

## Setting the Course: Measuring Success through Metrics

By Fernando Fernandez, 2015 PMI President and Director of Codes and Standards, TOTO USA



Fernando Fernandez

Goal setting is a necessary objective to benchmark performance whether personally or professionally done. It represents a road map to planning for a successful future. Equally as important are the tactics utilized in determining how to attain the desired goals. A strong organization is one which not only has effective leadership from both the Board and its CEO, but works on develop-

ing goals which add value to the organization. PMI certainly reflects this model and has embarked upon establishing organizational goals, or metrics, to enhance value to its members. In this article, I'd like to share with you a behind-the-scenes look at what the Board is working to accomplish.

Within the past few years, you may recall reading or hearing about the Board Development Plan. This was an extended exercise in updating and implementing positive changes in how the Board operates with respect to, size, terms, roles and responsibilities, candidate selection, review of bylaws, engagement with the SAC, etc. The most significant of these is the one the Board is currently involved in which deals with the creation of metrics. Last month's *Ripple Effect* cover article contained information from PMI CEO/Executive Director **Barb Higgins** regarding PMI's Strategy Map [the PMI Strategy Map was printed in the February issue of *Ripple Effect* and is available online at <http://www.safeplumbing.org/pmi/about/strategic-plan>]. We now look to endeavor upon reviewing the metrics, their benefits and which tactics may be implemented to achieve them, all the while, assuring they are linked to the PMI Strategy Map.

Setting the sail in this direction has been a challenging and exciting undertaking. During the recent Kitchen and Bath Industry Show (K/BIS) in Las Vegas, a meeting of the PMI Strategic Advisory Council (SAC) was held where I an-

nounced we would be sending a survey to the PMI Board of Directors, SAC, as well as key PMI consultants and staff whereby input would be sought on ranking key metrics, feedback for alternative metrics, and overall general comments on where the group envisions PMI by the year 2020. Our next steps forward will entail outlining a path to develop our strategies and tactics and schedule forthcoming meetings to brainstorm and ultimately reach consensus.

While work is now underway, it is a little early to go into the specifics of each metric, but I can say that the primary theme is to build upon our Advocacy/Outreach (A/O) foundation and implement the metrics within 2015. PMI is notably strong and recognized for its technical prowess. Moreover, in addressing the value proposition to our membership, we must seek to balance out the attributes our members bring to the table and leverage them in an effective fashion. The A/O sector is a prime area and there has been unanimous consensus that the messaging and activities therein must be elevated and communicated to a much wider audience of policy makers, state and federal representatives to name a few. Doing so will undoubtedly continue to strengthen PMI as a recognized leader and influential entity when it comes to safe, responsible, plumbing. The PMI Board is accountable not only to each other but to the organization's shareholders - specifically in this case, its members. With this marching order, it is my expectation we will build better value, focus, and growth.

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# Staying Focused: Stamping out the Random Good Idea

By Barbara C. Higgins, PMI CEO/Executive Director



Barbara C. Higgins

Much of the success that PMI and its members have enjoyed since the new organization emerged in 1998 is due to our efforts to remain focused on key

issues and to not allow ourselves to be distracted. PMI staff and its consultants follow strict guidelines to organize, prioritize and concentrate on the various tasks which you, our members, have deemed as “key.” For example, despite the myriad of legislative and regulatory issues facing industry today, PMI lobbyists focus primarily on initiatives surrounding water efficiency (e.g. flow rates) and water content (e.g. hex chrome, Prop 65, leachates).

Progress reports happen regularly on our Advocacy/Lobbying calls, and are now available as a “podcast-like” audio summary posted on our website. Technical updates are delivered through the “Tech Talk” conference calls. Meeting reports for these calls as well as the “Outreach” calls are posted on the Members Only portion of the PMI website.

Working off of comprehensive “to-do” lists, PMI staff breaks projects down into manageable tasks, and the progress is reviewed at our weekly staff meetings. We regularly touch base with our membership through our conferences, conference calls, one-on-one interviews, and satisfaction surveys to ensure that we are still rowing in the right direction. From time to time, we propose enhancements to our marching orders in view of changes in the world around us and/or potential new initiatives and opportunities.

