

Together or Apart, PMI is One Team

By Todd Teter, PMI Board of Directors President, House of Rohl



Todd Teter

March 2021 will be remembered in years to come as the beginning of a special spring. As green shoots emerge from the ground and hibernating animals awake from their sleep, America, too, is showing the first signs of emerging from pandemic life. Vaccinations are becoming available to more of us each day, slowly but surely putting what was driven apart back together again.

We are hopeful to once again enjoy pastimes we once took for granted. One of my favorites is March Madness – the many collegiate and high school basketball tournaments played across the nation. In addition to enjoying the athletic prowess of the many stars on display, I get a special kick each year watching lower-ranked teams unexpectedly upset the favorites.

These upsets are usually the result of athletes learning how to better play as a team to make up for a talent disadvantage. One team may be shorter or slower, but it doesn't mean they can't be smarter or have more heart to win.

A year ago at this time, many of us looked into the future with trepidation. COVID-19 was racing toward us like a tsunami, looking more intimidating by the day. Many of us feared for our loved ones, for our economic security, for our lives. How would we get through this catastrophe? How could we stay safe and outsmart such a dangerous virus?

Plumbing Manufacturers International (PMI) and its members led the plumbing manufacturing industry through the pandemic in its usual way – by meeting the challenge as a team in a safe, responsible way.

Recognizing the threats to both public health and the economy, PMI members quickly moved to implement COVID-19 precautions such as mask wearing, physical distancing and hand hygiene in manufacturing facilities while working with the Department of Homeland Security to have plumb-

ing manufacturing employees classified as essential critical infrastructure workers against COVID-19. PMI was also in contact with governors' offices in states where PMI has facilities to advocate for keeping essential workers within safe environments on the job.

Simultaneously, many other PMI member employees began to adapt to remote working arrangements and proved both to themselves and their employers that COVID-19 would not have an adverse impact on their productivity. According to remote work experts, most employers are expected to continue these arrangements after the pandemic is over, saving employees' time, energy resources and office space expense throughout the economy while reaping productivity and job satisfaction benefits.

Today, PMI's teamwork continues to be on display, as we begin to work with the Biden administration to encourage infrastructure investment, strengthen and secure the EPA's WaterSense program, invest in trade education and training, and lift tariffs that serve as taxes on our businesses.

When I was elected president of the PMI Board of Directors in November, PMI posted a news release about my election on its LinkedIn page. I was amazed at the outpouring of congratulations I received, with hundreds of individuals liking or commenting on the post or clicking to read the release. While I was flattered to say the least, I saw their congratulatory remarks primarily as a reflection of their regard for PMI and our industry.

Over the years, I have come to understand the importance of personal relationships, which are the building blocks of successful teams. For this reason, I took the time to respond to everyone who conveyed kind words and congratulations. As PMI members, whether we are together or apart at any point in time or on any single initiative, we understand that we are all on one team and teamwork is always a two-way street. In 2021, I look forward to everything PMI and its members will do to contribute to America's economic and social recovery. I am excited for 2021.

Leading Along An Ever-Changing Continuum

By Kerry Stackpole, FASAE, CAE, PMI CEO/Executive Director



Kerry Stackpole

How many stories have you seen about the stresses the COVID-19 pandemic has placed on communities, families and workers? What

have the remote conversations with your team members been like? What's the best advice you've received about how to lead your team – those working remotely and those still coming into the office or taking their posts on the factory floor?

Leaders have a plethora of daily responsibilities and obligations in the best of times. While the COVID-19 pandemic seems old hat by now, its enormous impact continues to be felt even as the United States moves toward vaccines that will eventually create immunity for much of the population.

One question receiving scant attention is the impact the pandemic has had on C-suite executives. Oracle and Workplace Intelligence conducted a global study (tinyurl.com/hbnkcj6m) that found C-suite executives struggling to adapt and experiencing mental health issues more than their employees. C-suite execs also had a hard time adapting to virtual lifestyles, with 85% reporting significant remote work challenges including collaborating with teams virtually (39%), managing increased stress and anxiety (35%), and lacking workplace culture (34%). Executives who have worked diligently to adapt to remote work report a 26% jump in increased productivity.

