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Ceilings & Interior Systems **Construction Association**





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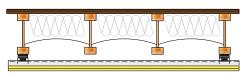


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Acoustical Interior Construction JULY-SEPTEMBER 2018







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PRESIDENT'S MESSAGE

What change or advancement would you like to see within CISCA and/or the industry as a whole? This is why we are involved in such a driving association, isn't it!?



BY GARRETT LARSON, GOLDEN VALLEY SUPPLY CO., 2018-2019 PRESIDENT

The Future of CISCA is Yours for the Taking

hat an honor it has been to be elected to serve CISCA members this year! In the continued pursuit of acoustic awareness for ceilings and walls systems, I believe we will inspire and invigorate the industry in the coming year. I started my journey with CISCA 10 years ago, working to serve our industry through CISCA committees, the CISCA Board and Executive Committee. I've learned firsthand how insightful and prestigious our membership really is. The talent and innovation of our membership is top tier, and there's nothing like it across the nation. We are a unique association wherein our membership consists of Contractors, Distributors, Independent Manufacturer Representatives, Manufacturers, Service Associates and Educators. CISCA vigorously works to provide our members with the education needed to respond to and advance developing trends and always striving to promote the value and benefits of acoustics. We are the recognized authority and resource for acoustical ceiling and wall systems, committed to contractors through education, leadership and networking opportunities. CISCA will continue to serve this mission in 2018-2019.

During my incoming president speech at the convention this year, I had asked everyone to consider the three things that excite you, challenge you or inspire you about the industry. What change or advancement would you like to see within CISCA and/or the industry as a whole? This is why we are involved in such a driving association, isn't it!? There are so many relevant opportunities for you to gain perspective and share your own perceptions on the market, products, installation techniques, technologies, concepts, business strategy and most importantly, acoustical awareness.

Is there something you'd like to see CISCA achieve, change, advance, promote...GREAT! I want to hear your passions for the industry, challenges in your daily work life, celebrated successes. Let CISCA work for you by working for and with the association to provide the benefits you desire. I guarantee you, we will respond.

Current opportunities for your insight, ideas and challenges include:

- Industry Marketing Advisory
 - Do you care about acoustics? WHAT? Can't hear me? Help to promote acoustical awareness and wellness within commercial construction. Address the open plenum challenge. Drive CISCA prominence as an advocate and authority in the industry for Ceiling and Interior Systems Construction.
- · Technical Council

- Show us your chops and geek out on Task forces for Metal Security Ceilings, Custom Acoustical Panels, Challenging Installations, Exterior installations, Wood Ceilings, Seismic, and the Ceilings System Handbook
- · Events Council
 - Drive, shape, challenge and promote the Convention, Fall Conference/Mini Expo, Construction Excellence Awards
- · Membership Council
 - Encourage others to get involved, use your skills to sell baby sell, and tell our story of who CISCA is. Help support the Membership, Sponsorship, Benefits, Mentor groups, Scholarship, and the EL In-Person Meeting.
- Communications Council
 - Be the first to communicate key information, strategies, techniques, challenges or concepts relating to our industry. Help design our communication portal and how it will benefit our members. Drive our social media presence, reinvigorate CISCA's website, be CISCA's voice to our membership.

CISCA has been revitalized by offering the CISCA Fall Conference and Networking Event featuring the Inaugural Ceiling Product Showcase. I encourage you all to attend this year as we've added this new member benefit you can't miss out on. CISCA members will reap the benefit of one on one interaction with exhibitors showcasing their products and services. The education will be focused on developing sales and mentoring techniques as well as integrating new technologies to enhance efficiencies. CISCA will be hosted at an intimate setting within the Hilton Denver Inverness in Englewood, Colorado, October 3-5. I look forward to meeting with you at this event.

I believe the key to any good association is its members. I encourage every member of CISCA to volunteer their strengths to the organization. If you want something done or changed, GREAT, step up and throw your name in the hat. The more opinions we get from different viewpoints, the more the industry will grow, and challenge itself, and in turn, become better and stronger after this dialog. I would like to put a call out to all active and non-participating CISCA members to challenge the status quo, and be the difference. I will give it my all, and I hope you will join me in the next year promoting this excellent association that can offer you and your business so many wonderful things.

Thank you for your membership. You are what makes CISCA great!



OUTGOING PRESIDENT'S MESSAGE

Over the past year we have seen an economic surge, a wave of mergers and acquisition, an increase in construction automation and an increasing demand for materials. All of these things are great for the construction industry and our membership at large.



BY PAUL GALLAGHER, C.J. COAKLEY CO., INC., 2017-2018 CISCA PRESIDENT

Looking Back, Looking Ahead



s my Presidential term draws to a close, it gives me a moment to pause and reflect on the past year. My best memories are meeting people, making friends and being a small part of the herculean effort that goes into CISCA. My biggest accomplishment and goal during the past year has been to further develop CISCA as the home, classroom and library for the Ceiling and Construction industry. Over the past year we have seen an economic surge, a wave of mergers and acquisition, an increase in construction automation and an increasing demand for materials. All of these things are great for the construction industry and our membership at large.

It has been a privilege to serve the association this year. We could not have accomplished what we did this year without the assistance and support of a great board and the volunteers who served on our task

forces – thank you all! Some of our highlights from the year include:

We created a system of task forces to review and update the majority of our technical publications. Most are in production and should be available on the CISCA website within the next few months.

We revamped the Emerging Leaders Program and had the first in-person meeting. The program is now a four-year program with each year focusing on a different segment of the industry. We received great feedback from the attendees and people (do you want to say members?) can join at any time during the four years. If you are interested in joining, or if someone in your company is interested, please contact the CISCA office.

The Industry Marketing Advisory Committee developed a calculator which will show the return on investment of putting acoustics into an office. If you haven't visited the site, take a minute to do so. It is a useful planning tool for your customers.

The Communications Council did a great job promoting the events. This council worked hand in hand with the CISCA staff to present all kinds of media output in order to keep members abreast of the important events and education.

We had outstanding attendance at the Fall Conference in San Antonio, Texas, as well as the convention in Orlando, Florida.

The Events Council worked hard to bring good education to the meetings and true to CISCA's intentions, added many networking events and along the way the council even encouraged us to stop during a few events and have a little fun.

The Membership Council has been busy reaching out to prospective members and current members. They are responsible for member engagement as well as recruitment. Both are tough jobs and the results have been very encouraging.

We will be going to Europe with CISCA in 2019. This is our first adventure to Europe and we are excited to offer this opportunity to our members. We will visit Switzerland, Austria, France, Belgium, Denmark and the Netherlands. All are welcome and we will have a couple of manufacturers hosting some stops along the way. We will also have a lot of tourist time to see the sights. Put this in your calendar for May 25–June 6, 2019. Check our website for more details.

Lastly we are hosting our own inaugural Ceiling Product Showcase Exhibition at our Fall Conference in Denver this October. The conference will be from October 3-5 with an industry specific exhibition on October 4 – plan on attending and exhibiting.

Looking forward to what CISCA does next and will see you all at the upcoming events.

Thank you for a great year!

FROM YOUR EXECUTIVE DIRECTOR

Many of you know how invaluable the time spent at the annual convention is. It is a great opportunity to network, learn and have fun. Time spent at the convention is time invested in your company and your personal growth.



BY SHIRLEY WODYNSKI

any of you know how invaluable the time spent at the annual convention is. It is a great opportunity to network, learn and have fun. Time spent at the convention is time invested in your company and your personal growth.

The 2019 Convention is being held April 22-26, 2019, in National Harbor, Maryland, which is situated on the Potomic River. You can stand by the water, in Maryland, and see Washington, DC and Virginia – a breathtaking view. During the Welcome Reception, attendees will have the opportunity to ride

the ferris wheel that is by the river and see the spectacular sites of the area.