The foundation for our various projects is the Strategy Map which was included in last issue of *Ripple Effect* and also

available online at <http://www.safe-plumbing.org/pmi/about/strategic-plan>. As the PMI Board works to update PMI’s strategy and set metrics, much care and thought is being given to the topics, wording and priority of our goals. [See **President Fernandez’s** article on page 1 of this issue of *Ripple Effect*]. Our top priority is to promote the interests of our members in the context of our two-pronged focus: Technical Expertise and Advocacy/Outreach.

YOU are the primary focus and beneficiary of the efforts of PMI as we address the issues of most importance to you. Supporting each of our objectives is a list of specific action items which will be pursued to accomplish each goal. In this way, we stay focused and effectively stamp out the often glamorous and tempting but deadly “random good idea.”

The “random good idea” you ask? I addressed this topic first in a 1999 issue of *PMI News* (the former name of our *Ripple Effect* newsletter) and again in 2005. Perhaps it’s time for a review. While innovation, re-invention, and creativity are key to the survival of an organization, the random good idea is the rascal which can derail even the most focused among us. It’s the enticing offer that pulls us away from the core of our work. *“Hey gang! I just got a call from a promoter offering to help PMI start up its own industry trade show complete with our own magazine... And we can advertise our new direction on the ‘Jimmy Fallon Show’ at a special half price advertising rate Thursday! Whadda ya say? Let’s do it!”*

And with that, projects are dropped, re-prioritized, budgets are blown, and the train is off the track. What an exciting idea!

BUT – does it fit the plan?

The random good idea is the business equivalent of those legendary, annoying

phone solicitations we all get at home (though thankfully less frequently these days). Has such a call actually persuaded you to make a major purchase that you really hadn’t already been considering? *“Say! As a matter of fact, I DO need aluminum siding. Thanks for calling!”* Probably not. More than likely the call came at an inconvenient time and distracted you from something important.

Having been a personnel director for a company with phone sales as a big part of the business, (it’s a long story — don’t get me started), I can say that such calls, at best, simply hit the prospect at the right time. That is, the plan was already in the works and the call just moved the decision forward, as opposed to actually selling the person on the idea.

Our approach to business planning at PMI operates this way. When presented with an opportunity, we bounce it against our well thought-out plan. Is the proposed opportunity already a part of the plan... and the budget? If it is... GREAT! Let’s do it! If not, is the opportunity compelling enough to have us change our strategy and reallocate our dollars? If it is, then let’s re-think the plan and include the proposed opportunity. If not, let’s abandon the idea and get back to the plan!

As with all businesses, the PMI office is barraged on a daily basis with unsolicited calls to: change our phone system, join an association, co-sign a letter in support or opposition to something, advertise in a new directory, travel to a convention, exhibit in a trade show. We keep our sanity (while keeping our budget in-line) by evaluating these random good ideas in the context of our strategy map, and then making decisions accordingly; that is not to suggest that we are inflexible or adverse to new ideas. (Nearly everything about PMI has been revised or at least re-evaluated

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# Participate in PMI's #WhyPlumbingMatters Campaign

By Ray Valek, Public Relations, Valek & Co.

Continuing through mid-April, PMI and its members and allies are communicating #WhyPlumbingMatters to maintaining public health and safety and achieving water sustainability. And we'd like you to contribute stories, photos, graphics, videos or other content about your good deeds and activities to this effort.

Beginning with World Plumbing Day (March 11) and WaterSense's Fix A Leak Week (March 16–22), the #WhyPlumbingMatters campaign will continue through Water Week (April 12–18). We'd like PMI members and allies to contribute content that we can incorporate into PMI communication. Tell us why you believe #WhyPlumbingMatters and how your organization celebrated or recognized World Plumbing Day and Fix A Leak Week, or what you plan to do for Water Week.

For example:

- Write a paragraph or two about Why Plumbing Matters for the PMI website.
- Tell us about a charitable cause your organization is supporting.
- Describe an event your organization is having for employees.
- Tell us about an open house you're having for the community, students, customers or a public official.
- Send us a photo or video of how your organization is recognizing one or more of these dates.
- Tell us about a letter about Why Plumbing Matters that you sent

to your local newspaper or elected official.

- Describe any speaking engagements your organization's representatives will be making at industry events, schools or elsewhere.
- Look for our #WhyPlumbingMatters social messages on Twitter, Facebook, Google+ and LinkedIn, and share, retweet, like or favorite.
- Send us your news releases or examples of media coverage.
- Send anything else – past or present – that you think is notable.

