



NEWS

Volume 5, Issue 1

The Newsletter for PMI Members — by PMI Members

January/February 2002

Speak Up, Continuously Improve and Get Involved!

by: **Todd Talbot, PMI President**

Happy New Year to all, and I certainly hope that 2002 has begun on a positive note for each of you, your families and your business.

In a time when we are individually fully engaged in managing the various elements of our businesses, which have been challenged by the changing economy and world events, it is often the case that we tend to shy away from some of the broader issues (PMI/industry issues) to focus on the core requirements of our jobs. While this is admirable in resolving short-term pressures from “the boss” (your boss, the board, your spouse (!) or the customer), I would encourage you not to be short-sighted of the bigger picture and of the issues that have and will continue to affect our industry, your business and hence your job far beyond the present economy.

I truly believe that in times when resources are tighter, the value of trade organizations, especially *your* PMI, grows exponentially beyond its current state. Compressed budgets in our independent businesses give each of us little room to maneuver, while the complexity of codes and standards, the influx of competitive products, the threat of new legislative action and/or

the rising costs of others reaching for your pocket (new trade shows) continue to expand...and one can guarantee that the recent changes in our world will continue to bring a whole new set of challenges.

If you look around your company, or around the industry, I am certain you will find that there is no place for you to turn to with such a high caliber of resources in hand to continue to tackle present issues, and to address developing concerns head on as *your* PMI. In fact I would suggest that if you (your company) participates and fully utilizes the benefits of *your* PMI, the value of your membership dollar can offset significant expenses that you are, or eventually will be, faced with on your own!

We have seen PMI undergo dramatic changes over the past few years and much has been written about the reasons for, and the success of, these changes. Further changes in our marketplace have now brought new opportunities, and you can be sure that PMI will be there to take full advantage, and to position you — its members — for a prosperous future.

I am looking forward to my term as PMI president, and to continuing to oversee our process of ongoing improvement. We'll work to bring you even more relevant, timely programs at our meetings and explore new areas in which to add value to PMI membership.

This is no time to lay low. I encourage each of you to continue to provide us with your input and feedback. Don't sit back! Get involved! PMI is *your* organization. I hope you will relay your thoughts either directly to me, the staff or to any one of our Board members. I also encourage you to share your PMI experiences with non-members and promote PMI membership in a time when both they and our industry need it the most. Remember, if you bring a qualified PMI member prospect to a PMI meeting, YOUR registration is FREE! See you all in Tucson!



Todd Talbot

PMI News' New Look

As you can see, we have redesigned the format of *PMI News*. We have gone to a three-column layout, moved the table of contents and included the issue date on the bottom of each page, just to name a few of the changes. As always, we would appreciate your feedback on the new look!

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Never Assume, Ask One More Question, and Experience the “A-Ha” Factor

by: Barbara C. Higgins,
Executive Director

The greatest obstacle to progress is not ignorance but illusion of knowledge.

— Anonymous

In other words, never assume...



Barb Higgins

While in a general sense, the “been there, done that” claim holds true as we go through life, nearly every day also brings something new. That’s

especially true here at PMI. The four of us have solid (but varied) backgrounds and with that we are able to handle anything that comes our way. We draw upon our collective experiences and work as a team to meet our challenges and get the job done.

We know to question special “deals” and cast a skeptical eye on those who promise “offers we can’t refuse.” Whether it’s a special telephone rate or a one-of-a-kind public relations opportunity, we are always on guard. While I hate to think of myself as a cynic, I’m a big proponent of the “smell” test and the adage, “if it sounds too good to be true, it probably is.”

Having said all that...we certainly can’t shut the door on everything “new.” Quite often, something new DOES have value and is worth a second look. We can’t assume that our impressions are always correct. While gut instinct is a powerful tool, stereotyping is neither fair nor foolproof. We need feedback (hence all the surveys to you, our members, on just about everything we do!).

One of the most valuable lessons learned in my selling days is that of asking the *right* questions. It’s not enough to simply ask questions, or for that matter to take the answers at face value. You must be sure that you’re asking the *right* questions to the *right* person! (I recently was annoyed by a telephone solicitor — no surprise there — that bent my ear about the tremendous importance and value of pet insurance. The fellow certainly had the features and benefits down pat. He was a real pro at anticipating and rebutting my objections. BUT he failed to ask the key qualifying question. And no, as a matter of fact, I don’t have a pet! The result: a waste of time for both of us!)