In place of golf we are offering tours of Washington, DC. With one of these tours starting after the Welcome Reception and concluding at a local night spot to allow for further networking.

The events committee is hard at work planning the education and networking events. Look for more information coming in the next few months. In the meantime, mark your calendar to attend. The CISCA hotels are the Gaylord and Westin. Get your room reservation early as the hotels are sure to sell out this year!

Did you know CISCA is an international association?! The acoustical industry extends far beyond the borders of your area. To introduce members to the European acoustical industry, CISCA is planning a trip May 25—June 6, 2019. A few of the planned stops are: Zurich, Paris, Brussels, Amsterdam and Copenhagen. Some of our manufacturers will be hosting tours of their facilities in these locations. There will be ample time to see the sights on your own as well. Please check the CISCA website for more information, including registration information. Be a part of the first CISCA International Trip!





Meet the 2018–2019 CISCA President

A

s new CISCA president, Garrett Larson is going to enthusiastically drive a sense of community and collaboration within our industry. And he means it. Not only has Garrett spent years contributing to CISCA through the Emerging Leaders program, but his family has been active members in CISCA for over 25 years. He knows the benefit of CISCA first-hand and will work to expand it with your help.

As Chief Operating Officer and Salesman for, Golden Valley Supply, Larson witnessed the benefits of contributing to CISCA as a member since 2009. He joined the family business after running his own IT consulting firm for 8 years. "I fell in love with the CISCA organization," he says. "It not only provided me a sense of national community, but valuable market intelligence, and great friendships."

Larson led by example, joining CISCA's Emerging Leaders. "It pairs young people in the industry with people who are successful at your level, and eager to grow professionally and help the organization grow as well," he says.

Over the years, Larson has worked on the Education Committee, the Webinar Committee, as well as serving on the Events Council, Construction Excellence, Conference and Industry Marketing committees. By 2015 he had become a member of the CISCA Board of Directors, serving as treasurer from 2015-2017.

With that background, Larson has a focused roadmap of what he'd like to see the association accomplish while president. In addition to strengthening the Emerging Leaders program he'd like to reinforce CISCA's position as an advocate for the industry, promoting such things as Technical Installation Guidelines on wood, metal, seismic, technical installations and others. "I want to continue to promote CISCA as an authority for the industry," he says. "CISCA members are the driving force around acoustics and decorative ceilings. Our resource of the membership can produce and shape the industry, and volunteering for committees is key".

Larson is a strong believer in the power of networking and wants to provide more opportunities for CISCA members – contractors, manufacturers, distributors, independent representatives, service associates and educators – to meet and interact with each other. To that end, he is looking at the possibility of a collaborative online portal to contribute to idea generation in ways that will move the industry forward.

In whatever free time he has, Larson takes advantage of opportunities to spend time in the out-of-doors. He has a motor boat, which he uses to just relax on the water. He also fishes, plays golf, downhill skis and engages in other outdoor activities.

MEET THE 2018-2019 CISCA BOARD OF DIRECTORS!



Paul Gallagher

Immediate Past President C.J. Coakley Co., Inc.

Paul is vice-president of C.J. Coakley Co., Inc., an interior subcontractor servicing the Washington D.C., Maryland and Virginia areas. After an internship and receiving his BS degree in Construction Engineering and Management from the University of Ulster in Northern Ireland in 1992, Paul joined C.J. Coakley Co., Inc. He has worked for the company since his graduation and became vice president in 2014. He has worked on several unique and prestigious projects in the Metropolitan D.C. area, including the Newseum. The Newseum, which opened in 2008, won Washington Building Congress' Star Award and CISCA's Gold Award for the Eastern Region in 2009. Paul is married to Beth and has five children, three of whom are currently in college, two at VT and one attending Clemson. Outside of work, Paul enjoys participating with the kids' sport activities, exercising and playing music.



Kelly Johnson

President-Elect Specified.

Kelly is president and founder of Specified. (formerly Specified Components, Inc.), an Independent Manufacturer's Representative based in Houston, Texas. Kelly started Specified. in 1990 and credits his wife Gloria, children Lynn and Beau and the other Specified team members for part of the success of the business. Kelly has been a member of CISCA since 2000, and began serving on the Board in 2017. Kelly entered the construction industry with the Marek Brothers in the early 1980's selling Demountable Partitions and was promoted to managing their aluminum frame division. This sector of their business was sold to a Houston-based Development Company where Kelly joined the Aluminum Division as Vice President/General Manager. In his free time, Kelly enjoys golf, fishing, and spending time anywhere near the water.



Dave Chaffee Secretary-Treasurer E&K Companies, Inc.

Dave is president and CEO of E&K Companies providing leadership for E&K's premier specialty contracting services available from its Kansas City, Omaha, Denver, Phoenix and Chicago construction offices. After graduating from Kansas State University in 1996 with a degree in construction science and management, he joined E&K as a project manager in Kansas City, was promoted to senior project manager in 1999 and eventually moved to Chicago in 2004 to establish the drywall division there. He was promoted in 2007 to president of the Chicago Unit and in 2013, Dave returned to Kansas City to assume the more organizational, global leadership position which he holds today. Dave has enjoyed his membership in CISCA and is pleased to continue service to the industry in his role as a board member. He and his wife, Margaret – along with their three daughters, Zoey, Ella and Molly and son, Geno – call Kansas City home. He enjoys spending time with his family participating in water sports and other outdoor activities.



Eric Brown Manufacturer Director CertainTeed Ceilings

Eric is the vice president of sales for CertainTeed Ceilings, located in Malvern, PA and has been with CertainTeed/Saint-Gobain for over 27 years. During his tenure at the company, Eric has held a variety of leadership positions from manufacturing to marketing, sales and customer service and served as CertainTeed's Sustainability Committee Chairperson. A graduate of Lehigh University, Eric holds an BSIE and earned his MBA from the University of Tampa. In addition, he holds a Six Sigma Black Belt and served as an original board member for The Grid Company located in Ontario, Canada. Eric has been an active member of CISCA for over 7 years and participates on a number of committees. He resides in the Philadelphia area with his wife Jill and their two children. In his spare time, Eric enjoys ice hockey, golf, fishing and traveling.



Andy Callaway Distributor Director L&W Supply

Andy is the Manager of Merchandising, Interior Products for L&W Supply and is based in Chicago, IL. L&W Supply operates over 150 branches in 35 states and is one of the nation's largest distributors of wallboard, suspended ceilings, steel studs and related building products. Andy began working at L&W Supply in 2013 after 8 years at USG in various Supply Chain and Technology roles. Andy graduated from Purdue University in 1999 with a degree in Industrial Engineering and prior to his career in building materials worked for Arthur Andersen and Rockwell Automation. Andy has been involved with CISCA for the past several years and served on the Industry Marketing Advisory Committee for the past year. Andy and his wife Liz live in Glen Ellyn, Illinois with their two children, Ava and Noah. In his free time, he enjoys spending time with his family, coaching sports, traveling and running.

FEATURE



Ken Fussner *Manufacturer Director*Rulon International

Ken Fussner was born and raised in Rocky River (Cleveland suburb) Ohio, attended Ohio University (2 years) and Cleveland State University (3 years) to earn his Bachelor's Degree in management and labor relations, with a minor in psychology. He worked for Sound Com Corporation from 1976-2002, a family owned Low Voltage Systems Integration Contractor, worked his way from the ground-up to President/CEO during that time, until he sold his interest in the company in 2002. Ken then relocated to St. Augustine Florida in July of 2007 where he discovered Rulon International, a local family owned Acoustical Wood Ceiling and Wall Manufacturer who needed his sales and management experience to help grow the business. Ken is married to Jackie Gerard Fussner, his high school sweetheart, and has three children: Matthew (37), Billy (34), and Julie (28).