Send your contributions to [drobinson@safep plumbing.org](mailto:drobinson@safep plumbing.org) and/or [ray@valekco.com](mailto:ray@valekco.com). We plan to use or recognize everyone's contributions. Thanks in advance!

## Quickly Access PMI Content on SafePlumbing.org via the PMI Logo

Click on the PMI logo at the top of every page for access to PMI specific content and the "Members Only" section. A dropdown menu provides quick links to PMI items and the member login page. From information on our association, to upcoming events, how to join, find a product, and position papers, this section is packed with info.

Check it out today and see what's new!

### Staying Focused: Stamping out the Random Good Idea

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over the past 17 years, and certainly we have made some significant changes.) It's a matter of reducing the distractions and avoiding the temptation to try to be a "jack of all trades, master of none".

Until next time... we'll stay focused and be on the lookout for the insidious random good idea.



## Government Affairs Committee Launches Audio Summary

The PMI Government Affairs Committee will now feature an “audio summary” of its monthly conference calls. The committee last met on February 27, and both the Federal and California audio summaries from this call have been posted on the PMI website in the Members Only section for Reports located at <http://www.safeplumbing.org/pmi/members/members-only-news-and-reports/reports>.

The next Government Affairs call will take place on Friday, March 27 from 11:30 am – 12:30 pm (CST).

If you would like to participate in the Government Affairs call and are not currently on the Committee List please contact **Jodi Stuhrberg** at [jstuhrberg@safeplumbing.org](mailto:jstuhrberg@safeplumbing.org) or 847-481-5500 ext. 107.

### Federal Lobbyist Stephanie Salmon



## Expanding and Amplifying our Social Media Messaging

As part of our ongoing initiative to expand on our social media messaging with engagement, amplification and applause for our messages, PMI is introducing new social media business cards. PMI staff and consultants will now be armed with cards featuring QR codes that directly link to our social media accounts and our mobile app found in both Apple's App Store and Android's Google Play. These cards will be handed out during meetings with policymakers, industry professionals, at tradeshow, conferences and more.





# Meet Shirley Havel, PMI's Administrative Assistant

By Dawn Robinson, PMI Communications Manager

For those of you who attended the PMI Conference last fall, you may have noticed a new face amongst the PMI staff.... What you may not have known was that **Shirley Havel**, PMI's Administrative Assistant, was just days on the job and soaking up information about the plumbing industry like a sponge.



*Shirley with her husband of 30 years, Joe Havel*

Since then Shirley has become a valued part of our team and is continuing to grow as she takes on more and more responsibilities within our organization. She notes, "I have loved my time with PMI and believe it to be a great group who truly care and take their jobs seriously. I see the group constantly striving to do the right thing and be positive representatives of their industry—there is great value in that." She also notes that she appreciates the wide variety of things going on within an organization like PMI. Her favorite thing, however, is being connected to manufacturing again.

Shirley has more than a decade of experience as a Manufacturing Engineer and holds a Bachelor's of Science degree in Industrial Engineering from the University of Illinois at Urbana-Champaign. The bulk of her engineering career was spent in the technology sector and she focused much of it on designing the manufacturing process for some of the first cell phones. She teases that although they were roughly the size of a brick they were considerably better than the previous model that required the user to wear a backpack-like contraption to aid in reception. Shirley notes that what she loves

about manufacturing is that although the pieces and parts may change, just as the cell phone has gone from a pack, to a brick, to the wonders of technology we carry today, the basic function of creating a portable device to connect with others remains the same. She says manufacturing is like that—it changes and evolves but the function and philosophies are often constant.

In recent years, Shirley has been focused on helping to raise the next generation of engineers. She and her husband of 30 years, **Joe Havel**, have raised two sons, **Kevin** (25) and **Brian** (22). Kevin graduated a few years ago from Stanford University with a degree in engineering and has taken on a consultant role for a firm specializing in manufacturing operations. Brian will graduate from University of Illinois in Chicago in May with a degree in biomedical engineering and will be starting dental school in August.

A self-avowed "city-girl" Shirley loves her hometown of Chicago, Illinois and has lived in that area all her life. She does enjoy traveling and has spent time with her family sightseeing throughout the US, Europe and recently returned

from Australia and New Zealand; she notes that South East Asia is high on her list of places to see. Her favorite way to unwind, however, is at the summer concerts in Millennium Park when the Grant Park Symphony plays. She notes the beauty of being in nature, with the Chicago skyline in the background and the music all around you is one of her and husband's favorite ways to spend time together.