According to Chief, a private network for senior level executives, the pandemic is also driving women out of the workforce at staggering rates, with a cascading effect on the women who remain, according to a recent survey

of the network's members (tinyurl.com/3kv2p27t). They often find themselves taking on an overwhelming number of extra responsibilities on top of their already full plates, putting them at increased risk of burnout. Almost half of women leaders surveyed said their greatest challenge has been managing employees amid their own personal struggles. Although 75% of the women in leadership feel that their companies have done enough to help support employees, dealing with isolation and loneliness is still impacting more than 68% of women leaders, with 77% reporting being more or much more stressed.

What can leaders do to help their teams deal with mental health issues arising in the pandemic? Giving people time to adjust to changing family circumstances, allowing a return to the office when it's safe to do so, and allowing others to continue working remotely depending on their needs are initial options. Some firms have found rotating staff teams in and out of the office on a varying schedule has helped renew the sense of belonging and provided an opportunity for renewed connection with their colleagues.

A new IBM study of global C-suite executives and company employees, "COVID-19 and The Future of Business," (tinyurl.com/2enjuyb) finds a significant disconnect in how leaders and employees perceive the human element

of business during the pandemic. Three-quarters of executives surveyed said they have been helping their employees learn the skills needed to work in a new way, but only 38% of employees surveyed agreed. Four of five executives surveyed said they are supporting the physical and emotional health of their workforce, while only 46% of employees surveyed feel that support. There's work to be done.

One of the most dramatic changes resulting from the COVID-19 pandemic is the acceleration of digital transformation, according to the IBM study. Nearly six in 10 responding organizations have accelerated their efforts due to the COVID-19 pandemic. Traditional and perceived barriers like technology immaturity and employee opposition to change have fallen away, with 66% of surveyed executives saying they have completed initiatives that previously encountered resistance. Surveyed leaders called out organizational complexity, inadequate skills, and employee burnout as the biggest hurdles to overcome – both today and in the next two years.

Gain leadership insights at PMI CEO Thinking Forum

As the saying goes, when everything is a priority, nothing is a priority. Finding agility, building trust, and strengthening our resiliency are essential tools for

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David Kohler Delivers Positive Industry Outlook at KBIS

By Judy Wohlt, PMI Communications Team, Valek and Co.

Bigger spending on kitchen and bath remodeling, driven by Americans' need for better hygiene and personalized bath and home experiences, will bode well for



David Kohler

the plumbing manufacturing industry in 2021. **David Kohler**, president and CEO of Kohler Co., a Plumbing Manufacturers International (PMI) member, delivered that positive news along with plenty of consumer data and insights about the industry's future at KBIS Virtual 2021.

“The increased time at home because of the pandemic has led many people to take on a range of improvement projects to better align with their surroundings, their personalities, and their lifestyles,” he said. Regardless of easing pandemic restrictions, most individuals still plan to spend more time at home than before the pandemic, Kohler noted. As a result, many people are making bathroom or kitchen improvements, adding office space, or enhancing the comfort of their homes in other ways.

Americans also want to stay put, with most saying they would rather make changes to their existing homes than move, he added.

Seeking a better sense of control with touchless products, smart home tech

An atmosphere of uncertainty fueled by the pandemic has motivated many of us to seek a greater sense of control in their homes, Kohler said. Smart home technology and touchless bath and kitchen products are providing that peace of mind while making their lives easier – and more hygienic.

Even though the science has increasingly shown that COVID-19 is most likely spread through airborne droplets, shoppers continue to purchase products that can help keep themselves and their homes clean, especially in the bathroom and kitchen, Kohler noted. He cited recent Kohler data showing that 85% of Americans say they're more interested in purchasing automated or touchless bathroom products, with most saying they're paying more attention to their personal hygiene than before the pandemic.

Increasing numbers of Americans rely on smart technology in their homes; this trend will lead to further innovation and growth in the industry, Kohler said. “Adoption of smart home technology adds a new level of convenience, comfort and peace of mind, such as with a whole home water monitoring system, or a more personalized experience with a digital shower system or an intelligent toilet,” he added.

Boosting sustainability and social justice efforts good for industry

The industry has a major role to play in advancing sustainability and social justice in both advocacy and action, Kohler told the KBIS Virtual audience.

“We believe it's our responsibility and mandate to help pave the way for more environmentally friendly, efficient, and sustainable practices and products. The need for solutions to address ac-

cess to safe water and sanitation is also a business opportunity and a social responsibility that Kohler takes very seriously,” he said. Good environmental performance is not only essential to the environment, it also provides a competitive advantage as more consumers and workers demand companies be responsible, Kohler added.