Jason Gordon

Contractor Director

Heartland Acoustics & Interiors

Jason is President/CEO of Heartland Acoustics & Interiors, Inc. headquartered in Englewood, Colorado. Heartland services the entire Rocky Mountain region, with additional offices in San Diego and Austin. Jason has been around the acoustical ceiling business his entire life. After graduating from Kansas State University in 1998 with a degree in Construction Science and Management, he started Heartland Acoustics & Interiors in the Denver area. He is a long-time member of CISCA. Jason and his wife Christi have two children, Courtney and Jeff, and live in Parker, Colorado. He enjoys spending time at home with his family, working on projects in his garage and camping in the mountains.



Rudy Kadiric *Contractor Director*Titan Interiors

Rudy runs Titan Interiors which today has 60 full-time employees in the field and up to 15 projects at any given time in West Michigan. Titan Interiors generated \$12.6 million in revenue in 2016.

The trade magazine Walls and Ceilings recently profiled Titan Interiors in a cover story, helping Kadiric to realize he might be close to his goal of being "the No. 1 drywall contractor in West Michigan." Kadiric says, "We're always learning something new, meeting new people and developing those relationships." "We know we have to surround ourselves with great employees but also the companies we work for. It's important to us that everyone we work with is skilled. A huge part of our success is that those we work with believe in who we are," he said.



Alan K. Skinner

Contractor Director

Skinner Interior Systems, Inc.

Alan is the president of Skinner Interior Systems, Inc., which is located in Phoenix, Arizona. The company services the entire state of Arizona. Alan founded the company in March 1993. Alan and his team have built a very well respected medium size company with many long term clients and many loyal employees. Alan started his career as union apprentice carpenter in 1977, and has worked his way up to a journeyman carpenter, field superintendent, project manager and estimator. Before starting SIS, Inc. Alan worked in distribution as an outside salesman for Acoustical Material Services of California. Alan has served on past CISCA Boards of Directors. Alan has been a member of American Society of Professional Estimators for 22+ years and has been very active in the local chapter and has served as president in the past. Alan and his wife Patricia live in Peoria, Arizona and are very involved in their community and family. They have five grandchildren. Alan enjoys golf, skiing, hunting, fishing, boating and traveling.



Lee Tedesco

Manufacturer Director
USG Corporation

Lee Tedesco is the Senior Manager, Training and Technical Solutions for the Ceilings division at USG Corporation, headquartered in Chicago, IL. Lee has been with USG since 1996 in a variety of leadership roles in sales, marketing, product management and building science. He has been actively involved in CISCA for over ten years and serves on several technical committees. Lee graduated from Providence College with a bachelor's degree in Economics. He holds a master's degree from the University of Sarasota. He also earned a Professional Graduate Certificate in Marketing from The Kellogg School of Management, Northwestern University, along with a Certificate of Professional Development in Leadership from The Wharton School, University of Pennsylvania, and an Executive Certificate in Strategy and Innovation from the MIT Sloan School of Management in Cambridge, Massachusetts. Lee and his wife Katie have one teenage son and live in greater Chicago. In his free time, Lee enjoys traveling, cooking, skiing and boating.



Scott Turczynski
Contractor Director
Heartland Companies

Construction is a major theme in Scott's life. From a B.S. in Construction Engineering at ISU to major home construction projects and helping to lead Heartland Companies, he has immersed himself in it for years. He is active in the Des Moines Construction Council, Master Builders of Iowa, CISCA and AWCI. He serves as a Trustee on the Painters' Health and Welfare Fund and is a member of both St. Mary's/Holy Cross Church and the Emmaus House Facility Committees. He's also Co-director of the State Rehab Council. He and his wife Angelia love to travel or just simply spend time on their acreage. Between Angelia and Scott there are seven children ranging in ages from 11-22.

FEATURE



Tony ReindersDistributor Director
Acoustical Material Services

Tony was born in Salt Lake City, Utah. His parents were immigrants from the Netherlands. He served in the US Army from January 1972 to April 1979 and has been in the construction industry for 38 years. From May 1979 to 1982 he was with Building Systems Inc., managing the distribution division selling Armstrong tile and Domtar demountable wall systems. From 1982 to 1984 he was with L&W (Capital Building Materials) Salt Lake City, Utah as a Salesperson and assisted in adding a ceiling line. From 1984 to April 1986 he served as district manager for Chicago Metallic Corp (MFG of Ceiling Grid Systems), Southern California and from May 1986 to present has held many positions within Acoustical Material Services (AMS)/Allied Building Products, currently serving as the vice president of interior products for the west coast. Tony likes to watch soccer, play golf and fly fishing.



Michael Coakley
Contractor Advisor

C.J. Coakley Co., Inc

Michael is co-president of C.J. Coakley Co., Inc. C.J. Coakley is a large subcontractor servicing the Washington D.C. Metropolitan area. Michael grew up in this family business, but began his career in 1992. Michael is a graduate of Clemson University with a Bachelor of Science in management. During his career, he has worked on notable projects including the National Archives, The interstate Commerce Commission's headquarters, the Phoenix Project (rebuilding of Pentagon after 9/11) and the United States Patent and Trademark Headquarters. Michael and his brother Liam assumed the role of co-presidents in 2013. They help guide their company to be one of the finest firms in Washington D.C. Michael served on the Board of directors of CISCA from 2000-2008 and served as CISCA president in 2006. Michael's passion for CISCA was rewarded when he received the De Gelleke award in 2012. Michael is happy to advise the board during the next year. Michael is married to his wife Beth, and has three children: Neil (17), Lauren (15) and Evelyn (13). Michael enjoys martial arts and watching his kids become active members of the community.



Connie Larson

Distributor Advisor Golden Valley Supply Co.

Connie Larson is CEO of the affiliated Golden Valley Supply companies. GVS has been the industry leader for distribution of interior finish building products in the upper Midwest since 1975. Connie has been an active CISCA member for years, serving on many committees such as Education, Emerging Leaders, Seismic and the Industry Marketing Advisory. She served on the CISCA board from 2005 to 2011. Connie was CISCA's President in 2008-09 and was privileged to work with a rock-star Board of Directors. In 2014, she was honored to receive the DeGelleke Award. Connie believes in the value of CISCA to give back to the industry, learn from others and use the networking opportunities to form important industry friendships.

Connie enjoys spending time with her family, playing golf, riding motorcycles, boating and loves to travel. Her winter passion is attending Timberwolf basketball games. She knows that with her seat-side coaching, one day the Wolves will bring home the NBA Championship Trophy!



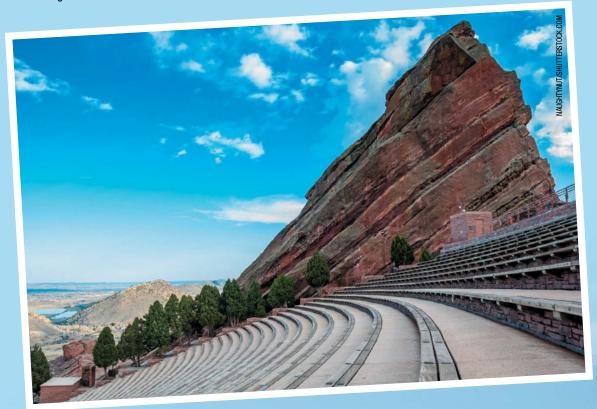


FALL CONFERENCE AND NETWORKING EVENT

INCLUDING THE INAUGURAL CISCA CEILING PRODUCT SHOWCASE



wenty-five miles northwest of the Hilton Denver Inverness stands a 70-million-year-old natural amphitheater that is known for its superior acoustical quality. It's often acclaimed to have "perfect" acoustics for open-air performances. The Red Rocks Amphitheater, which has hosted world-famous performers since 1906, is a fitting local landmark for the acoustic-minded folks who will come to this year's CISCA Fall Conference and Networking Event.