It’s true that the devil is in the details. Asking the right questions leads to the “A-ha” as in...

“Do you have a pet?”

“No, I don’t.”

“A-ha!”

Sometimes you get to the “A-ha” by asking just one last important question. It’s important not to quit your

information-gathering too early.

Here’s a recent example. In trying to arrange meeting space recently for an industry event, I asked the coordinator if there were other activities that might conflict with the proposed time slot for the PMI event. “No,” I was told, “there’s nothing that I know of.” And then it hit me...I needed to ask one last question... “Is YOUR group having an event?” I asked. “Oh yes!” was the reply. “It’s Saturday at the same time as your event.”

“A-ha,” I sighed.

I try to be philosophical about stuff like that. Life’s too short not to see the humor in such an exchange. (What’s the alternative? Beating your head against the wall?) And there is always a lesson to be learned! I try to stay on my toes and one step ahead. I encourage our staff to do the same.

So that’s why we continue to ask for your input. Please complete the surveys honestly so that we can continue to deliver what you want! We want the good news and the “bad”!

Thanks for your continued support!

PMI Welcomes Tempress Ltd. to the Institute

The Board of Directors has approved the application of Tempress Ltd. as a member of PMI. Herb Barnhart, executive vice president of Tempress Ltd., attended PMI’s 2001 Fall Meeting last November in Chicago, and submitted the application soon thereafter.

Barnhart describes Tempress Ltd. as a “customer driven worldwide supplier” of safety mixer products. It was one of the first manufacturers to design a pressure balance shower valve based on the diaphragm principle rather than a piston type valve. Tempress Ltd. has a presence in the United States (Bloomington, Ill.) and Canada (Mississauga, Ontario). Barnhart, who operates out of the Bloomington office, will serve as PMI’s principal contact, along with Bill McLean, president, who is based in Canada.

Tempress Ltd. looks forward to a

productive association with PMI. According to Herb, “We find this unique organization provides a forum where creative ideas can be exchanged and industry relationships established.”

He adds that, in today’s rapidly changing business environment, “It’s evident to us that corporations and their employees should get involved and become aware of the impact their

company can make on the sanitary fixture-fittings market throughout the world. As a whole, membership in

PMI provides the opportunity for a large or small company to voice their concerns and to make a positive contribution.”

Herb extends his “invitation” to all plumbing manufacturing companies and those firms associated with the global sanitary market to become part of this fine organization. Thank you, Herb, and welcome!



Understanding ANSI's Role In Plumbing

by: David Viola, Technical Director

Over the last three years, I've used this column to write about product standards, plumbing codes and product approval. Until now, I never really discussed the American National Standards Institute (ANSI), the important role it plays in these areas, and how it fits into PMI's technical goals and objectives. ANSI's role is often unknown and confused by plumbing inspectors, manufacturers, standards developers and product certifiers. Since it is in our best interest to make sure these individuals understand the services offered by ANSI, PMI is committed to making the value and significance of ANSI services apparent to these individuals. The following is a brief overview of ANSI's activities and how it relates to PMI's initiatives.

Standards Development

ANSI is best known for its role in the area of standards development. Almost all of the standards regulating plumbing products in the United States are ANSI standards. However, many are unaware that ANSI does not develop these standards. ANSI actually facilitates the development of ANSI standards, and the ANSI designation on a standard signifies that ANSI has ensured compliance with its guiding principles — consensus, due process and openness. These guiding principles are essential in creating standards that:

- are technically accurate;
- are free from overlap and conflict; and
- include fair representation and participation of key stakeholders.

The actual standards development activities are performed by organizations independent of ANSI. In the plumbing industry, the most widely known organizations include American Society of Mechanical Engineers (ASME), American Society of Sanitary

Engineers (ASSE), American Society of Testing and Materials International (ASTM), International Code Council (ICC), International Association of Plumbing and Mechanical Officials (IAPMO), and NSF International.

PMI firmly believes that minimum product performance requirements should only be determined through a voluntary consensus process, such as by those accredited by ANSI. PMI and its members actively participate in the standards development process of these organizations to ensure that each standard stays current with today's technology, and represents the consensus of affected PMI members.