That goes for embracing diversity and social justice, too. Kohler called the social justice events of 2020 “a cathartic wake-up call for all of us in America. Hate has no home here at Kohler and we hope nowhere else. And we'll continue to challenge ourselves to help foster a more diverse and inclusive culture in our communities and in our industry,” he said.

Kohler explained how his company is taking steps to learn and improve in this area by listening to the underrepresented voices in communities Kohler serves and in the industry. Kohler's efforts include developing deeper relationships with organizations, such as the Black Interior Designers Network and the National Organization of Minority Architects.

“We would encourage others to do the same diversity equity inclusion. It isn't only morally right; it's good for business. Studies show that more diverse businesses deliver better financial results and are better positioned for the future,” he said.



Tech Talks Guarantee Exclusive Intel, Lively Dialogue

By Judy Wohlt, PMI Communications Team, Valek and Co.

Listening in on a Plumbing Manufacturers International (PMI) Tech Talk call is like watching an exciting tennis match, as participants volley information on important technical matters at a steady pace. With such a constant volume of issues involving plumbing legislation, codes and standards surfacing quickly, keeping up would be a challenge for any individual PMI member.

Led by PMI Technical Director **Matt Sigler**, the calls often share crucial intel about new legislation or proposed code changes that pop up, often just days – and even hours – before scheduled calls.

Proposed legislation in Michigan on touchless plumbing fixtures and fittings (HB 4124) inspired a lively discussion on the Feb. 17 PMI Tech Talk call. If signed into law, the bill would require touchless fixtures and fittings, such as faucets and toilet handles, to be installed in any newly constructed state building. Participants discussed how COVID-19 is driving the focus on touchless fixtures.

Even if the bill doesn't pass, Sigler said it could prompt future legislation and code proposals that would affect plumbing manufacturers. One PMI member immediately offered to help connect Sigler with a Michigan lobbyist for more insight if necessary.

It's that type of crucial timing and information exchange that make the monthly calls so popular. "You get to hear what others in our industry think. Many times you hear another point to consider that you might not have thought of, or someone can answer an urgent question," Sigler said. Some PMI members have described the calls as an early warning system to help their companies prepare for potential future changes.

Lead, flow rates and plumbing code changes keep surfacing

After logging almost a decade's worth



of calls, Sigler said that certain topics continue to reappear, such as lead in water, flow rates, product labeling, and plumbing code changes.

One issue requiring immediate attention involves a new California lead testing bill (AB100), introduced in December 2020, which is similar to another piece of California lead legislation (CA AB2060) that was tabled due to the high costs of implementation. While PMI supports reducing lead in plumbing fixtures, Sigler said the bill doesn't offer enough time for plumbing manufacturers, certifiers, distributors, wholesalers, or retailers to meet all the requirements.

He reported on the last Tech Talk call all the steps PMI is taking to stay on top of the issue. One of those steps will entail issuing a letter expressing PMI's position to support the objective of the bill, but not the effective date of Jan. 1, 2022, to the bill's author and sponsors, as well as to the Environmental Safety and Toxic Materials Committee and Department of Toxic Substances Control.

Another California topic, Proposition 65, is top of mind on recent PMI Tech Talk calls. The regulation proposes imposing several new conditions on a manufacturer that chooses to use the preferred short-form chemical exposure warning. One of those conditions requires naming at least one chemical to which customers may be exposed. "This issue impacts every PMI member and product," Sigler said.

Plumbing code changes are inevitable and need to be wrangled regularly. Sigler is heading into a particularly active period of contributing input on a plethora of code changes. Tech Talk participants will receive updates and get to be part of the discussion, he noted. Sigler said he will create position matrices for the 2024 International Code Council (ICC) codes and 2024 Uniform Plumbing Code (UPC) and will meet with the PMI Technical Committee to prepare for the upcoming code hearings.

The only place you'll hear other members' concerns

There are many other great reasons to regularly attend the calls and encourage more of your team members to do the same, according to Sigler. Busy schedules and remote working don't allow for opportunities to walk by a colleague's desk and share information face to face. The one-hour Tech Talk calls help solve that challenge, Sigler said. "And if you want to know what other members are concerned about, this is the only place you'll hear it," he added.