FEATURE







"All levels of talent within CISCA are welcome to attend," says Garrett Larson, CISCA president. "The greater the diversity, the greater the experience we all take back to our own companies."

2018 will mark the 13th year that CISCA has held its Fall Conference. This year, the event scope is expanding to include the Inaugural CISCA Ceiling Product Showcase. "Our members wanted specific information directed toward them," says Paul Gallagher, past CISCA president, who has been deeply involved in the planning.

INAUGURAL SHOWCASE

The Showcase is set to deliver on that request. We anticipate 30-40 companies to participate in this congenial, ceiling

product-focused event. Attendees will be able to meet with representatives of the top manufacturers and suppliers at their exhibit tables while helping themselves to an informal lunch service. Raffles will add to the fun and encourage visitors to stop by each table. There will also be product demonstrations, allowing manufacturers to give hands-on presentations to the attendees.

"We've been talking about doing this for a few years," says Gallagher. "And we've put a lot of effort into it. We expect a tremendous turnout, including a strong local attendance along with our national attendees."

"I encourage you all to attend this year as we've added this new member benefit you can't miss out on." says Larson. "Attendees will reap the benefit of one-on-one exhibitor interaction with exhibitors showcasing their products and services. There will also be two days and two nights of networking functions and leadership education."

LEARNING OPPORTUNITIES

Education has always been a highlight of the conference and this year is no different.

Merit Gest, an expert in sales, motivation, and leadership, is preparing two dynamic sessions that are geared toward strengthening sales and success for contractors and non-selling professionals. Merit was the Senior VP of Sales for a nationwide sales training organization and the youngest General Sales Manager for a start-up radio station in the country's third largest market. Her speaking style combines





industry-tailored information with comedy and audience interaction.

Randy Emelo, a mentoring expert, will lead participants through an active demonstration in modern forms of mentoring to increase personal productivity. Emelo is the founder of River, a Denver-based company that builds mentoring and social learning software. He has more than 25 years of experience in management, training and leadership development.

Jeff Sample is an expert in construction technology. Based in Vail, CO, he studied software lifecycle, becoming a DevOps Engineer, and has developed software solutions for ecommerce, security, compliance and several operational environments. His work emphasizes functionality

and fiscal responsibility. He now serves as a member of the AGC (Associated General Contractors) IT Steering committee.

For the CISCA Fall Conference, Sample will cover the latest in mobile construction apps and mobile device management.

FAMILY AFFAIR

For those who want to come early or bring the family and stay for a few extra days, Denver offers plenty of recreational activity. For starters, the venue offers an 18-hole, semi-private PGA championship golf course featuring a driving range, chipping area and putting green.

In fact, there is something nearby for just about everyone. Nestled in the Rocky Mountains, there are parks and hiking trails, museums and sports, all within driving

distance. There are a number of breweries nearby, as well. The light rail provides easy transportation to downtown Denver or to the Denver International Airport.

Football fans can tour Broncos Stadium at Mile High. The stadium is the home of the National football League's Denver Broncos Football Team and tours are available.

A six-member CISCA committee has been spearheading planning for the Fall Conference and Networking Eventfeaturing the Inaugural Product Showcase. It includes Kyle Larson, Golden Valley Supply Co.; Jim Walaszek, Chicago Area Building Specialties; Matt Cline, E&K; Garrett Larson, Golden Valley Supply Co., Jason Gordon, Heartland Acoustics and Paul Gallagher, C.J. Coakley.

"See you all there!" says Garrett Larson.



SERENITY NOW

Other CISCA members involved in the project:

Foundation Building Materials, Distributor

Architectural Components Group,
Manufacturer

Fellert North America, Manufacturer

Armstrong Ceiling Solutions, Manufacturer

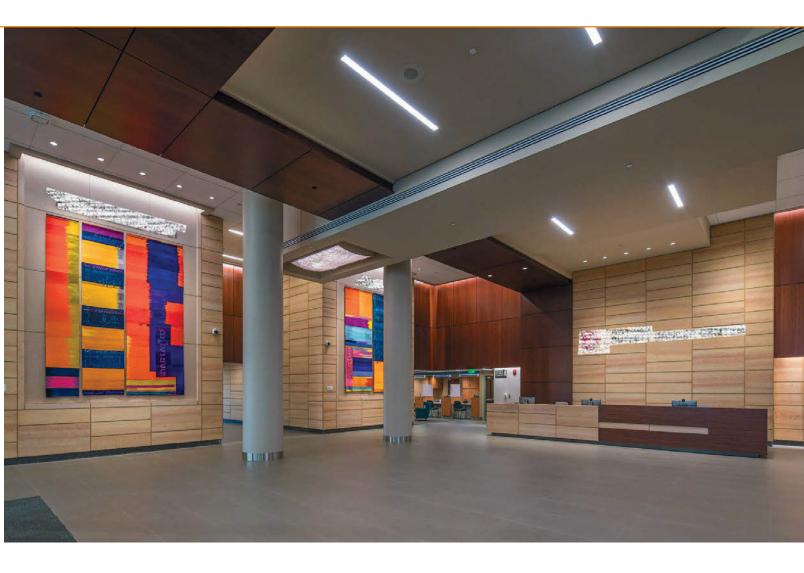
Steel Ceilings, Manufacture

HDR, Inc., Architect

Award Winner Spotlight: E&K of Omaha helps Fred & Pamela Buffett Cancer Center bring beauty, tranquility to sterile medical treatment setting

BY NICK FORTUNA





he Fred & Pamela Buffett Cancer Center is a fast-paced, high-tech facility where patients have a lot at stake and a lot on their minds, and hardworking researchers burn the candle at both ends in search of new treatments. As one of only 69 cancer research and treatment centers in the United States with the National Cancer Institute designation, it's a top-tier medical center, but that doesn't mean it has to have the antiseptic feel of a bustling laboratory or hospital.

When the new, \$323 million facility opened at the University of Nebraska Medical Center in Omaha in May 2017, installing contractor E&K of Omaha and its partner CISCA members got high marks straight from the top, as Vice President Joe Biden gave the keynote address at the ribbon-cutting ceremony. Biden, who had lost his son Beau to cancer two years earlier, called the Buffett Center "remarkable" and a "state-of-the-art facility."

"You're obviously a completely patient-oriented center, just from the physical design of this place," Biden said.

For E&K of Omaha, that served as confirmation that its team had succeeded in giving the Buffett Cancer Center an elegant, welcoming feel.

"It's a gorgeous facility, and when you walk into the building, it's very warm and inviting," said Brice Neiman, chief executive of CDM Investment Group, the parent company of E&K of Omaha.

The Buffett Cancer Center includes a 10-story, 98-laboratory research center; an eight-story, 108-bed inpatient treatment center that was the vision of Omaha-based architects HDR Inc.; and a multidisciplinary outpatient center that includes clinics, radiation oncology, surgery, radiology and a 24/7 treatment and diagnostic center.

"The size of the project was one of the things that made it complex," Neiman said. "There were two towers going up simultaneously, with a common area in the middle, built in a very tight spot at the existing hospital where there was no laydown area to store materials and parking was about three blocks away. The sheer size of the project and the level of detail required some very talented craftsmen, and a whole lot of them.

"It took a lot of manpower, a lot of overtime and lot of coordination to get that many people in there to complete the project and have it turn out so beautiful."





"It's a gorgeous facility, and when you walk into the building, it's very warm and inviting," said Brice Neiman, chief executive of CDM Investment Group, the parent company of E&K of Omaha.



Visitors to the Buffett Cancer Center are immediately struck by the beauty of the two-story lobby that measures nearly 12,000 square feet. The building's buff limestone exterior was transferred indoors in the form of two-inch limestone veneer complemented by drywall, ceramic tile and wood panels. The 16-foot-long fireplace welcomes visitors in from the harsh Nebraska winter.