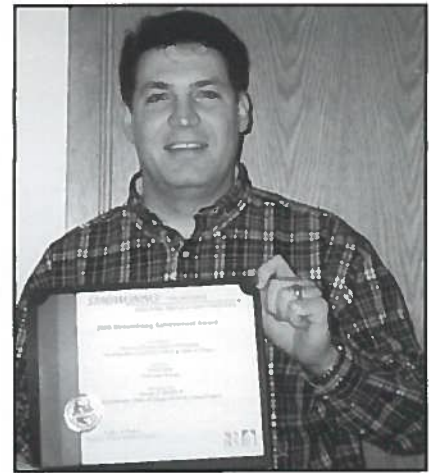
Plumbing Codes

Virtually every community in the U.S. adopts a plumbing code to address the design and installation of plumbing systems. These codes require all products and materials to comply with the applicable referenced standards. Since there are nearly 15,000 communities in the U.S., it is critical that the requirements within each plumbing code are uniform to prevent technical barriers that restrict the acceptance of products.

ANSI's voluntary consensus process provides a centralized standardization system that goes a long way to minimize technical conflict, overlap and duplication. PMI and its members encourage model code developers and regulators across the country to adopt that latest edition of ANSI standards and to resist developing requirements for plumbing products outside of the ANSI process.

Conformity Assessment

In addition to standards development, ANSI plays an equally important role in the area of conformity assessment and product approval. ANSI's program for accrediting third-party product certification agencies fills a current void by providing a centralized,



Dave Viola is seen here with the NCSBCS award for the plumbing product approval program.

uniform mechanism to assess a product's conformance to a standard.

ANSI's program establishes a minimum acceptable level of performance for product certifiers. As a result, competent product certifiers are identified, and their certifications represent the highest level of confidence that products comply with code. If all code authorities required the use of the ANSI accreditation program to approve product certifiers, it would resolve one of the biggest problems in the plumbing industry today — unnecessary duplication in product testing, auditing and certification.

Because most plumbing codes lack minimum requirements for product certifiers, one of PMI's primary technical initiatives is to educate code authorities on the merits of ANSI's accreditation program, and encourage them to require products to be certified by an accredited certifier.

ANSI's continued role in standards development, plumbing codes and product approval is vital to the success of PMI in meeting our technical goals and objectives. PMI will continue to work with ANSI and others to address the ongoing need for consensus standards, and broaden the recognition of ANSI's product certifier accreditation program.

By the way — Lane Hallenbeck, vice president of conformity assessment, will be featured at our Spring Meeting in Tucson — be there!



PMI is Rounding Up All Members for the 2002 Spring Meeting in Tucson!

Join PMI for its 2002 Spring Meeting **March 17-20** at the Westin La Paloma Resort in Tucson, Ariz., to learn alongside colleagues and other industry leaders. It is an opportunity for

"The Post 9/11 Workforce: How the Tables Have Turned!!"

Robert Tucker Provides PMI Keynote Address



Robert Tucker

The fallout from the September 11 terrorist attacks on America have left virtually no area in our lives unscathed. While many of the effects of September 11 are

widely publicized, not much attention has been paid to how the workforce itself has had to change in light of the attacks. How have attitudes toward, and realities of, job security changed? What edges do employers have in this "new" era of our nation's workforce? What edges have employees gained or lost? Robert Tucker, an internationally recognized leader in the field of strategic innovation, will join PMI members for a discussion on the post-September 11 workforce Tuesday evening following dinner.

Formerly an adjunct professor at the University of California, Los Angeles, Tucker has been studying innovators and innovative companies since 1981. His pioneering research in interviewing more than 500 leading American innovators was published in the book *Winning the Innovation Game* in 1986. Since then, he has continued to publish widely on the subject, including his international bestseller, *Managing the Future: 10 Driving Forces of Change for the New Century*, which has been translated into 13 languages.

you to learn updates on PMI's progress and, more importantly, be a part of the action in developing and addressing plumbing issues that directly affect your company and the industry. We've packed a lot

of action and information into two full days of meetings, bordered by social opportunities through the annual golf scramble, an outdoor BBQ and a final dinner with a keynote presentation.

Some highlights this spring include:

- a presentation by **Carl Cullotta**, from Frank Lynn and Associates, Inc., who will discuss "The Future of Home Depot" and other market strategy issues with the Information Technology (IT) Committee. Mr. Cullotta is a partner with the firm and he has helped clients address market change by developing new and profitable business models and go-to-market strategies.

