

BUILDING LONG-TERM CLIENT RELATIONSHIPS

By Cynthia Paul

The old adage, “The customer is always right,” is true. Customers form opinions based on how they perceive your relationship and the quality of the service you provide. Whether you agree with those perceptions is unimportant. To a customer, their own perception is right; it is their reality. Because a customer’s perceptions are critical to a successful long-term relationship, focus on their perceptions as if they are your reality.

Dealing with customers based on their unique point of view requires you to be flexible and customer-oriented. A customer may see a problem that you don’t; however, you still have to listen, be responsive, and develop a solution to the perceived problem. For example, a retail owner had repeatedly worked with the same general contractor. They typically built one or two projects a year together. Though the relationship was long and productive, the owner indicated that the general contractor seemed “too busy” and that responsiveness to the owner’s concerns appeared to be slipping. The owner’s senior management thought they had addressed the problem with the general contractor, but the general contractor’s



responsiveness didn’t improve. From the general contractor’s perspective, the issues the owner brought up seemed small, and the general contractor thought they had been addressed and resolved. It was simply a difference in perception.

The outcome was that the general contractor’s retail customer, after 12 years of working in a negotiated relationship, was “forced” to put future work out to bid. The senior management still appreciated the relationship they had with the general contractor; they just felt the need to ensure they were getting the best competitive numbers. Sometimes, customers bring up small issues gently. In the whole scheme of things, early concerns can be seen as insignificant. But these small concerns can grow into serious problems.

Building relationships

A prospect becomes a customer once the first opportunity to do business is secured. They may sign a verbal contract, or they may give you a verbal OK. Whatever the commitment is, you begin to look at the customer differently. For you, a goal has been accomplished. You have brought work in the door. The customer has taken a risk. They don’t

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CHAIRMAN'S MESSAGE By BILL STACK



Bill Stack
PDF Chairman
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It is indeed a pleasure to serve as chairman of the Painting and Decorating Foundation Board of Trustees for this coming year. This is my third and final year as trustee, and I appreciate the privilege of serving our Association. The PDF has been built upon the hard work of many dedicated individuals in the past, and in that tradition, I hope that I have and will continue to make positive contributions in furthering the goals of our organization.

My company, Koch Brothers Decorating, Inc., has been in business for 72 years. It was founded in 1930 by my grandfather, Harold Koch, and his

three brothers. My background in our industry goes back as far as I can remember. At age 12, I began by cleaning the shop. When I turned 15, I worked as a summer helper, and at 18, I started full time with our firm as a painter. At age 26, I took over control of the company after my grandfather had a minor stroke.

From the start, I have always been enthusiastic about being part of a company that emphasizes high quality work. Being a part of the PDF, and taking advantage of all the resources it has to offer, goes hand-in hand with wanting to be a high quality professional painting contractor. □

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JIMMY WILLIAMS UNANIMOUSLY ELECTED GENERAL PRESIDENT OF IUPAT

Washington, DC-The General Executive Board of the International Union of Painters and Allied Trades, meeting in Washington, DC, has unanimously elected James A. Williams as the union's General President.

Williams, who had served as IUPAT's General Secretary-Treasurer since 1995, replaces Michael Edward

Monroe, who resigned to further pursue the interests of all working members and their families under the umbrella of the AFL-CIO.

George Galis, IUPAT General President's representative from Pittsburgh, was unanimously elected to succeed Williams as Secretary-Treasurer of the 140,000-member union. □

ST. LOUIS CONTRACTOR'S RECEIVE NATIONAL AWARDS

Members of the Painting and Decorating Foundation showed their excellence in the industry by collecting many honors this spring.

Frank Wojehowski, president of Gypsum Specialty Contractors, won the Pinnacle Award, Association of Wall and Ceiling International's most prestigious honor. Frank accepted his award at AWCI's annual convention held in March in San Antonio, Texas. The AWCI presented a video highlighting Mr. Wojehowski's life and business career. Throughout the years Frank has given his time and energy serving the finishing industry, and is a past trustee of the PDF.