The lobby and dining facility feature 6,000 square feet of Architectural Components Group Inc.'s MicroPerf wall and ceiling panels, which blend the aesthetic qualities of wood with excellent acoustical performance. Each panel, measuring four feet by eight feet, has close to a million holes drilled into it that measure about half a millimeter in diameter. Sound flows through the panel and into acoustical insulation, ensuring that the lobby is quiet even when crowded.

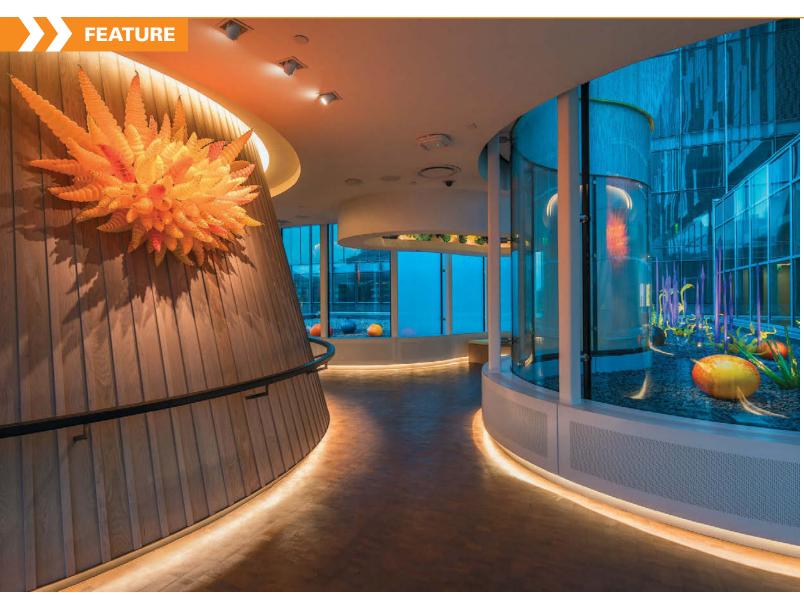
The space uses both the flat and ACGI Allegro curved panel configurations to create a classic look that is a natural complement to the surrounding limestone.

"When you step back a few feet from the panels, you really don't even see those holes, and it's amazing the sound-deadening effect that they have," said ACGI project manager Robert Strickland. "When you walk in, there's not a lot of noise bouncing off the walls, so that's pleasing for visitors. It takes away a lot of the echo that you might find in a large space."

"The panels are different sizes, and we made those to fit. The contractor, E&K, did a tremendous job on the installation, especially with the curved area above the reception area."

The showpiece of the facility is the Chihuly Sanctuary, which originally featured 10 art installations by the noted glass sculptor Dale Chihuly and an all-season garden to provide a peaceful escape for patients and families dealing with cancer. Accessible from the facility's second and fourth levels, the Chihuly Sanctuary is designed to be a meditation space and the centerpiece of the Buffett Cancer Center's "healing arts" program.

White was chosen as the predominant color for the Chihuly Sanctuary to create a contrast with the colorful artwork on display. An abundance of natural flight enters the space through skylights and large windows, helping to showcase the artwork. The ceiling's white extruded aluminum trim was provided by Steel Ceilings in widths









The showpiece of the facility is the Chihuly Sanctuary, which originally featured 10 art installations by the noted glass sculptor Dale Chihuly and an all-season garden to provide a peaceful escape for patients and families dealing with cancer.



of two, six and eight inches, with premade corner pieces used to reduce the appearance of seams.

"The premade corners give it a nice, clean edge where the trim goes from one angle to another, and they don't have to field cut it to the shape of the wall," said Frank Neyland, western North America regional sales manager for Steel Ceilings. "The factory cut ensures that the edge is very straight, the seam is much less visible, and the aesthetic appearance is enhanced."

To ensure that the Chihuly Sanctuary and the lobby remain quiet and relaxing settings, their ceilings feature 3,000 square feet of Fellert's Even Better Silk seamless acoustical plaster, which is made in part from recycled cotton fibers to absorb sound. Instead of a panelized look, the plaster is sprayed over acoustical board, which gives the ceiling a "crisp, clean look with no lines," according to Bob Lally, technical support and training manager for Fellert.

"It cuts down the echo and reverberation so you have a little bit more of an elegant atmosphere and ambience," Lally said. "Since there is a lot of glass in the design, the need for acoustical performance was very high."

"The project turned out very well. A year after the original installation, they actually hung about 20 to 30 more lights in the Chihuly Sanctuary. They wanted to hang more artwork and wanted more light to shine on it, so they cut into the ceiling, and we had to go in and patch it and repair it, and it turned out beautiful."

For the installation crew, maintaining a consistent, uniform surface was the biggest challenge, and a continual flow of work from one end of the space to the other was critical, Neiman said. E&K of Omaha had to construct a platform to lift workers to the proper elevation. And the tight work schedule was complicated by a number of factors, including the ceiling needing to be accessed on two levels, tight workspaces along the ceiling's perimeter, the use of many different ceiling devices and the ceiling's numerous light coves and irregular shape.

Despite all the moving parts, Neiman said the result is breathtaking.

"I think that the owner, the architect, the general contractor and the subs all put their best talent and heart into the project and really made a world-class, state-of-the-art facility," Neiman said.

Future-Focused: CISCA Emerging LEADERS PROGRAM

n May, the revamped Emerging Leaders Conference took place in Jacksonville, Florida at Rulon International. This was the first meeting in the revamped program. The next meeting will likely coincide with the Fall Conference.

Below are reasons current Emerging Leaders participants joined the program and the value it provides:

- Network, discuss trends and share knowledge with other young leaders throughout the country in our industry.
- Learning more about our area of the construction field.
- An industry veteran of almost 15 years looking to meet people/companies outside of the company network.
- Mentorship from experienced people in the industry, seeing different perspectives of the business, learning about what issues other parts of the country are dealing with.
- It's a great way to exchange ideas, strategies and experiences with peers who have common goals.
- > Industry knowledge from different angles.









The program is designed for future leaders to network and build relationships through every level of our industry.

The program develops a better understanding of the FOUR (4) Key Partners in our association.

Networking and successful business relationships provide the building blocks to better understand the interaction and interdependence of all four Partners, as well as the thought processes, goals, limitations, and expectations of each.

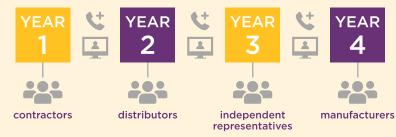
Emerging Leaders will meet in person twice a year for three days. At least one of these meetings will be at the location of a manufacturer and the content of the meeting will focus on networking and education.

Each year the program will focus on one of the four partners. After four years, the program will repeat.

This allows our members to join at any time during the four-year cycle; but all attendees must commit to completing the four-year course.

At the end of four years Emerging Leaders will graduate with a sound knowledge of the role and works of Manufacturers, Distributors, Independent Representatives, and Contractors as they fit into the interior construction industry.

In addition to the formal bi-annual meetings, there will be conference calls or webinars to keep the group connected, educated and on track.



To learn more about the program or to register visit www.cisca.org/emergingleaders.

CDM Investment Group, Inc. Announces PROMOTION, RETIREMENT



CDM INVESTMENT GROUP, INC., ANNOUNCES KENT VIPOND'S RETIREMENT PLAN

CDM Investment Group, Inc., announced June 1, 2018, that CEO Kent Vipond will be retiring in May 2019. Kent Vipond and the Board of Directors have named Brice Neiman as the Company's newly

appointed CEO as of June 1, 2018. Effective June 1, 2018, Vipond remains as Chairman of the Board.