- **Kevin Price**, director of ASA's Center for Advancing Technology, will also be on hand at the IT meeting to discuss the progress of some of their technology initiatives in the industry, including Source ASA+.

- **Mark Barron** of Ducker Worldwide will address the Marketing Committee Monday morning with his company's perspective on how PMI's statistical programs can be enhanced to improve the value to those who



participate. If your company participates or has an interest in PMI's stats program, it's vitally important to attend this meeting!

- **John Koeller**, a water conservation consultant and colleague of PMI's in its umbrella coalition will be on hand Monday afternoon discuss the impact of

water conservation on specific industry products and provide an update on the success of rebate programs nationally.

Tuesday morning will be busy with universal conformity assessment (UCA) issues — a separate business meeting will be held to cover some important PMI business in UCA issues, followed by three presentations. **Lane Hallenbeck** of the American National Standards Institute (ANSI) will review ANSI accreditation; **David Perkiss**, Water Research Centre (WRC-NSF), Ltd., and **Victor Bragg**, BRE, will follow to discuss international certification issues.

And that's just the beginning!

Detailed promotional material was mailed in mid-January to all members and eligible guests; it contained a detailed schedule (see right), detailed information on our host resort, a fax-back form to make hotel reservations and a registration form. Please contact PMI if you did not receive this information. It's a meeting you won't want to miss — we'll see you there!

Deadlines

Call the Westin La Paloma at (520) 742-6000 (or use the fax-back form included with your promotional material) to make room reservations by February 13, 2002.

Return your meeting registration form(s) and payment to PMI by February 25, 2002.

2002 Spring Meeting Schedule

Times are approximate and are subject to change.
Meetings will run consecutively and it is the responsibility of the attendee to monitor up-to-date schedules each day.

Saturday, March 16, 2002

1:00 p.m. - 5:00 p.m. Ad Hoc: *ANSI Accreditation Procedures*
6:00 p.m. Board of Directors/Executive Committee Dinner

Sunday, March 17, 2002

9:00 a.m. - 2:00 p.m. PMI Annual Golf Scramble Tournament
3:00 p.m. - 6:30 p.m. Registration
3:00 p.m. - 6:00 p.m. First Board of Directors Meeting
6:30 p.m. BBQ Welcome Dinner/Golf Awards

Monday, March 18, 2002

7:15 a.m. - 8:30 a.m. General Membership Breakfast/Registration
8:00 a.m. - 12 noon **MORNING MEETINGS:**
Member Services Committee
"Enhancing PMI's Statistical Programs"
Information Technology Committee Business
Information Technology Presentations
"The Future of Home Depot and 'Go To Market' Strategy"
"Lessons Learned in Data Standardization"
12 noon Lunch
1:00 p.m. - 5:45 p.m. **AFTERNOON MEETINGS:**
Government Affairs
Showerhead/Hand Shower Product Group
Flushing Devices/Fixture Joint Product Group
and Water Conservation Issue Committee
Joint Meeting
"Water Conservation Issues Affecting Plumbing Products"
Faucet & Shower/Tub-Shower Fittings Joint Product Group

Dinner on your own

Tuesday, March 19, 2002

7:15 a.m. - 8:30 a.m. General Membership Breakfast
8:00 a.m. - 12 noon **MORNING MEETINGS:**
Universal Conformity Assessment Committee
Business (CLOSED TO PRESS)
Universal Conformity Assessment Presentations
ANSI Accreditation; International Conformity Assessment
12 noon Lunch
1:00 p.m. - 5:00 p.m. **AFTERNOON MEETINGS:**
Trade Show Consolidation Issue Committee
Specialty Finishing Product Group
Technical Committee
General Membership Meeting
6:30 p.m. - 7:15 p.m. Reception
7:15 p.m. - 9:30 p.m. Dinner and keynote presentation

Wednesday, March 20, 2002

7:15 a.m. - 8:00 a.m. Farewell Breakfast
8:15 a.m. - 9:30 a.m. Final Board of Directors

PMI in Action

• PMI Writes the News:

If you received the January 2002 issue of *PMEngineer*, you may have noticed an article by **Dave Viola**, PMI's technical director. If not, check again — PMI was asked to write an article on water temperature control and limitation. The article was developed by Dave



and the PMI-member temperature control task group to help code authorities, plumbing engineers, plumbers and consumers understand the methods of protecting against thermal shock and scalding. Thank you to all who collaborated on the article. It's one more way PMI is raising its voice for the greater good of the plumbing industry!