Once again, Koch Brothers Decorating Inc. showed their skills as they collected national awards from both American Painting Contractor (APC) and Painting and Decorating Contractors of America (PDCA). At their national convention in Palm Springs PDCA presented Koch Brothers Decorating with not one but three Picture it Painted Professionally Awards. Koch was presented awards in the following categories, faux finishing, historic restoration, and residential interior. A Top Job award was given to Koch Brothers by American Painting Contractor for their work at Kenrick Seminary chapel.

The Painting and Decorating Foundation wishes to congratulate both Frank Wojehowski and Bill Stack on these honors. □



Frank Wojehowski, of Gypsum Specialty Contractors acceptance speech after receiving AWCI's Pinnacle award.



John Koch of Koch Brothers Decorating receiving PIPP award from PDCA President Ned Lyerly.

MEMORY MANAGEMENT IN CONSTRUCTION: OVERCOMING CONFIDENCE

By Ralph James

Why do we forget? What does forgetting cost – in dollars, in relationships, in safety and security, and in our ability to achieve our goals? All of us forget sometimes. And sometimes our forgetting causes major problems.

But what causes us to forget? We know one cause very well – distraction. Doing work distracts us from getting work. Phone calls distract us from estimating jobs. Personal worries distract us from job priorities. We forget because we were unable to focus in the first place.

But another less obvious cause may hurt us even more – overconfidence. We must believe in ourselves to function effectively. Yet this same belief has a dark side. The most costly management error made by managers in the construction industry may be overconfidence in their ability to remember details. After all, construction folks are known for a swashbuckling toughness that drives jobs to completion against the odds. We like superintendents who radiate a hard-driving, confident, “can-do” attitude. We like project managers who control their jobs, confident in their technical know-how.

Naturally, personality differences will also contribute to confidence levels. Dominant personalities and extroverts are more likely to overestimate their ability to remember things than cautious and analytical personalities. A dominant personality may even enjoy the “risk of forgetting” because risk is fun for them. An extrovert may suffer from inflated self-esteem. But cautious personalities write things down because it is their nature to avoid the risk of forgetting. And analytical personalities make to-do lists to reinforce their feeling that they are doing things right.

Confidence, yes; overconfidence, no. Overconfident superintendents nod as customers list things they would like. One

day I stood on a job site with a customer who asked the contractor’s superintendent to do several important things for the job. The superintendent nodded in agreement at each item. After the brief meeting, I asked the owner how many items he believed the superintendent would remember. “Oh, he will remember about half of it,” he said. “I’ll have to remind him about the other half.” We immediately see that this is poor customer service, even if there was hidden disagreement with some of the items. The customer is not always right but does deserve an honest, straightforward response.

I suspect the superintendent was unaware of overconfidence as a cause of his poor customer service. And his general distaste for paperwork does not fully explain his poor memory management.

There are many ways, other than paperwork, to manage memory in construction.

Memory management can be distinguished from the more general science of time management. We can call it a subset of time management, but time management does involve planning. Memory management involves remembering what has been planned. It can also be distinguished from the development of the ability to remember, which is done by associating a new name with a known name. When I meet Bill Buffalo, I might use the mnemonic device of associating his name with the Buffalo Bills football team. The new information is stored in my memory next to known information. This helps memory but it does not fully manage memory.

In addition to association of the item to be remembered with a known item, memory management is habit management. My habit of putting my wallet and keys in the same place at night helps me remember to take them with me to work the next day. Since my car or truck will



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not start without the keys and the wallet is with the keys, my habit of putting them together ensures that my wallet will be with me the next day.

Habits support memory. If the superintendent persuades the customer to provide a typed list of requests rather than a verbal request, this habit will support the superintendent’s follow-through. If the superintendent has a clipboard for the customer’s list in the job trailer where it will be regularly seen, follow-through will improve. If the superintendent has arranged to fax a copy of checked-off items back to the customer at noon each Friday, follow-through improves even more – to say nothing of customer satisfaction.