Vipond graduated from the University of Nebraska at Omaha in 1972 with a degree in business finance. He joined E&K of Omaha in 1972 as a Cost Analyst. In 1980, as a greenfield operation, Vipond started the KC location as President/Unit Manager before moving to Omaha to become the Chief Executive Officer in June 1997.

When asked about his experience and time with the company, Vipond's response was..."I am so proud to have worked for 46 years at CDM Investment Group/E&K Companies. We have evolved over 62 years from a family owned to an employee-owned business. The current organizational changes reflect a generational management change that have been in progress for the last five years. I have the utmost confidence in CDM's future with Brice Neiman as the new CEO."

Vipond will work closely with Neiman over the next 12-18 months to ensure a smooth transition. Throughout his career, Vipond has been a visionary and charismatic leader. Twenty-five years ago, he led a journey to transform the company culture to one focused on the principles of total quality management. Today this culture permeates in everything that we do. Early in his role as CEO, Vipond created a unique ownership structure that allowed employees to share in the profits of the organization, while also planning for the company's future ownership transition. Vipond's instincts have

provided many opportunities for organizational growth through partnerships, acquisitions, and business development. Vipond will remain dedicated to employee development during this transition.

A retirement party is being planned for Vipond on May 18, 2019, at the Kansas City Marriott Country Club Plaza. Please email Reghan Tiffin at r.tiffin@cdmservicegroup.com for further details.



CDM INVESTMENT GROUP, INC., APPOINTS BRICE NEIMAN AS CHIEF EXECUTIVE OFFICER

CDM Investment Group, Inc. announced that effective June 1, 2018, Brice Neiman has been promoted to Chief Executive Officer. Kent Vipond will continue as Chairman of the Board for CDM Investment Group.

Neiman graduated from the University of Nebraska at Lincoln and has been with CDM for over 22 years, having served as the President/ Unit Manager for E&K of Omaha for the past 15 years. Neiman started his career in the field with E&K in Lincoln, Nebraska.

When asked about his experience with the company and what the future holds, Neiman's response was... "It has been a tremendous experience working for E&K Companies. This organization has allowed me the opportunity to surround myself with so many talented people with clear values, great work ethic, and common goals. The CDM culture and strength in our industry is a result of the great people that work for this organization. It is my mission to ensure that our culture lives on and to drive our vision of continual improvement by leading our industry in service, quality, and results."

In his position as CEO, Neiman will continue the tradition of reliable, strategic leadership which has been integral to the success of the Organization.

You've Got a Challenge. We've Got Answers.

An All-New CISCA Expert Publication is coming soon!

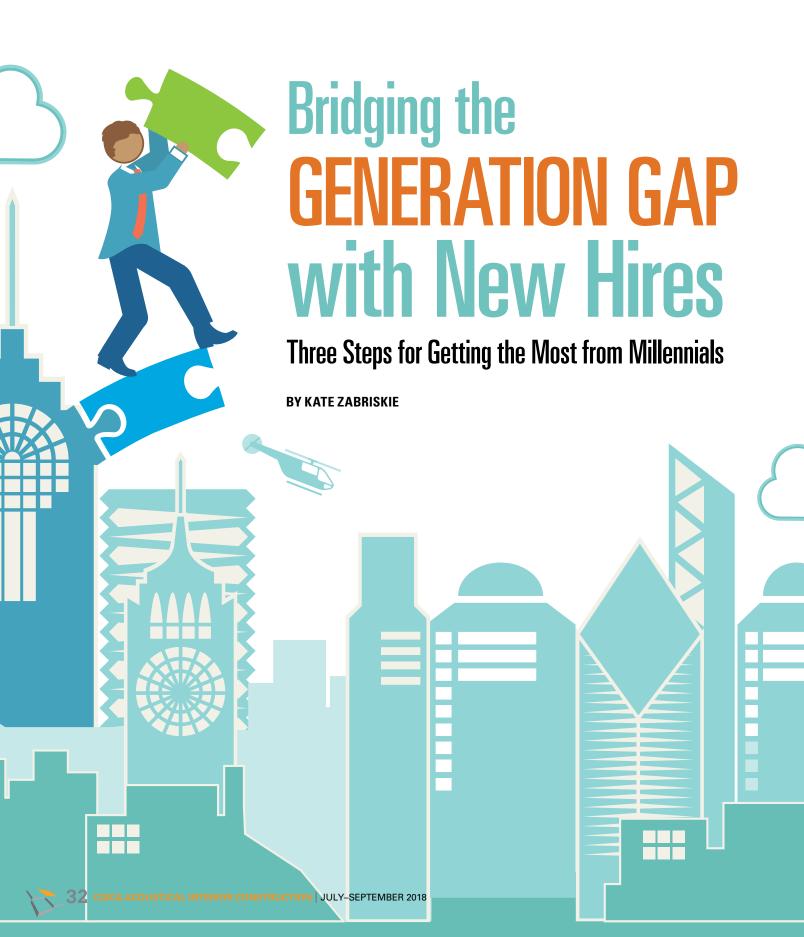
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id you see what she wore to work today? What was she thinking? This is a corporation, not a club! How does he not know to bring a notebook and a pen to a meeting? Do I have to tell him everything? What would make her think it was okay to party with the clients until three in the morning? Does this woman have no understanding of boundaries? Did you know his mother called HR to find out when he would be getting a raise? Unbelievable!"

If you have new hires fresh out of school in your workplace, some of that may have a familiar ring.

So what's happening? Are the new hires prompting those reactions just bad hires? Are you just unlucky? Probably not.

Rather, the source of the surprises most likely has to do with training (or the lack of training) related to workplace expectations. Before you say "but they should know," don't waste your breath. Maybe they should know, but they don't. New hires are called new hires for a reason. They are freshly minted employees who don't know much about the workplace because most of them haven't been in it that long.

Think about it: if the shoe were on the other foot and you found yourself in some kind of Freaky-Friday hell, do you think you would flawlessly understand today's high-school or college social codes? Dream on, and good luck with that.

As someone with more experience than the people you hire, you have a responsibility to get them off to a good start. By consistently following three steps, you can short circuit many of the problems people encounter when they start working with new hires.

EP UNDERSTAND SOMETHING ABOUT THEM

Millennials as a generation are different from those who have come before them. More than a few still live at home and don't plan on leaving soon. Besides, if they borrowed money for school, they may already owe as much as what amounts to a mortgage. That doesn't mean they're clueless about life outside of the nest, but their circumstances are probably very different from yours at the same age. Assume nothing.

Next, you must understand these people grew up surrounded by ever-present technology and in an era of instant answers. Sure, you may have had an Atari or Nintendo, but it's not the same thing. They had and still have Google. They are used to being able to find information and find it quickly. Raised in an era of parents as friends and instant answers, many of these individuals have no problem questioning authority. In the workplace, you may see a new hire ask questions

FEATURE

and interact with senior leaders in ways you don't expect. Maybe you already have.

Another difference between Millennials and other generations is how they view praise. As children, this generation of people played on sports teams where everyone received a trophy just for showing up. They were also rewarded and recognized with ribbons and certificates at school for being polite, having integrity, and displaying common courtesy. Millennials expect feedback larded with praise whether merited or not.

Longevity in an organization is another difference between this generation and others. Years ago, it was a major taboo to job jump or have gaps on a resume. These days, you will find that this generation will gladly take six months off to go hiking along the Appalachian Trail or volunteering somewhere overseas. Strangers to delayed gratification, they aren't saving those activities for retirement, and they don't expect to spend a lifetime with a company. Instead of pretending that Millennials

will be part of your team for a decade or more, look for ways to make the most of the time you have together while they are.

TWO N

SPELL OUT EVERYTHING

Millennials are not the Amazing Kreskin. Do no rely on their clair-voyant powers. Most of them don't have any, nor for that matter do they know who he is.