Open to all PMI members and their teams, PMI Tech Talks take place on a Wednesday every month. The next call, scheduled for March 3, and all other calls are listed on PMI's website at safep plumbing.org/events/calendar. Share this story with others in your company – #PMIsForYou.

Committee Participation, Social Networks Show PMI Diversity

By Ray Valek, PMI Communications Team, Valek and Co.

For those of us who have attended a live PMI conference or meeting (in those days before the pandemic), Plumbing Manufacturers International (PMI) may seem to comprise a relatively small group of familiar faces.

But when you dig deeper beneath the surface, PMI is much more than that.

For starters, PMI has hundreds of professionals representing diverse areas of expertise who are regularly engaged with their association. They participate as members in a variety of ways, such as by attending committee calls, viewing webinars, or reading PMI publications and social media posts.

These engaged members, in turn, bring the knowledge and insights gained from PMI participation to others in their organizations, enabling thousands of others to reap the benefits of having strong representation on industry technical committees, in legislative and regulatory arenas, and in other forums.

Take PMI committees, for example. Over the past few months alone, about 100 employees of PMI member companies have participated on PMI committee calls, representing 28 different member companies. These individuals tend to be professionals working in advocacy and government affairs, codes and standards and other technical roles, product and regulatory compliance, product design and development, and quality control.

In addition, there are nearly 250 employees of PMI member companies who follow PMI on LinkedIn. These employees represent a broader range of professional disciplines and present an outstanding opportunity for PMI and the plumbing manufacturing industry.

Among these PMI followers on LinkedIn, you will find professionals with these areas of expertise: advocacy and government relations, administration, branding, business development and sales, CEO, codes and standards, CFO, commercial projects, communications, compliance and regulatory, continuous improvement, COO, corporate responsibility, customer service, digital production, e-commerce, engineering, facility management, finance and accounting, human resources and talent, and innovation.

PMI's followers on LinkedIn also include individuals with expertise in international business, kitchen and bath, legal affairs, marketing, operations, pricing, product design and development, public relations and social media, quality control, research and development, residential projects, retail, risk management, strategy and intelligence, supply chain, systems, technical, trade shows, trades education, training, wholesale, and more.

While they come from everywhere in the organizational hierarchy, from CEO to entry level, they are ALL PMI members. They are ALL welcome to participate in our programs and activities.

If you have suggestions about programming relating to the plumbing manufacturing industry that would be valuable and useful to you, PMI would like to hear from you because PMI wishes to provide value to as many of its member companies' employees as possible. Share this article with others in your company – #PMIIsForYou!

March 18 Webinar: How to Succeed in a Diverse Workplace



Jeff Butler, an author and workplace strategist, will discuss “Effectively Navigating the Multigenerational Workforce,” from 2-3 p.m. CT on March 18. As the first of this year’s PMI Aspiring Leaders Program Webinar Series, Butler’s presentation will provide helpful advice to those preparing themselves for additional responsibilities. ***This webinar is open at no cost to all employees of PMI member companies!***

Informed by more than a decade of psychological research and his experience as a consultant, Butler will share insights about the motivations, differences, and communication styles of the four generations now working together – Baby Boomers, Millennials, and Generations X and Z.

The series serves as a prelude to the big event – the PMI Aspiring Leaders Program, to be held on Nov. 15 at the USS Midway Museum in San Diego on the first day of the PMI21 Manufacturing Success Conference. The program provides an innovative training experience that inspires the development of skills essential to successful leadership. Past programs have focused on creativity, listening, self-awareness, communication, and other aptitudes.

Register for this no-cost March 18 webinar today at tinyurl.com/1hyu5snt.

Fix Water Pressure Issues for Better Performing Fixtures

By Judy Wohlt, PMI Communications Team, Valek and Co.

We all expect good water pressure and instantaneous hot water from our showers, tubs and faucets. When we don't get good pressure, it isn't a fair assumption to blame the showerhead or faucet, said **Gary Klein** during a recent Plumbing Manufacturers International (PMI) webinar titled "Where Did All the Pressure Go?"

Many variables affect water pressure and delivery of hot water, such as length of plumbing pipe runs, piping materials and fittings, and water heater placement. Klein, of Gary Klein and Associates, Inc., discussed his research on these and other variables and how his findings can help PMI members and plumbing system designers increase customer satisfaction with end-use fixtures.

"As an industry, you have to live with what the architect and the plumber give you, and then people put your stuff in and hope it all works right. I think that we can do a better job than that and be more deliberative," Klein said.

