

## Position and Candidate Specification



Sheet Metal & Air Conditioning Contractors' National Association

### Chief Executive Officer

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The Sheet Metal and Air Conditioning Contractors' National Association (SMACNA) is an international trade association representing 3,500 signatory contracting firms (i.e., those who have signed on to labor agreements) with more than 100 chapters throughout the United States, Canada, Australia, and Brazil. A leader in promoting quality and excellence in the sheet metal and air conditioning industry, SMACNA strives to create a competitive advantage for its members through industry education, labor relations, standards development, industry representation, and business studies.

### SMACNA Membership

SMACNA represents a broad spectrum of contractors who use sheet metal to fabricate and build architectural, ductwork, and HVAC metal systems in industrial, commercial, architectural, and residential markets, including:

- Architectural projects, including stadiums, metallic building skins, roofs, and structures
- Industrial plant HVAC and ventilation systems
- Residential HVAC
- Commercial HVAC systems for office buildings, commercial, and retail sites
- Healthcare HVAC systems
- Custom fabrication
- Manufacturing
- Building enclosures
- Testing and balancing HVAC systems
- Servicing and retrofitting new systems in older spaces
- Energy management and maintenance

SMACNA members specialize in the tough, complex jobs in each market sector. Primary contractors, architects, and property owners frequently define the quality of SMACNA members' work by referencing their timely delivery, ability to get a project right the first time, strong communication, and highly-skilled workmanship.

Sheet metal workers are unique from other trades in that they are the only trade that takes the raw material and fabricates the architectural pieces, ductwork, and HVAC systems they install. Because the role requires full knowledge of the sheet metal lifecycle — from raw materials and fabrication to installation, testing, and balancing — employees of SMACNA contractors all receive at least four years of apprentice training before they graduate to a journeyman role and can work on a job site without supervision. Sheet metal workers work in the shop or on the job site and can work in varied sector specialties, depending on their employer, including residential, commercial, architectural and industrial contractors.

### Industry Standards

SMACNA is well-known for its standards development work. SMACNA standards help contractors reduce costs, anticipate technical requirements, and increase productivity and efficiency. The technical standards and manuals developed by SMACNA contractors are accepted across the globe by the construction community. ANSI, the American National Standards Institute, has accredited SMACNA as a standards-setting organization.

SMACNA standards and manuals address all facets of the sheet metal industry, from duct construction and installation to air pollution control, energy recovery, and roofing.

### **Labor Relations**

SMACNA's Labor Relations Department assists members in local labor-management relations through a range of activities, including by providing regular reports with information on bargaining trends, court decisions, and legislation affecting the labor relations climate in the sheet metal industry. Among other member benefits, the department also provides assistance in grievance administration.

### **Business Management, Education, and Events**

SMACNA develops publications, white papers, educational programs and conducts industry research to help SMACNA contractors maintain a competitive advantage over the competition. SMACNA Business Management presents members with the best business practices being utilized in the industry and that can help run a sheet metal and air conditioning contracting business at optimal levels. Topics covered include financial management, project management, managing a sheet metal contracting business, and issues impacting the changing marketplace.

SMACNA Events and Education Programs provide a broad learning environment that helps members acquire knowledge about the industry or their profession while also gaining a greater understanding of management, operations and major trends impacting our industry. Important to this overall perspective are the many networking opportunities where members can establish life-long friendships while learning best in class approaches from their peers.

### **Advocacy**

SMACNA takes a strong leadership role on Capitol Hill and maintains a constant presence there through its office just blocks from the Capitol building. SMACNA legislative staff works to shape federal policy that benefits SMACNA and its members, ensuring industry issues and potential impacts are understood when policy solutions are negotiated.

### **FURTHER DETAILS**

SMACNA is headquartered in Chantilly, Virginia, with an additional office in Washington, D.C. SMACNA operates with a \$14 million budget and 36 full-time staff. For further information, please visit <https://www.smacna.org/>.

Reporting to the Board of Directors, SMACNA's Chief Executive Officer is the chief staff officer of the organization, responsible for managing and implementing all administrative, financial and program activities of SMACNA in accordance with the Board's policy and direction. This leader will assess and build a solid staff team for the future; maintain and enhance relationships with key stakeholders, from chapters to unions to government agencies; build upon the core values of the Association and assess long-term strategic goals; develop and deliver programs, products and services that members value; strategically advance SMACNA's advocacy agenda; and manage, lead and build consensus among a volunteer Board of Directors. The CEO can expect to travel 30% annually in the U.S. and Canada.