PMI has also been asked to periodically contribute articles to *Plumbing Engineer*. Stay tuned!

• Massachusetts Plumbing Board:

Barb Higgins and Dave Viola met with the Massachusetts Plumbing Board in December and presented a plan for streamlining their conformity assessment program.

The group was receptive and invited PMI back to discuss the plan in more detail at a subcommittee meeting February 27.

• California Energy Commission (CEC):

PMI has been successful in further delaying CEC's efforts to reduce tub spout diverter leakage rates. A hearing is scheduled for February 6, 2002. Stay tuned.

• NSF 61 Annex H:

The NSF Joint Committee agreed with PMI concerns regarding Annex H, and table its adoption at their meeting on January 17, 2002. The Joint Committee voted to table Annex H in favor of establishing a task group to address the negative comments.

Hansgrohe: A Combination of Innovation, Traditional Values and PMI Membership Results In Global Success

by Lori Smelser, Association Manager

It all began in the Black Forest in 1901...a young Hans Grohe moves into an abandoned metal pressing mill in Schiltach, Germany. Using the steady flow of the Kinzig River to drive his machinery, a plumbing and manufacturing company is born. Hans sells his products — small plumbing parts — to customers in the Black Forest, delivering them on his bicycle. In 1908, Hans Grohe expands his business across Europe. He supplied wholesalers instead of individual plumbers, and the first company catalog of products is produced. Thus, in this simple yet poignant way, a company — Hansgrohe — is begun, and the foundation for a tradition of excellence is set.

Hansgrohe: Tradition of Excellence

Nearly 101 years later (last year, Hansgrohe celebrated its centennial anniversary), Hansgrohe has emerged as a worldwide creator of advanced shower fittings and faucets for baths and kitchens.

Today, Hans Grohe's original workshop in the Black Forest has grown into a world class design and manufacturing center in its hometown of Schiltach. The company offers three distinct collections of products — Hansgrohe®, Axor® and Pharo®. Each line offers something different in terms of function, personality and



Hansgrohe's world headquarters in Schiltach, Germany.

style. The Hansgrohe® line encompasses showerheads, handshowers and wallbars, the Axor® line offers faucets and matching accessories, and the Pharo® line is a complete shower system that is self-contained and ready to install in virtually any bathroom.

Hansgrohe operates a manufacturing and distribution center in Offenburg, Germany — one of the most environmentally friendly industrial plants in Europe, making extensive use of solar energy to reduce the use of fossil fuels (its "Solar Collection Tower" is Europe's largest rooftop solar power plant). It was the first company in the plumbing industry to be certified by the EC Ecological Audit, and it has won numerous awards for environmental excellence. Hansgrohe also has a strong commitment to recycling. In manufacturing, it eliminates waste by recycling material back into production cycles. Its packaging employs a variety of recycled and recyclable materials.

Hansgrohe enters the U.S.

In 1956, the company reached a global milestone when it introduced products to the United States. Stateside, its United States headquarters is in Alpharetta, Ga., near Atlanta, which encompasses administrative and customer service, a comprehensive manufacturing facility, and a warehousing and fulfillment center. This showerhead plant alone produces more than four million units per year. The company also developed "Aquademie", an onsite training center for professionals. The six centers worldwide provide a full immersion multimedia training experience, including a "hands on" product demonstration area.

Led by Chris Marshall, Hansgrohe U.S.A's president for the past four years, the company continues to flourish. Since Marshall became president, the company has more than



Hansgrohe USA's manufacturing facility in Atlanta, Ga.

doubled its facility size, installed and implemented a state-of-the-art plating line, and established its own inhouse physical vapor deposition (PVD) capabilities.

According to Perry Richards, Hansgrohe's OEM manager and principal representative for PMI, "We feel our constant innovation and development, along with traditional values such as quality and customer service, associate us as a leader in luxury bath products." Perry joined Hansgrohe more than four years ago as a design engineer, the first U.S. engineer for the company. He quickly became engineering manager and broadened his scope to codes and standards acceptance issues; recently, he was named the company's OEM manager and also retained his codes and standards responsibilities.