If the project manager has arranged for percent-complete reports to be called in at 3 p.m. each Friday, this support system reinforces the project manager’s memory of things to do each Friday. If the project manager also has a daily checklist and has developed the habit of reviewing it before leaving work on Friday, this system further reduces costly forgetfulness. If the vice president of construction had set deadlines for reports and checks off whether or not each deadline is met, the deadline system supports memory of needed management action throughout the field. But if there is no monitoring of deadlines hit and missed – with no appropriate rewards or penalties – then the memory support system has failed. Overcoming human forgetfulness is a

major reason for business systems. If something tends to be forgotten, it needs monitored system support with the appropriate positive and negative consequences.

A final memory management technique is association with goals. If we know what we intend to achieve, it helps us remember the details necessary for the achievement. For example, Bill Speer, president of Speer Construction, sets a goal to have job cost reports on his desk by 10 a.m. each Monday. This reminds Bill to provide the training and resources needed to make this happen each Monday. It also reminds him to make an appointment with the bonding company on Tuesday because it wants a fresh report. It may even trigger a thank you note to the accounting manager who had to work Saturday to set up the system that allows Bill to achieve his goal.

In short, we can better overcome our distractions and overconfidence in our ability to remember if we gang up on ourselves by admitting how distracted and overconfident we really are, and then work to:

- associate new information with known information
- institute habits that help us remember (wallet with keys) and simulate our memory (customer list on clipboard)
- develop systems that define deadlines (reports each Friday)
- monitor systems and respond with positive and negative consequences. □

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PREPARE FOR INSPECTIONS, ATTORNEY ADVISES

Attorneys representing construction employers should prepare a comprehensive plan to deal with Occupational Safety and Health Administrations inspections before any inspection or accident and be ready to represent their clients effectively once the inspection begins, an attorney suggested.

OSHA compliance officers will have access to a contractor’s employees and do not have to inform the employer of the employee’s statements, Michael G. Murphy of Holland & Knight in Orlando, Fla., said during an April 18 workshop at the American Bar Association’s Construction Forum. The ABA Construction Forum took place April 17-19 in San Francisco.

An employee is entitled to have a representative present during an OSHA interview, but the employer is not entitled to an employer representative, he said.

“The government’s right to conduct private employee interviews in combination with the informer’s privilege and the hearsay exception are the most lethal weapons in the compliance officer’s quiver,” Murphy said. “Consequently, they are therefore the weapons that we must most vigorously prepare our clients to defend against.”

Murphy suggested employers should document that employees have been given safety training and that employees have been warned and disciplined for violating safety standards. □

BUILDING LONG-TERM CLIENT RELATIONSHIPS

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know what to expect. And they begin a wait-and-see mentality. They are waiting to see if you deliver on the promises made before the contract was signed. How a customer perceives the first business engagement will determine whether the relationship will end or continue to develop. The quality of the service you provide will have a dramatic impact on your ability to have a long-term, lasting relationship with them.

“Buyer’s remorse” is real. Customers, after making a significant commitment, ship. It’s simply a natural part of human nature.

The first step in exceeding your customers’ expectations is to identify specifically what their expectations are. With this information in hand, you are armed with the knowledge you’ll need to successfully deliver the right results.

Problem solving

You need to be adept at handling customer dissatisfactions. Customers are going to experience dissatisfaction somewhere along the line. How you handle those dissatisfactions will test the mettle of your organization.

Reflect on your own experience as a customer. Think about your favorite restaurant, car mechanic, or retail store. What do they do to keep you coming back time after time? Most of us think of small little “extras” they deliver. It’s a restaurant owner who knows you by name, or a car mechanic who takes a few extra minutes to give you back a car that is cleaner than when you dropped it off.

But, even though they provide those wonderful little extras, they could always do things to make the experience even better. No customer is 100% satisfied. You can “wow” them on the first contact. But by the second time they use you, what you’ve done in the past is now the “standard”. You have to strategically keep increasing what you’re delivering to customers to keep them satisfied.