Not one to sit idle for long, Shirley enjoys staying active and lists walking through forest preserves, biking along the lakefront, volunteering in her church or community, and engaging in projects around the house among her favorite things to do. She and her husband have also developed an interest in wine, citing the fact that no two bottles are ever the same because each one is somehow alive and changes as it ages.

Taking the time to enjoy the variety of life and all its piece and parts is important to Shirley. As is finding the joy in it, "If you focus too much on the flies in the room, you may miss that the window is open and filling the room with sunshine and fresh air."



*Shown from left to right: Joe, Kevin, Shirley and Brian Havel tour one of the world's iconic engineering marvels, Stonehenge in Wiltshire, England*

# Franke Joins PMI As Its Newest Manufacturing Member

Please join us in welcoming our newest PMI Member, Franke, a leading manufacturer of sinks. We also welcome back Franke Product Manager, **Lars Christensen**, who has been an active member of PMI with another member company in his past, and who participated in the 2014 PMI Fall Conference on behalf of Franke. We thank Lars for helping to bring PMI and Franke together.

Franke's membership is effective immediately. We look forward to seeing Lars and other Franke staff at future PMI events. More information about our newest member may be found at [www.frankeksd.com](http://www.frankeksd.com).



## PMI Efforts Successful in Promoting WaterSense in Colorado

PMI recently succeeded in efforts to stop an attempt to overturn Colorado's "Phase in High-Efficiency Water Fixtures Options" legislation that was signed into effect in June, 2014. PMI responded to a request from Denver Water to assist in blocking the repeal initiated by State Representative **Tim Dore-R**. Letters were sent to 11 lawmakers on the key committee, with jurisdiction over the bill, stating PMI's support of the law and offering assurances that products with the WaterSense label meet or exceed industry performance standards. The repeal bill was defeated in a vote of seven to four.

Set to go into effect in September 2016, the law requires the sale of new fixtures to meet WaterSense standards for lavatory faucets, toilets, urinals and showerheads. PMI worked closely with Denver Water to help bring about the legislation and continues to do so in preparation for the law's implementation.

Denver is now reporting success in the state's efforts to reduce water:  
<http://dpo.st/1ybziSy>



## Leadership Opportunity Open for Allied Members

PMI is seeking a volunteer to serve as Chair of its newly formed Allied Member Committee. Effective immediately the PMI Board of Directors has voted to approve forming a committee comprised of Allied Members to act on behalf of its Allied membership. All employees of PMI Allied Members are eligible to chair the committee.

Candidates are asked to contact PMI and submit their name no later than March 20, 2015; they may do so via email to **Barbara C. Higgins**, PMI CEO/Executive Director at [bhiggins@safeplumbing.org](mailto:bhiggins@safeplumbing.org) or via phone at 847-481-5500. PMI President, **Fernando Fernandez**, Director of Codes and Standards, TOTO USA, will review the submissions and appoint the new committee chair before the end of March. PMI Board Member, **Scott McDonald**, Vice President of Marketing, Fluidmaster, will serve as the liaison between the Board and the Allied Member Committee.

NOTE: PMI provides leadership training and coaching for all Committee Chairs.



## Celebrating Good Works with Industry Leaders

The Storehouse of World Vision hosted their annual Crystal Vision Awards Breakfast during the Kitchen/Bath Industry Show (K/BIS) earlier this year in Las Vegas, Nev. during which they celebrated the charitable works and efforts of plumbing industry leaders in reaching out to support those in need. PMI CEO/Executive Director **Barbara C. Higgins** attended the event along with PMI Public Relations Consultant **Ray Valek**. PMI was awarded the Crystal Vision Award in 2013 and Barb is a past recipient of **Robert P. Atkins Lifetime Achievement Award** also presented by group.



*The Crystal Vision Awards Committee poses following their breakfast honoring this year's award winners. PMI's Barb Higgins is pictured second from the right in the front row, with PMI Consultant Ray Valek directly behind her; Robert Atkins, for whom the Lifetime Achievement Award is named, is pictured in the immediate center (seventh from left)*

## Rotary Foundation of Rotary International Honors PMI CEO



*Rotary Club of Palatine, Ill. President, Ben Hebebrand, presents the Paul Harris Fellowship to PMI's Barbara C. Higgins as fellow Rotarian, Chuck Young, looks on*

**Barbara C. Higgins**, PMI CEO/Executive Director, was awarded the **Paul Harris Fellowship** by the Rotary Club of Palatine, Illinois of Rotary International during a ceremony last month. The Paul Harris Fellow recognition acknowledges individuals who contribute, or who have contributions made in their name, of \$1,000 or more to The Rotary Foundation of Rotary International. It was established in 1957, to show appreciation for and encourage substantial contributions to what was then the Foundation's only program, Rotary Foundation Fellowships for Advanced Study, the precursor to Ambassadorial Scholarships.