## KEY RELATIONSHIPS

<b>Reports to</b>	SMACNA President, who serves as the Chair of SMACNA's Board of Directors
<b>Direct reports</b>	Executive Director, Communications and Marketing Executive Director, Labor Relations Executive Director, Legislative and Political Affairs Executive Director, Market Sectors and Construction Technology Executive Director, Technical Services Director, Business Management, Education and Membership Director, Labor Services and Human Resource Management Director, Meetings and Convention
<b>Other key relationships</b>	SMACNA Officers and Board Members Chapter Leaders International Association of Sheet Metal, Air, Rail and Transportation Workers (SMART) leadership Current and potential members Related associations

## DESIRED OUTCOMES

- Attract the next generation of contractors to become invested and engaged in SMACNA by adjusting current programs, products, and services, and creating new offerings as needed, to remain current and relevant.
- In the context of several anticipated retirements, build and develop a "bench" of staff talent for the future.
- Retain and develop SMACNA's existing high-functioning team, and attract additional talent as needed.
- Continue to educate SMACNA members on issues facing the industry -- e.g., technology; diversity, equity, and inclusion -- so they remain competitive in a dynamic external context.
- Maintain and enhance SMACNA's strong relationships with key stakeholders, including chapters, labor leaders, government bodies, other associations, building code officials, and SMACNA standards users.
- Grow SMACNA's membership numbers and level of member engagement.
- Maintain SMACNA's financial strength and stability.
- Continue to strategically advance SMACNA's advocacy agenda.

The next CEO of SMACNA will be a skilled and confident leader, influencer, collaborator and coalition-builder who can drive alignment and results in a complex, multi-stakeholder environment. This leader will have a strong strategic capability and innovative mindset. The CEO will be an empathetic listener and communicator who is readily accessible to SMACNA's members, large and small, and who will represent the industry with energy, passion, and credibility.

## IDEAL EXPERIENCE

### Significant leadership and management experience

Direct accountability for driving results, managing teams, and ensuring an organization's financial stability; experience in a membership organization with a chapter structure is preferred.

### Experience serving as the face and voice for an industry or organization

Effectively and credibly communicates to a range of external stakeholders, including relevant policymakers and regulators, the board, members, chapters, key labor leaders, other associations, and the industry.

### Experience working with labor leadership

Experience building relationships and partnering effectively with labor leadership.

### Construction industry experience

Experience and familiarity with the construction industry and contractors more broadly would be greatly beneficial.

## CRITICAL LEADERSHIP CAPABILITIES

### Strategic Thinking

- Works with the SMACNA board to create a strategic plan based on current and future market realities, providing a "big picture" perspective informed by a clear understanding of the most pressing issues for the membership.
- Maintains an awareness of the challenges and opportunities for members and the broader industry and adjusts the association's actions and approach as appropriate in order to help SMACNA members navigate the changing industry context. Remains current on emerging technologies that are relevant for the industry and the association.
- Thinks 3-5 years ahead beyond the current defined strategy.

### Collaborating and Influencing

- Quickly engages and develops trusted relationships with a broad and diverse membership to build alignment on SMACNA's agenda, and capably manages relationships externally with key labor leadership, related groups and other stakeholders.
- Effectively communicates the value proposition of the association to the membership, making them proud to identify as a SMACNA member.
- Leads a team that navigates the political and regulatory waters in a bipartisan fashion.

- Serves as the chief spokesperson and advocate for SMACNA members, communicating internally and externally with chapters, Capitol Hill, key labor leaders, other associations and the industry to advance the goals and mission of SMACNA.

### **Leading People**

- Effectively communicates the organization's long-term direction to all relevant stakeholders and leads the team to achieve defined goals.
- Delegates strategic objectives to the whole team with clear and explicit intent and calls upon team members to contribute to the best of their ability; focuses on the team's growth and development as a group and as individuals.
- Continues to build a healthy organizational culture with independent and open communication among team members and between the SMACNA Board, members, chapters, and other stakeholders.
- Engages, inspires, and motivates the team to meet and exceed their commitments.

### **APPLICATIONS AND NOMINATIONS**

SMACNA is being assisted in this important recruitment by Spencer Stuart. If you wish to confidentially submit application materials or nominate someone to serve as the next CEO, please email:

[SMACNACEO@SpencerStuart.com](mailto:SMACNACEO@SpencerStuart.com)