Again, assume nothing. Take workplace dress, for example. There was a time not too long ago when women wore hose to work and wouldn't consider crossing the office threshold in open-toed shoes. That was then. These days, if you offer no guidance, some will cross the threshold in footwear you wouldn't wear outside your house. And when the parade of fashion crimes starts, you will have no one to blame but yourself. You need to tell people that contrary to what they may see online or in a magazine, the flip-flop is not the new Ferragamo.

Once you've thought about the basics, you'll need to anticipate the times "on the

job" when the new hire will interact with people outside your organization. Is the new hire attending a client function with you? If so, it makes sense to review your expectations before you head out the door. Whereas most people might do fine on their own, that's not the point. If you expect a certain set of behaviors, you need to make clear what they are.

STEP USE PRAISE, AND THREE DO IT OFTEN

Most people like praise. As mentioned earlier, the difference between Millennials and other generations is they are used to getting it.

To get the most out of your new hires, you must learn how to give feedback more often. A word of caution: Millennials know when they are being patronized just as well as the next person, so choose your words wisely. At this point, a lot of them will have figured out that the trophy thing wasn't such a hot idea. Instead, you are going to have to pay attention and recognize good work. It's more time consuming, but if you put in the effort, you will probably see more of what you want to see.

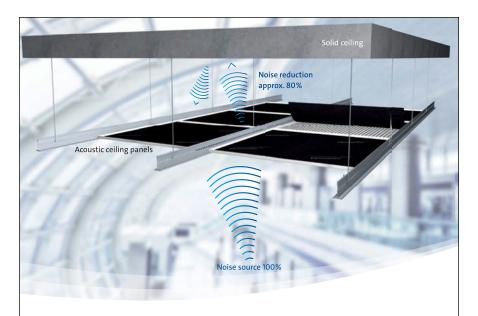
Do not rely solely on feedback on the fly. The reality is it's easy to get busy. Make the time to have structured conversations with your new hires about their development. Thinking about skipping this step? Don't. Regularly scheduled one-on-one meetings will ultimately benefit the new hire, the organization, and you.

FINAL THOUGHT

Developing any employee takes time, and working with new hires has its own set of challenges. There are few shortcuts along the road to success in the workplace.

How much effort you put in to another person is certainly up to you. But think back to your first days in the world of work. If someone spent the time to work with you early in your career, you were lucky. If you didn't have that opportunity, don't you wish you had?

Kate Zabriskie is the president of Business Training Works, Inc., a Maryland-based talent development firm. For more information, visit www.businesstrainingworks.com.



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Social Vegia

RECRUITING

ompetition for construction talent is fierce given the shortage of skilled workers. Without an adequate workforce, revenue growth is all but impossible. But where to find those workers? And how to draw them to your company when they're ready to make a leap? Increasingly, for recruiters and also construction companies themselves, the answer is social media.

It's true that the best employees often come from referrals, but word-of-mouth recruiting is limited to the size of your existing network. Social media lets you dramatically expand that network and cultivate relationships with people who will one day be looking for a job even if they aren't looking now. (Remember, most potential hires aren't actively looking for work.) A social media presence that puts your company in a good light can tip the scales when those future candidates do begin a search. In fact, 59 percent of employees say a company's social media presence was part of the reason they chose their workplace.





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TIPS TO CREATE A SOCIAL MEDIA STRATEGY FOR RECRUITMENT

Using social media to find job candidates requires a different strategy than using it to generate new business. Rather than promoting the value, capabilities and qualifications of a company to prospective clients, it's used to promote a positive workplace culture, salary and career advancement opportunities to prospective job candidates. The idea is to use social media to show people WHY they would want to work at a particular company.

This requires consistently posting compelling content and engaging with the correct audience.

In today's highly visual social media landscape that means adding video is essential because it is significantly more compelling and far more effective at conveying what the workplace is like at a particular company. Statistically speaking, viewers are up to three times more likely to engage with an online video, and videos get 1,200 percent more shares than text and image combined.

While posting is basically the same on all networks, finding and engaging with the ideal audience is slightly different on each one. Here are some tips for the big three of social networking.

LINKEDIN

For most employers, using LinkedIn to find and connect with potential job candidates is the obvious choice, and it's a good one. Posting job opportunities here is one way to use this particular social network, but that's barely scratching the surface. When used properly, LinkedIn becomes a powerful tool for finding qualified job candidates.

It can be used to easily find a large number of employees at a particular company – a competitor, for example. It could also be used to identify potential candidates working in certain industries, or those with job titles that they may be eager to leave.

Because of the algorithm, which determines whether users see a post or not, success on LinkedIn requires engagement

from users. If they comment on and/or share a post or the longer they watch a video, the more users LinkedIn will show that post to. This means that it's essential to encourage and nurture engagement.

FACEBOOK

Facebook is a great way to showcase a positive working environment at a company, and they have precision targeting available via paid advertising making it easy and cost effective to put that message in front of the perfect audience.

A few ways that Facebook's targeting can be used to reach the right audience include targeting:

- · Recent high school graduates or military veterans;
- Students in trade schools
- Employees in hourly jobs (e.g.: fast food, retail, grocery stores, etc.)
- Employees of competitors

As with LinkedIn, success on Facebook depends on engagement with users. This applies to paid and organic posts.

TWITTER

This social network is incredibly fast paced, but that doesn't mean that it can't be an effective platform.

Success on Twitter depends on engaging with other established users to leverage their following – especially in the beginning. This helps to reach and build an exponentially larger audience more quickly.

Some types of accounts that might be worthwhile to engage with include:

- · Local high schools
- Trade schools
- Employment services
- Veteran transition organizations
- Local media

Due to Twitter's fast pace, the key is to post frequently – once an hour or more. (Don't worry there is software to help automate this process.)

Play the social media game right by engaging and impressing your audience, and your followers will come to think of your company as a great place to work.

Beyond that basic premise, here are six reasons social media works for recruiting when used either actively (through ads) or passively, through audience engagement.

YOUR TARGET AUDIENCE IS THERE

A big part of getting attention from the right candidates is promoting your business where their eyeballs already are – and for a

great many people, that's social media. This is particularly true for two large and growing segments of the workforce: millennials (soon Gen Z who are high-school age now) and Hispanics.

According to a report from Nielsen, adults ages 18 to 34 spend more than six hours per week on social media (and lest you think Gen Xers aren't also there, people ages 35 to 49 spend almost seven hours). Hispanics tend to be heavy users of Facebook; 73 percent use it, one in four are regular users of Twitter and 34 percent

are active on Instagram. Each of these statistics puts the U.S. Hispanic segment above national averages for social media use.

This is not to say other segments of the hiring pool are not also using social media. Research indicates more than 20 percent of all U.S. online time is spent on social media.

SOCIAL HELPS YOU FIND THEM, VS. THEM FINDING YOU

Professional recruiters will tell you social media has become an essential part

of the hiring process, largely because it gives them greater control over who sees and applies for jobs.

"I've been recruiting for almost 25 years, and our recruiting efforts have shifted pretty heavily to social media," said Jennifer Truhlsen, senior recruiter for Executive Resources. Truhlsen noted that LinkedIn has become especially useful. "It's a great tool to find people. It's easier to target a specific industry, type of experience or location. It also gives you additional useful information, such as the job stability and education of the candidate."

Grapevine Staffing CEO Susan Dunphy said LinkedIn can be a helpful add-on to more traditional recruiting approaches. She and her team first deploy strategies such as tapping their network and attending tradeshows. "We then source using LinkedIn," said Dunphy. "We find the people we want to talk to. We do not post and have them find us."

YOU CAN PEEK BEHIND THE CURTAIN

Anyone can look good on paper, and many can look great in interviews, hiding personality traits that may cause a problem on the job. Snooping accounts on social media channels outside of LinkedIn can provide insights into a candidate that you might not otherwise discover.