Make it easy for customers to discuss problems and concerns. If your customers are not complaining to you, they may be complaining to somebody who can do something about it – like your No.1 competitor. Earnestly listen to these

complaints. Ask probing questions until you understand what your customer is trying to communicate to you. Don’t defend yourself. And never blame the customer or your company. Instead, be understanding and patient. Blaming the customer starts an argument. Blaming your company makes the entire organization look foolish and erodes customer confidence.

Ask customers how they would like to see problems resolved. Customers frequently come up with less-expensive and simpler ideas. Asking customers also helps ensure that the resolution will satisfy their expectations and make them happy.

Tell the customer what specific actions you intend to take, set a time for follow-up, and then follow-up. For example, you might say that you are going to meet with your accounting department to discuss the solution to a billing problem and then call the customer back at 10 a.m. tomorrow. If by 10 a.m. you don’t have the answer, call the customer with an update indicating when you will have an answer.

Building Value

As the customer relationship continues to develop and their expectations increase, you will need to strategically think how to constantly build value for them. To identify areas of opportunity, ask customers these three questions continually:

- How are we doing?
- What can we do better?
- What are we neglecting?

The last question is especially important because in the mind of the customer, something is always being neglected.

Unfortunately, not all customers develop into long-term relationships. A sure sign that customers are dissatisfied to the point of taking their business somewhere else is a lack of communication, including complaints.

When complaints stop, customers may be in the process of physically and emotionally putting some distance between their company and yours. Reduced communication is a strong indication you’re losing a customer. Another sign is less humor in the relationship. If you’re used to light dialogue and joking around in the past, but now the communication

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HEALTH & SAFETY

Survey Data Suggests Gaps in Respirator Programs

A new NIOSH survey shows that many workers wear respirators without the benefit of training and suggests that companies may be falling short of their obligations under OSHA’s respiratory protection standard, the Institute of Management and Administration concludes after reviewing survey data.

Employees wear respirators at roughly 10 percent of private industry establishments across the country, according to the Bureau of Labor

Statistics’ sample survey conducted for NIOSH. The agency currently is analyzing the data and is hesitant to say exactly what the data portend for future action or research, a NIOSH spokesperson told IOMA.

In about half of the establishments

using respirators, employees are using them voluntarily to protect themselves from allergies or reduce their exposure to a greater degree than federal health standards require. In the other half, employees have to wear them, which means employers have to have a written program.

Nonetheless, only 34.1 percent of private work sites say they determine respirator use through a written program, suggesting that up to 15 percent of companies using respirators may not be living up to their obligations.

Companies in the retail trade sector appear to be particularly lagging in developing written programs. Only 17

percent of companies in this industry sector say they use a written program, while 39.7 percent of them had required respirator usage for nonemergency use in the last 12 months. That means more than 20 percent of retail companies that at least occasionally require the use of respirators are using them without the benefit of a written program.

The gap is less dramatic in other industries: construction (13.6 percent); finance, insurance, and real estate (14.3 percent); and manufacturing (1.8 percent).



Establishments in the wholesale trade and transportation and utility sectors have been most aggressive in developing written programs, the results suggest, with the percentage of establishments that have a program exceeding the percentage requiring

respirators in nonemergency situations.

The survey found 59 percent of companies using respirators say they train employees how to use them and their limitations. Results suggest some voluntary respirator wearers may not require the training, information, or necessary medical fitness assessments.

When neither the employer nor OSHA requires employees to wear a respirator, but workers want to anyway, employers must follow one of two sets of requirements.

When workers are using only a filtering facepiece respirator (dustmask), the employer needs to:

- determine that using it will not in itself create a hazard, and

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MONEY MANAGEMENT

Setting Product Goals and Monitoring Production

By Norb Slowikowski

SETTING PRODUCTION GOALS

A relatively small job of short duration does not require a complicated production schedule. On a one- or two-man job, it should be relatively easy for the foreman to communicate what he expects from his mechanics, and then follow up to see that the work is done on time in a quality way.