Rotary was founded in Chicago, Illinois and held their first official meeting in 1905. As a service organization where professionals with diverse backgrounds could exchange ideas and form meaningful, lifelong friendships.

In addition to Barb's long history with Rotary, PMI has been taking on a more active role in the group particularly since Rotary's new focus on water issues. PMI headquarter's staff attends Rotary breakfast meetings each week on Tuesday mornings.

## Worst Drought in 1,000 Years Predicted for American West

According to a recent report on *National Geographic*, "The chances of a 35-year or longer "megadrought" striking the Southwest and central Great Plains by 2100 are above 80 percent if the world stays on its current trajectory of greenhouse gas emissions, scientists from NASA, Columbia University, and Cornell University report in a study published February 12 in the new open-access journal *Science Advances*." See their full report: <http://bit.ly/1DIXuYX>.



## PMI Members in the News



**American Standard Brands** recently appointed **Michael Marchi** to the newly created role of Chief Operating Officer, effective March 2, 2015. Marchi

brings more than 30 years of experience to this position, mainly with the building products industry.

(*Supply House Times*, February 2015)

**T&S Brass and Bronze Works** has hired **Rajesh Chowdhury** as regional sales manager for India and the subcontinent.

**InSinkErator** announces new modules for eLearning center.

**ICC** will mark the 35th annual celebration of Building Safety Month with community events that demonstrate the benefits of code compliance.

**Sloan Valve** receives Facility Executive's Readers' Choice Award.

(*PHC News*, February 2015)

**Fisher Manufacturing** has announced the expansion of their popular online video library on its website.

(*Contractor*, February 2015)

**Bradley Corp.** hosted the Milwaukee-based Water Council's first quarterly meeting of the year on February 18 at Bradley's headquarters and plant in Menomonee Falls, Wis.

The **IAPMO Group** has announced the hiring of **Thomas Palkon** as senior vice president of Water Systems.

**Sloan** and the Chicago Cubs have announced that Sloan has joined the Cubs organization as a Legacy Partner and the team's Official Water Efficiency Partner. As part of this agreement, the Cubs Spring Training facility in Mesa, Arizona, will be named Sloan Park.

(*Reeves Journal*, February 2015)

**Sloan Valve** received top honors in the Plumbing category for faucets and fixtures in the Facility Executive's 2015 Readers' Choice Award.

(*The Wholesaler*, February 2015)

The American National Standards Institute (ANSI) has elected **Kevan P. Lawlor**, President and CEO of **NSF International**, as chair of its Board of Directors.

(*WQP*, February, 2015)

## Date Set for California Fly-In

CEOs and Executives from PMI member companies have been invited to join in a special Fly-In, May 6, 2015 in Sacramento, Cal. The Commissioner of the California Energy Commission, **Andrew McAllister**, will be invited to join in the meeting.

In preparation for this event, and the Washington, D.C. CEO/Executive Fly-In, scheduled for September 15-16, 2015, PMI Government Affairs consultants, **Stephanie Salmon** (Federal) and **Jerry Desmond** (California) are preparing a series of "how-to" tutorials. The tutorials will feature how to schedule and conduct Hill visits, as well as factory tours of member locations.

## 2015 PMI LEADERSHIP

### EXECUTIVE COMMITTEE

**Fernando Fernandez, TOTO USA**  
President

**Paul Patton, Delta Faucet Company**  
Vice-President

**Peter Jahrling, Sloan Valve Company**  
Treasurer

**Tim Kilbane, Symmons Industries**  
Immediate Past President

### DIRECTORS AT LARGE

**C.J. Lagan, American Standard Brands**  
(1/13-12/15)

**Scott McDonald, Fluidmaster**  
(1/14-12/15)

**Rick Reles, Kohler Company**  
(1/15-12/16)

**Nate Kogler, Bradley Corporation**  
(1/15-12/16)

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