committee Co-Chair of the **Water Efficiency and Sustainability Committee** (Serving with **Charles Hettrick** of Delta Faucet Company)
- **Gary Cole** of T&S Brass and Bronze Works who has been appointed to complete Danny's term as co-chair of the **Government Affairs Committee** (Serving with **Joel Smith** of Kohler, Co.)

These appointments were made by PMI President **Tim Kilbane** and are effective immediately with the first committee meetings to be held at the 2014 Spring Conference.

Thank you to all who submitted their names for consideration.

Note: PMI provides leadership training and coaching for committee chairs.

Please note that the official dates of the 2014 PMI Fall Conference have changed!

Following a survey of our membership, PMI has decided to push back the dates of the October 2014 PMI Fall Conference by one week to avoid conflict with Greenbuild. As you recall, in spite of our due diligence to select dates that were not in conflict with other industry events, Greenbuild recently changed the dates of their conference from November to our dates in October. Competing with Greenbuild would also impact our ability to attract prospects, the press and sponsors.

Please note that the new dates of the PMI Fall Conference will be October 27–30, 2014 at The Westin O'Hare located at 6100 N River Rd, Rosemont IL, 60018, near O'Hare airport.

The 2015 Conference will be October 26–29, 2015 at The Hotel Contessa in San Antonio, TX.

Note: With the introduction of the new conference pattern, there will be no Spring Conference in 2015.

PMI Issues a Correction on our Congratulations and Welcome to our Newest Member

In the last issue of Ripple Effect, we welcomed our newest member HOLDRITE® as the latest member company to join the ranks of PMI Manufacturing Members. In that welcome, we referred to **Tim McConnell** as the Vice President of Sales and Marketing for the company; Mr. McConnell is actually now the President of HOLDRITE® and we offer our sincerest apologies for the error.

2013 PMI LEADERSHIP

EXECUTIVE COMMITTEE

- Tim Kilbane**, Symmons Industries
President
- Fernando Fernandez**, TOTO USA
Vice-President
- Paul Patton**, Delta Faucet Company
Treasurer
- Jeff Baldwin**, T&S Brass and
Bronze Works
Immediate Past President

DIRECTORS AT LARGE

- Peter Jahrling**, Sloan Valve Company
(1/12–12/14)
- C.J. Lagan**, American Standard
Brands
(1/13–12/15)
- David MacNair**, InSinkErator
(1/12–12/14)
- Scott McDonald**, Fluidmaster
(1/14–12/15)

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