On large jobs, the main consideration is that the foreman gives his crew proper information and sets a realistic production goal with them. The foreman must communicate the importance of production goals in achieving the overall schedule for the job. He must let his crew know that by achieving the goals, they become key players in the construction process.

The goals help create personal ownership for each crew member's contribution to the success of the job.

Once the goals are set, the foreman must follow up and check on how the crew is progressing. If the crew member is on target, provide positive reinforcement. If he is not making progress toward the goal, then he must intervene and find out why. Then it is the foreman's job to provide coaching to eliminate any barriers preventing the crew member from reaching the goal. The foreman should be most honest with his people. He should let them know where they stand. If they cannot reach their goal after repeated

coaching, then he must let the crew member know that he cannot keep him on the job if improvement does not occur.

MONITORING PRODUCTION-JOB COST MANAGEMENT

Your district uses some form of production reporting by activity (for example, framing, hanging, finishing by areas in the building). Typically, these reports identify the amount of work that has to be done by activity, the estimated man-days for that activity, the estimated production and a place to record actual production.

It is the foreman's responsibility to monitor the production by cost codes on a daily basis and record actual production. If the fore-

man determines he is having difficulty meeting the specified productions, he should contact his superintendent and ask for help identifying the problem and establishing a game plan to get back on track.

PAYING ATTENTION TO ONGOING ACTIVITIES

As the job progresses, there are key activities that the foreman must pay attention to in order to achieve optimum productivity on the job site. Since the basic resources of manpower, material, equipment and time must be provided to the foreman as the job progresses, it is

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important for the foreman to carry out the following responsibilities:

Scheduling and crew size. It's important for the foreman to determine his average crew size. He should review his production report to get the total man-day count for each trade, and then look at the general contractor's schedule that shows the total of five working days to perform the task. The size of your crew is determined as follows:

20 man-days/5 working days = 4 man crew for the 5 days

Knowing this, the foreman should then do the following:

- Review the schedule with other sub-contractors' foremen. Find out if they will complete their work in time for your crew to come in and get their work done.
- Meet with the general contractor's superintendent prior to mobilization in a particular area to address any obstacles that could interfere with your schedule, and figure out what adjustments could be made to accommodate the needs of both parties.
- Review daily production results to determine if your crew is meeting their production goals. If they're not meeting their goals, do some investigating to find out why, and establish a game plan to eliminate the obstacles. If you're not sure of what to do, ask your superintendent for help. Remember, it's the foreman's job to adjust his crewsize up or down to make sure the work gets done on schedule.

MATERIALS MANAGEMENT-ORDERING

After discussing material needs at the Pre-Job planning meeting, the foreman should meet with his project manager and superintendent to determine long lead time items as well as special sizes that may be needed for metal, wallboard or other materials. Review submittals after they're returned, and make any adjustments to the material list.

SOME OTHER THINGS TO DO ARE AS FOLLOWS:

- Discuss with the crew any requirements they might have.

- Plan and order materials a week in advance.
- Coordinate deliveries to reduce the number of trips to your job site.
- Order material in the following sequence:
 - Communicate the job name and the number, the type and amount of materials needed, and delivery dates.
 - Identify and communicate where you want the material dropped off on the job site, and specify any special equipment you may need to unload the material, such as dry-wall carts or a boom truck.

RECEIVING MATERIALS

- Plan and clear out an area where the materials will be loaded and stored.
- Upon delivery, make sure you have received the right amount, and condition of materials. Upon verification of proper quantities, type, sizes and condition, physically count the pieces to ensure that you got what you ordered. Then sign and date the receiving ticket.

If there is a discrepancy, indicate such on the receiving ticket and notify the project manager about the discrepancy.

