



Belonging and Excellence for All (BE4ALL) is a joint effort by SMART, SMACNA, and the ITI to create an industry-wide culture where everyone is welcome and belongs, including those from historically underrepresented groups, and where we all strive for the highest standards of performance and professionalism, resulting in a thriving unionized sheet metal industry that affirms the dignity and worth of us all. These Toolbox Talks are in support of this mission.

BE4ALL Toolbox Talk

How Labor & Management Are Working Together

The sheet metal and HVAC industry is built on a long-standing labor–management partnership between SMART (Sheet Metal Air Rail and Transportation) and SMACNA (International Association of Sheet Metal, Air, Rail and Transportation Workers). Through initiatives such as Partners in Progress and BE4ALL, both sides collaborate to strengthen the industry, improve jobsite culture, and ensure long-term sustainability.

This partnership is intentional. It recognizes that industry success depends on cooperation—not just on the jobsite, but across training, safety, leadership, and workforce development.

Training and Workforce Development

SMART, SMACNA and ITI (International Training Institute) jointly oversee apprenticeship and continuing education programs. Contractors identify evolving skill needs; labor ensures high-quality, standardized training. Together, they maintain a skilled, adaptable, and competitive workforce as technology and project delivery methods change.

Safety, Quality, and Professionalism

Both sides share responsibility for safety and quality. Joint safety efforts, standardized practices, and leadership development reduce incidents, improve productivity, and reinforce owner confidence in union contractors.

Market Share and Industry Strength

The partnership prioritizes protecting and growing union market share. By emphasizing productivity, professionalism, and innovation, labor and management ensure contractors remain competitive while workers maintain fair wages, benefits, and career stability.

Problem-Solving and Communication

The model encourages proactive communication and collaborative problem-solving. Issues such as manpower, scheduling, productivity, or changing conditions are addressed constructively to keep projects moving while maintaining standards.



The Role of BE4ALL

BE4ALL (Belonging & Excellence for All) is a joint SMART–SMACNA–ITI initiative focused on creating respectful, high-performing work environments. It recognizes that excellence and inclusion go hand in hand. BE4ALL supports the partnership by:

- Promoting professional and respectful job-site behavior
- Addressing harassment, discrimination, and exclusion
- Developing leadership at all levels
- Improving retention by ensuring workers feel valued
- Helping contractors attract a broader, skilled workforce

BE4ALL strengthens performance. When workers feel respected and included, communication improves and teams perform at a higher level.

Why This Partnership Matters

Construction is complex and constantly evolving. Labor and management are interdependent: Contractors rely on skilled, reliable workers and workers rely on stable contractors and safe jobsites. By working together, all parties ensure:

- Consistent training standards
- Safer, more efficient projects
- Stronger recruitment and retention
- Adaptability to new technologies and market demands
- Long-term industry sustainability

How This Model Differs

In many industries, labor-management relations can be viewed as primarily adversarial. While protecting workers' rights remains essential, the sheet metal industry's model is built for success. Here, the relationship ensures advocacy for each of the parties. Success is measured by:

- Competitive contractors
- Skilled, professional craft workers
- Safe, respectful jobsites
- A growing union market

Each of us, regardless of role, contributes to a climate where all workers can perform at their best and go home safe and healthy.

Key Takeaway

The SMART–SMACNA–ITI relationship demonstrates that collaboration drives excellence. By working together, labor and management build safer jobsites, stronger companies, and a sustainable, competitive future for the union sheet metal industry.



Use the link below or scan the QR code to fill out a survey to win a BE4ALL Tool Pouch!

<https://forms.office.com/r/AybEcEZc4N>





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BE4ALL Toolbox Talk Participation Sheet

Employer: _____

Location: _____

Presenter: _____

Date Presented: _____

| Participant | Initials |
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