Hansgrohe and PMI

It was, in fact, Perry who was instrumental in bringing Hansgrohe to PMI in August 1998. Actually Perry credits PMI member Delta Faucet Company as the catalyst, noting "I heard from PMI representatives at Delta how beneficial PMI is in our businesses to help us better ourselves in the industry." He adds that the codes and standards management

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function of PMI is a key element. "It is important that our products are listed correctly and in a timely manner; without PMI's help, we would be way, way behind where we are now in terms of cutting through a lot of the 'red tape' that exists and being able to get the job done." PMI dues, he says, are "well worth it in comparison to the benefit we receive here at Hansgrohe."

"PMI is continually pulling for us and all of its members, and I know that when I call upon PMI, I'll get results," says Perry. He adds that codes and standards should be a "level playing field", where all members come together without competitive issues.

Continuing to be a results-oriented, proactive organization is Perry's hope for PMI. With national codes in check, he notes the next big battle is at the state level where isolated incidents of listing and approval problems are rising. It's an area PMI is aggressively pursuing with recent success in various states and jurisdictions, and progress is being made as we speak in other states. It's a challenge PMI is up for and will continue to battle, with the help of its members like Hansgrohe.

Craig Selover Moves to Masco Headquarters

Craig has a new assignment at Masco R&D working on advanced plumbing product research in Taylor, Mich. While involved in PMI, he moved from Lawler to T & S Brass to Delta, and he says "my participation and the friendships I've made have been very rewarding. I've been at Delta 19 years and in my vice president position for 13. It's time for a change, which I look forward to." Craig will continue to participate in the NSF Standard 61 Joint Committee and industry trade shows, so he will have an opportunity to stay in touch – though not at PMI meetings. Craig says, "I'll miss this group very much, but look forward to the opportunities when we might see each other, and will keep in touch."

We'll miss you too, Craig!
Good luck!

The Enron Collapse: What It Means to PMI's Legislative Agenda

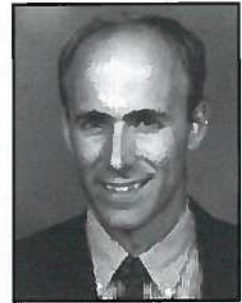
By: Fred Eames, Balch and Bingham, LLP

In a previous column, we looked at the effects of September 11 on the federal legislative agenda. Wading further into the predestination versus free will argument, in this episode we consider the latest National Atmospheric Event Beyond Our Control to affect our agenda.

There has always been a problem in Washington with issues "getting De-Layed." Today, this new verb is likely to hinder President Bush's energy agenda, to which the fate of PMI's provisions to encourage retrofitting of federal housing with EPACT-compliant plumbing fixtures and fittings is tied. PMI succeeded last year in gaining two provisions in H.R. 4, the House-passed version of the President's energy plan, to encourage installation of products meeting modern water flow standards.

Not long ago, it might have been considered scandalous if the government *didn't* step in to help the nation's seventh largest company avoid circling down the drain (industry reference intended), taking with it the life savings of thousands of employees. It is an interesting commentary on modern politics. But in the post-Clinton era, the definition of "what 'scandal' is" is apparently the one thing in Washington being held to a lower threshold.

The Administration did have a close relationship with Enron. Most close observers, however, strongly doubt any specific action by the Administration, or for that matter, by members of Congress from either party, that brought about or contributed to the main complaints: establishing off-book partnership accounts that sheltered debt, preventing employees from selling shares as the stock tumbled, and obtaining clean bills of financial health from auditors and plaudits from Wall Street despite growing troubles.



Fred Eames

Nevertheless, the press, many of whom have endured difficult monastic training and have taken vows against self-promotion, strongly suspect that politicians who favor markets, capitalism and the accumulation of wealth are subject to suspicion of corruption. Their similarly trained comrades in Congress concur.

Indeed, there are elements of commonality between what Enron has lobbied for on Capitol Hill and the provisions of the National Energy Plan, and some regulators appointed by the Administration hold views similar to those Enron promoted.

This is no proof of a too-cozy relationship, and in the end, it is unlikely to cause serious bruises. However, it is clearly enough to bring about partisan shot-taking with the 2002 mid-term congressional elections at hand, and the 2004 presidential race already in mind. Many predict that despite the vigor with which the Administration continues to push for energy policy legislation, in the end the partisan wrangling will not be found worth wading through. A return to \$2 per gallon gasoline and electricity blackouts and brownouts this

summer could turn things around again. But today, it is the price for energy legislation that is steadily rising, with costly new regulatory proposals likely to be added to the tab to be opposed at one's political peril.