TOOLS, EQUIPMENT AND SCAFFOLDING

- The foreman should plan his equipment and tool needs weekly, and communicate those needs to the warehouse one week in advance.
- He should monitor and check how people are using the equipment on a daily basis. He should make sure his crew knows how to operate the equipment safely and how to maintain it after using it.
- Tag all defective equipment, and specify on the tag where the defect is.
- Return all equipment and tools that are not currently needed on your project. Be sure you understand the procedure and paperwork required for ordering, transferring and returning tools and equipment.
- Maintain an inventory of tools and equipment on a weekly basis. □

Norb Slowikowski is a professional trainer and a management consultant who has been in his own business for 20 years.

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Ronny Lichtenstein Decorators 314-894-0407
Runge Painting Co.314-845-1554

Slattery Painting Co.314-427-7703
South County Taping Co.314-892-6273
Superior Waterproofing/Rest. .314-531-6100
T.A Felts Ptg. & D/W314-846-4046
Triad Painting Inc314-544-7900
Vee-Jay Cement Contracting.....314-351-3366
Werner Winker Drywall314-894-1275
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Ideal Interiors, Inc.636-949-5919
Noah's Custom Painting636-928-8629
Patriot Painting Co.636-397-4444

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JA-BO Development636-583-1043

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VILLA RIDGE
Harms-Troesser Construction...314-645-2091

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Shamrock Drywall, Inc.636-456-2537
Warren Painting.....636-456-6300

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Camelot Coatings636-398-4286
Countryside Ptg. & Dec.636-828-4539
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G & G Drywall Co., Inc.636-327-6416
Hakenewerth Drywall Co.636-327-8711
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Knaust Drywall, Inc.636-332-5192
Lobo Painting, Inc.636-332-8476
Orf's Drywall Systems.....636-332-6472
Protective Coating636-327-3306
Wilmes Drywall Co., Inc.636-327-6685

Painting & Decorating Contractors of America (PDCA) St. Louis Chapter #2 Associate Members

Benjamin-Moore Paints
651 East Vandalia
Edwardsville, IL 62026
314-231-4060

Hirshfields
2628 Hampton Road
St. Charles, MO 63033
800-962-2364

Missouri Valley Partners
135 North Meramec
St. Louis, MO 63105
314-889-1044

The Coatings Resource
1222 S. 8th St.
St. Louis, MO 63104
314-241-5333

Brambles Equipment Services
2500 Drilling Services Rd.
Maryland Heights, MO 63043
314-298-3434

Huntleigh Fund Distributors
8000 Maryland Ave.
St. Louis, MO 63105
314-727-5454

National Wallcoverings
2001 South Hanley Road
St. Louis, MO 63144
314-644-2008

Thybonny Wallcoverings
621 Arbor Haven
Ballwin, MO 63021
314-994-0053

D. B. Rasmussen & Associates
1642 Old Baxter Rd.
Chesterfield, MO 63017
636-537-4004

Hydraflow Equipment Co.
8125 Brentwood Industrial Dr.
St. Louis, MO 63144
314-644-6677

Porter Paints Co.
6717 Clayton Rd.
St. Louis, MO 63117
314-727-4777

Tneme Company, Inc.
7219 Murdoch Ave.
St. Louis, MO 63119
314-646-7222

D. L. Couch Wallcovering Source
P.O. Box 570
New Castle, IN 47362
800-433-0790

ICI/Dulux Paints
5943 Sue Mandy Dr.
St. Peters, MO 63376
636-397-5183

Reineke Decorating Center
12017 Manchester
St. Louis, MO 63131
314-821-1616

Weber Chevrolet
12015 Olive Blvd.
St. Louis, MO 63141
314-567-3300

Farrell-Calhoun Paint Co.
5430 Lemay Ferry Rd.
St. Louis, MO 63129
314-845-8600

Lewis, Rice & Fingersh
500 N. Broadway
St. Louis, MO 63102
314-444-7600

Rental Services Corp.
4609 Cross Roads Industrial Dr.
Bridgeton, MO 63044
314-291-0900