Applicants who appear comfortable complaining about their current employer, expressing extreme views or divulging too much personal information, for instance, could prove to be poor fits with your company culture.

The construction industry is not the only sector using social media for candidate sleuthing. A recent CareerBuilder survey indicated 70 percent of employers across industries use social media to screen candidates before hiring.

PLATFORMS ALLOWS FOR HYPER TARGETING

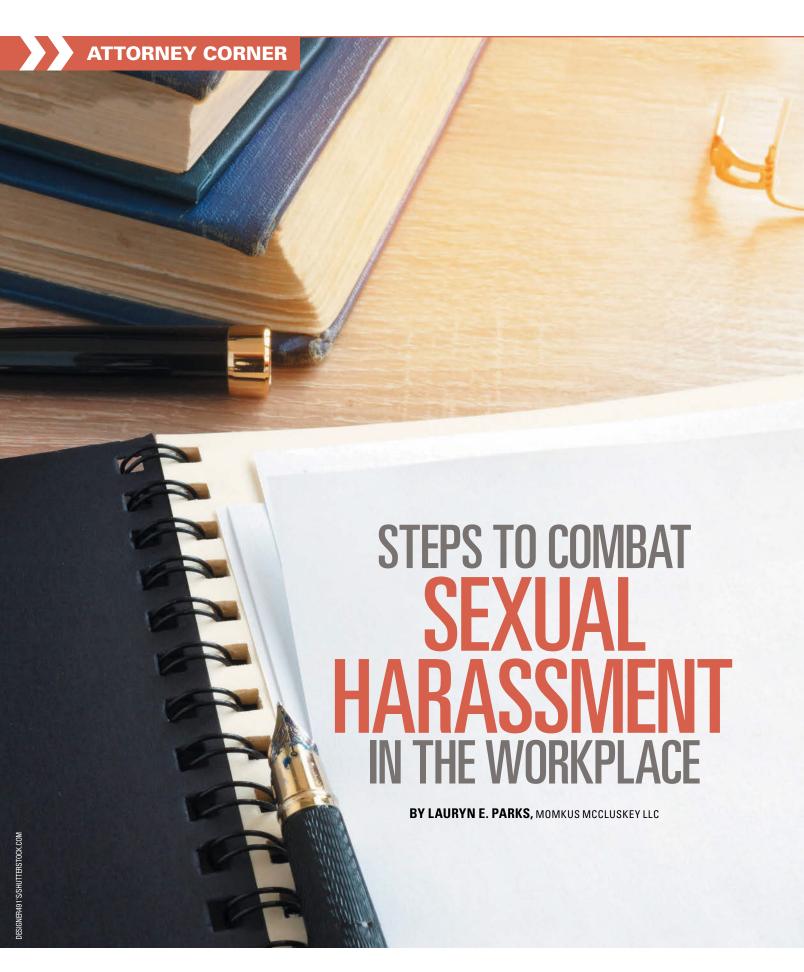
As we all learned during the Facebook/ Cambridge Analytica controversy in March, social media allows advertisers to target precisely the right people with the right message at the right time. The result is a higher return on investment when you're advertising your posts or your jobs tab on a cost-per-click basis. The last thing you want is a high response from an irrelevant audience.

Nearly every social platform that allows advertising, from Instagram to Facebook and LinkedIn, offers targeted campaigns that ensure your ads are seen only by users with the characteristics you've identified as valuable.

In 2017, Facebook launched a Jobs tab that lets you advertise jobs on your business page and even receive applications.

Seventy five percent of construction firms plan to expand headcount this year according to the Associated General Contractors of America. That's a lot of competition for top candidates. Social media may be just the thing that gives your firm an edge.









Employers are responsible for sexually harassing conduct even if it occurs outside normal work hours; for example, if an employee sexually harasses a co-worker after work through Facebook or social media.

ncreased attention on sexual harassment in the workplace has caused many employers to re-assess their sexual harassment policies and training programs.

The risks to employers of ignoring this issue are high. The Equal Employment Opportunity Commission reported that, in 2016, it received 6,758 complaints of sexual harassment, and this number is expected to rise in light of recent news.¹

Sexual harassment in the workplace is a violation of the Title VII of the Civil Rights Act of 1964. Under Federal law, Title VII only applies to employers with 15 or more employees, but many states have laws that lower this threshold.²

Although employers cannot control and supervise their employees at all times, sexual harassment awareness and training can reduce the risk of sexual harassment in the workplace and, in certain situations, can limit an employer's liability if a claim of workplace sexual harassment is brought.

In some states, sexual harassment training programs are, or will soon be, mandatory. Beginning in October, 2018, New York employers must provide employees with annual sexual harassment training.³ California already requires employers of 50 or more employees to provide supervisors with two hours of sexual harassment training every two years.⁴

Sexual harassment, broadly speaking, is unwelcome verbal or physical conduct of a sexual nature. Both employees and job applicants are protected under Federal and state harassment laws. The harasser can be a supervisor, a co-worker, a client or a customer. The harasser can be a man or a woman, and the victim and harasser can be the same sex.⁵

Employers are responsible for sexually harassing conduct even if it occurs outside normal work hours; for example, if an employee sexually harasses a co-worker after work through Facebook or social media.

An offhanded comment which is not egregious in nature typically does not rise to the level of sexual harassment. However, employers should take all complaints about sexual harassment seriously. If the off color comments continue, they could create a pattern that rises to the level a "hostile workplace." Claims of a hostile workplace, or that an employee was demoted or fired as a result of sexual harassment, are actionable.⁶

Employers are generally recommended (and in some states, required) to provide employees with sexual harassment training that identifies, and provides examples of, prohibited conduct, as well as the actions that the employees should take if they are faced with such conduct.

In addition, employers should have written sexual harassment policies which explain the types of conduct which are prohibited. These policies should also affirm that the employer is committed to preventing and addressing any complaints of sexual harassment, and that it prohibits retaliation against any employee who complains of sexual harassment.

Even if an employer has not received a sexual harassment complaint yet, it is advisable to prepare and communicate to employees its procedure to receive and investigate complaints of sexual harassment. More than one person should be identified as a person to whom employees can bring complaints of sexual harassment

in case one of the persons identified is the alleged harasser.

Employers should also make employees aware that they will investigate any complaints of sexual harassment and, to the extent possible, keep the identity of the complaining party confidential.

Finally, employers should investigate complaints of sexual harassment thoroughly, but also as quickly as possible, and they should communicate the findings of their investigation to employees. Even if the employer's investigation does not concur with the employee's side of the story, the employee will at least know that the employer took his or her complaint seriously.

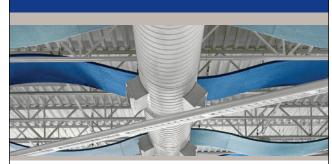
If an employee escalates a complaint of sexual harassment to the Equal Employment Opportunity Commission, or to court, an employer with documented sexual harassment training, written sexual harassment policies, and an established sexual harassment complaint procedure will be able to demonstrate to the EEOC that it takes sexual harassment in the workplace seriously, and this may serve to mitigate, or, in some cases, eliminate, its liability.

- Prezbyla, Heidi M. "'Weinstein effect' is boosting inquiries about workplace harassment," USA Today, 1 Nov., 2017. https://www.usatoday.com/story/news/politics/2017/11/14/u-s-governmentmay-see-weinstein-effect-boosting-reports-workplace-harassment/862613001/
- For example, the Illinois sexual harassment statute applies to any employer with one or more employees.
 775 ILCS 5/1-101 et seq.
- 3. Part KK of N.Y. S7507-C.
- 4. CA Govt. Code Sec. 12950.1
- https://www.eeoc.gov/laws/types/sexual_harassment.cfm
- 6. *Id*.

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