Partner with architects, calculate the right pipe size

To help curb dips in water pressure, Klein suggested working more closely with architects to improve plumbing system designs. He also suggested calculating the correct pipe sizing for buildings and installing pressure-independent faucet aerators and shower heads.

He offered an example of how easily water pressure can be lost by examining the level of pounds per square inch (PSI) for water pressure supplied to a building and variables that can cut the PSI dramatically. Most U.S. plumbing codes allow municipalities to supply no more than 80 PSI to a building, he stated. However, PSI for a showerhead can drop to about 40 when there's an elevation change – such as with a second-floor shower – and when plastic tubing with insert fittings is used to connect the shower head.



"It boils down to a physics calculation when laying out the plumbing system to achieve good time to tap," said Klein, who works to change building codes and encourages architects and builders to use plumbing systems that deliver hot water quickly and with minimal waste.

Reducing the time for water to arrive at the tap requires cutting the distance from the water source to end-use fixtures. That depends on the layout of the plumbing and architecture of the building, including the location of wet rooms and water heaters, he explained. "We need to work more closely with architects to get them to give us more infrastructurally efficient buildings, so we don't have to put so much pipe in," Klein said. "Better floor plans can lead to better hot water system performance."

Ensuring the right-sized piping for a plumbing system based on modern flow rates is another crucial element. While there are many pipe sizing methods available, he recommended using the updated IAPMO Water Demand Calculator (iapmo.org/water-demand-calculator). The free calculator applies Hunter's Curve as the basis to gauge peak water supply demand in residential water distribution systems.

Klein discussed research his team is working on involving plumbing system installations using the IAPMO calculator and measuring water pressure drops through tub, faucet and shower valves. He encouraged PMI members to

contact him at info@garykleinassociates.com to help with his research.

Klein noted the importance of pressure and temperature-balanced shower valves, which became available in the 1980s, and pressure-compensating orifices, which launched broadly in the 2010s. These two devices mitigate many of the issues that occurred with peak flow rates, providing relatively constant, safe flow rates for showers and faucets, he said. They also have little impact on the fill rates for toilets, tubs and machines. "Let's use these technologies to help with revising the rules for pipe sizing," he added.

Finally, he discussed the importance of installing pressure-independent faucet aerators and shower heads to achieve good water pressure and performance. Klein said he tested several PMI members' shower heads and noted that most are supplying pressure compensating flow regulators. He said that if plumbing manufacturers used that type of regulator for all product lines, it would help keep actual available flow rates at a relatively high PSI – and keep customers happy.

Watch It On Demand

PMI members who missed this webinar or others can watch them on demand at safep plumbing.org/members/webinars-videos under the Technical/Regulatory category.

Mike Rowe Wants to Help Rewrite the Skilled Trades Story

By Judy Wohlt, PMI Communications Team, Valek and Co.

It's a question millions of high school seniors face every year: which career should I pursue? Most often, they're presented with one option: get a four-year degree that carries a potentially high price tag, said **Mike Rowe**, creator of the TV show "Dirty Jobs." However, many aren't aware of another strong choice – a career in the skilled trades – which provides excellent salaries and plenty of opportunities.

"I'm afraid we've elevated one form of education above all others, specifically a four-year degree," said Rowe, a TV host, philanthropist and writer, at the 2021 National Association of Home Builders (NAHB) International Builders' Show virtual experience (IBSx) in February. "Unfortunately, it came at the expense of the skilled trades." Rowe told the audience he wants to help rewrite the industry's narrative around promoting skilled trade jobs.

Business, government can play their part

Both government and the business community can play a role in helping promote the skilled trades. PMI and many of its members are already working to support and amplify the value of those jobs. There's an important connection between skilled trades and the plumbing manufacturing industry – as plumbers and contractors install PMI members' products in homes and businesses across the country. Some PMI members have offered scholarships, supported apprenticeship programs, and funded educational assistance to address the shortage of skilled labor in the industry.

To attract students to the plumbing manufacturing field, PMI member Viega runs a Manufacturing Apprenticeship Program at its McPherson, Kan., facility. Students selected for the program receive a paid position working in Viega's plastics, metals, machining or maintenance divisions and a three-year associate's degree paid-in-full by Viega with

the potential to earn other employee benefits, reported the McPherson Sentinel. Graduates of Viega's apprenticeship program are offered a full-time position, too.