Williams Zinsser & Co.
1973 Royal Heir Dr.
O'Fallon, MO 63366
636-980-3424

Finan Publishing Co.
107 W. Pacific Ave.
St. Louis, MO 63119
314-961-6644

MAB Paints
13733 Rider Trail North
Earth City, MO 63045
314-298-7433

RNC Enterprises, Inc.
2513 Town and Country Lane
St. Louis, MO 63131
314-983-0235

Flanagan Paint & Wallpaper
9405 Gravois
St. Louis, MO 63123
314-638-3850

Midwest Aerials & Equipment Co.
2231 Papin
St. Louis, MO 63103
314-588-1300

Sherwin-Williams
2145 Schuetz Rd.
St. Louis, MO 63146
314-997-3706

Wall & Ceiling Contractors Association of Metro St. Louis (WCCA) Associate Members

Ames Tape & Tools
12207 Dorsett Road
Maryland Heights, MO 63043
314-770-0985

Missouri Drywall Supply
314 McDonnell Blvd.
Hazelwood, MO 63042
314-731-2282

P & A Drywall Supply
2600 Endicott
St. Louis, MO 63114
314-426-3785

U. S. Gypsum Company
900 S. Highway Dr.
Fenton, MO 63026
636-349-0980

Ceiling Supply
120 Boulder Industrial
Bridgeton, MO 63044
314-739-6800

Negwer Materials, Inc.
49 Airport Rd.
St. Louis, MO 63135
314-522-0579

St. Louis Plaster Bureau
4656 Baumgartner Rd.
St. Louis, MO 63129
314-894-0200

BUILDING LONG-TERM CLIENT RELATIONSHIPS

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tends to be more serious, that's a good indication that the relationship is in trouble.

Building lasting relationships with customers is critical to building your business. Long-term customers demonstrate, with their checkbooks, that they value your services. But customer relationships are always

fragile. To develop and maintain profitable long-term client relationships, be attentive to your customers, continually provide value to them, and tactfully handle problems that arise. □

Cynthia Paul is an FMI director who serves as the firm's National Practice Leader for Marketing and Sales and as Market Sector Leader. She may be reached at 303.398.7206 or cpaul@fminet.com.

SURVEY DATA SUGGESTS GAPS IN RESPIRATOR PROGRAMS

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- provide the employee with a copy of Appendix D to 29 CFR 1910.134, "(Mandatory) Information for Employees Using Respirators When Not Required Under the Standard. For all other voluntary respirator users, employers need to:
- determine that using it will not in itself create a hazard:
- provide the employee with a copy of Appendix D;
- implement those elements of a written respiratory protection program necessary to ensure that the employee is medically able to use that respirator; and

- implement those elements of a written respiratory protection program necessary to ensure that the respirator is cleaned, stored, and maintained so its use does not present a health hazard.

Companies should determine which training needs apply to a specific department or function and which training needs apply companywide, according to Charlotte Garner and Patricia Horn, authors of *How Smart Managers Improve Their Safety and Health Systems: Benchmarking With OSHA VPP Criteria*. □

This article is adapted from IOMA's Safety Director's Report, published by the Institute of Management and Administration, a BNA company.

PDF

CALENDAR

AUGUST

- 15-17 **PDCA Mid-Year Board Meeting**
Bal Harbor, Florida
- 29 **PDF Board Meeting**
11:30 am PDF Office

SEPTEMBER

- 2 **Labor Day**
PDF Office Closed
- 12 **PDCA/WCCA Meeting**
11:30 am PDF Office
- 18-21 **AWCI Executives Conference**
Vail, Colorado
- 26 **PDF Board Meeting**
11:30 am PDF Office

OCTOBER

- 3-5 **Finishing Contractors Annual Meeting**
Las Vegas, Nevada
- 10 **WCCA/PDCA Meeting**
Location TBA
- 17-18 **Seminar Productivity on the Job Site**
8:00 am to 4:00 pm
PDF Office
- 30 **CSI Product Show**
Frontenac Hilton
11:30 to 7:00 pm
- 31 **PDF Board Meeting**
11:30 am PDF Office

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