Does this open a door for consideration of Knollenberg legislation, if the committees who would otherwise be occupied on larger energy matters suddenly find themselves with a lightened agenda? Stay tuned to this station for important updates on the political weather.



PMI and Speakman Company Bid a Fond Farewell to Willard Denham

by: Kelly Enright, Technical Services Coordinator

Will Denham, Speakman Company's former vice president and general manager, is now retired as of the beginning of this year. Speakman Company was founded in 1869 as a plumbing fitting company, and pioneered safety showers more than 50 years ago.



Will Denham

Will started his career with Speakman Company 45 years ago after being in the U.S. Navy. He credits his "secrets to success" as being proactive, seeking out the real facts, setting meaningful objectives and never giving up! Along the same lines, Will states his management philosophy as developing shared goals that associates can buy into, including showing an interest in associates' activities. Moreover, measuring associates' performance is important along with eliminating mediocrity.

Will and his wife, Cynthia, will have numerous activities to keep them busy during the next phase of their life. That is, of course, if he can convince her to go flying (Will is a private pilot), fishing, hunting and playing golf with him! In addition to those hobbies, he also enjoys reading (sea stories are Will's favorite), traveling and cooking. He defines his personal credo to be "smile and the world smiles with you"; however, he doesn't like it when individuals do not live up to their word. Will and Cynthia have two daughters and two grandchildren, ages 5 and 8.

In addition to Will's long employment history with Speakman Company, he has almost spent the same amount of time involved with PMI — 40 years! Will shined his professionalism on the Institute as he

moved through the officer ranks, culminating his tenure in 1969 to 1970 as president when PMI was the Plumbing Brass Institute.

He says Speakman Company is a member of PMI because, "in order to run a business, one has to be knowledgeable and learn all the aspects of business. One cannot do this without knowing his or her competitors and competitor's products. Additionally, one has to know what is going on in the industry and what the industry can collectively do to improve the whole." He states that in order to make any organization successful, representatives of that organization must be involved in the activities of the association. For this reason, Will has remained an active participant in PMI activities.

Will's advice for PMI as he retires is to see PMI keep manufacturers involved in all areas that may affect them by providing a forum for discussion. He believes that PMI should continue to take collective action on matters that affect member companies. "It's great to see PMI on the right track — keep up the good work!" Will may attend the PMI meeting this March in Tucson.

Thank you, Will, for your participation and commitment to the association and the plumbing industry! On behalf of the PMI members and staff, we wish you and Cynthia a healthy, relaxing and fulfilling retirement.

2002 PMI LEADERSHIP

Executive Committee

Todd Talbot, Alsons Corporation
President

Ralph Herrbach, Cifial USA
First Vice President

Jim Westdorp, Kohler Company
Second Vice President

John Lauer, Sloan Valve Company
Treasurer

Frank Evans, Chicago Faucet Company
Immediate Past President

Directors at Large:

Ken Martin, Delta Faucet Company
(Term: 1/02 - 12/04)

Lee Mercer, Moen Incorporated
(Term: 1/01 - 12/04)

Ed Pages, Garvin/Guarantee Specialties
(Term: 1/01 - 12/03)

Claude Theisen, T&S Brass & Bronze Works
(Term: 1/00 - 12/03)

Al Walcutt, MPC Plastics, Inc.
(Term: 1/00 - 12/02)

Claus Zieger, Interbath, Inc.
(Term: 1/00 - 12/02)

PMI STAFF:

Administrative

Barbara C. Higgins
Executive Director

—
Lori L. Smelser
Association Manager

Technical

David W. Viola
Technical Director

—
Kelly D. Enright
Technical Services Coordinator

PMI HEADQUARTERS:

1340 Remington Road, Suite A,
Schaumburg, IL 60173
Phone: 847-884-9PMI (9764)
Fax: 847-884-9775
www.pmihome.org

Moen Incorporated Names New President

Moen Incorporated has announced the appointment of Richard E. (Dick) Posey as its president and CEO, effective January 15, 2002. Posey joins Moen from Hamilton Beach/Proctor Silex, Inc., where he most recently was president and CEO.

"We are pleased to announce that Dick Posey has elected to join Moen," said Fortune Brands Home & Hardware president & CEO Bruce A. Carbonari, who announced the appointment. "His experience as a global general manager, along with his success in building domestic and international business as in the consumer products industry, is extremely impressive."