Meanwhile, PMI recently joined others in the industry to encourage Senate approval of a bill supporting national apprenticeships, which have been proven to help many secure good-paying skilled trade jobs. The National Apprenticeship Act of 2021 (H.R. 447), recently passed with bi-partisan support in the House of Representatives, seeks to reauthorize the 1937 National Apprenticeship Act, which established the registered apprenticeship system. Provisions such as progressive wage increases, mentorship and safety standards would be codified into the new law. Authorization of \$400 million to \$800 million in new grant funding through the bill would allow expansion of apprenticeship programs.

"Plumbing manufacturers provide skilled, good-paying jobs in communities across America, but the shortage of well-trained, skilled workers is real," said PMI CEO **Kerry Stackpole**. "Our manufacturers produce 90% of all plumbing products sold in the nation. To strengthen America's manufacturing sector, we need to utilize all the tools and resources available to help us attract and train new talent, including apprenticeships. The expanded opportunities to registered apprenticeships, youth apprenticeships, and pre-apprenticeships made available through the National Apprenticeship Act of 2021 will help close the skilled workers gap and shortage of plumbers, create good-paying jobs in our communities, and help aid in our country's economic recovery."

Apprenticeships deliver high success rates. The U.S. Department of Labor reports that 94% of people who complete



registered apprenticeships retain jobs by the time they finish the program and earn an average starting salary of around \$70,000 annually.

Bring back shop class, educate kids earlier

Rowe acknowledged that misperceptions about a career in the skilled trades are keeping people from exploring those opportunities. Myths run the gamut – from the work is unfulfilling and dirty to the pay is low.

What's more, parents and school guidance counselors don't necessarily keep plumbing and construction jobs top-of-mind. When asked if they would advise their child to pursue a career in construction, 70% of parents said they wouldn't, according to a survey by the National Center for Construction Education & Research.

Parents and kids need to be better educated about the value and payoff that a career in the trades can deliver. "We need better PR," Rowe said. "How do we change the message and how do we rebrand this so that starting in middle school, not necessarily even high school, we get shop class back and things like that, where this is looked at as not just an alternative, but a viable career path?"

The high cost of education is something many parents and students worry about. Current student loan debt sits at \$1.6 trillion, reported The Wall Street Journal.

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Leading Along An Ever-Changing Continuum (Contd.)

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leadership in the post-COVID world. That's one of the reasons PMI is launching a virtual version of its inaugural PMI CEO Thinking Forum (safep plumbing.org/events/pmi-ceo-thinking-forum) on April 21. The forum will explore how Union and Confederate commanders made decisions amid changing, uncertain conditions that bear some similarities to what our industry is experiencing now.

There's something bigger and more long-lasting than crisis management in motion here. Strengthening your leadership, expanding your agility, and renewing your resiliency are all essential to powering the new operating paradigms emerging in a post-COVID

world. If you'd like to be part of the learning and leadership conversation at the PMI CEO Thinking Forum, reach out to **Jodi Stuhrberg** jstuhrberg@safep plumbing.org for your exclusive "member's only" invitation.

The growing impact of AI, IoT, blockchain, and cloud-based business activities on everyday operations is already sizeable and grows more vital by the day. Positioning our teams for success demands we find ways to strengthen their capabilities, resilience and adaptability to assure long-term success. COVID-19 will not be with us forever, but the steps you take to position your company for success will. Good luck.



Rowe Wants to Help Rewrite Story (Contd.)

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Meanwhile, there are plenty of jobs in the trades. "There are more than seven million open jobs, so obviously I've made things worse," Rowe joked as he described the challenge in filling skilled positions. He called attention to his Mike Rowe Works Foundation, which gives away millions of dollars in work ethic scholarships annually to the next generation of skilled workers. "You'd be amazed how hard it is to give away a million dollars," he said, noting that the money is available, but people aren't taking advantage of it.

With government and business support and help from industry groups like

PMI, the negative overtones surrounding skilled trade careers can be lifted – opening the door to another strong career option for high school seniors.

How to Submit Blog Content or Ideas

PMI@Work explores efforts to develop the manufacturing workforce for the future, particularly among PMI members. If you'd like to submit a post or content for consideration, contact PMI communications team member **Ray Valek** at ray@valekco.com.

2021 PMI LEADERSHIP

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