

# OUR PEOPLE DRIVE INNOVATION

## S&D LAYS THE GROUND WORK TO TRAIN FUTURE WITH NEW IN-HOUSE TRAINING



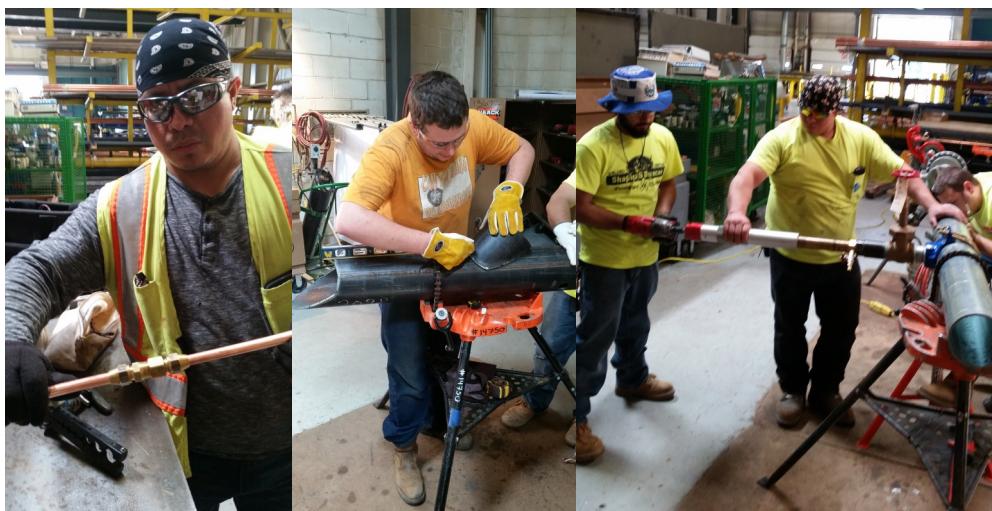
*A good idea starts at the drawing board.*

In 2017 Shapiro & Duncan's field got together to discuss their toughest challenges; trying to find qualified craftspeople and attract people to this industry. After spending years and thousands of dollars outsourcing their training and experimenting with a variety of organizations, the team decided to expand in-house. Their passion and ideas were sparked as our complexity of work and the need for talent increased.

An interview was conducted with all of the foremen in the field and focused on what specialized training was needed. Subsequently, a team of field personnel developed a curriculum that would bring more focus on what projects and work Shapiro & Duncan specializes in.

Shapiro & Duncan made the decision to remove one of their top Foreman from the field to solely focus on the program that involves various levels starting with basic plumbing and HVAC skills to advanced learning. His job now is to teach a variety of classes Monday-Friday from 5:30AM-1:45PM.

Each class is 1 week of training and includes Level 1 for New Hires and Apprentices, Level 2 Mid-Level Mechanics, Level 3 Top Leadmen, Level 4-5 Foremen. The program kicked off in early of February 2018. Most classes are tailored to meet specific job site criteria. For example, ProPress material and, hub and spigot cast iron. Our Instructor Foreman also brings in vendors and professionals for specific training Steam Experts HPS Specialties, Med- Gas Cooper Development Institute, Vega from ProPress.



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Employees are hand selected by supervisors who feel that they can benefit most from the program, however, if an employee shows an interest in the course we never turn them away. Once selected these courses are absolutely mandatory and performance is expected.

The overall goal is to have an employee cycle through the program from level 1 through 5. The feedback from employees so far has been overwhelming. They are excited about the program, feel comfortable in the learning environment, and gain confidence in their craft. Supervisors have noticed a better understanding of terms, tools, and have gotten more production out of the crews that went through the training.

The future for the S&D Weekly Bootcamp training will include office and VDC personnel. The program is also designed for anyone struggling in their craft to have a 2<sup>nd</sup> chance to learn more, so we can capitalize on strengthening their weaknesses.

All training is hands-on and conducted in our Fabrication Shop in Landover, MD. Courses are conducted in office space, in our 50,000 sq ft. facility or our outdoor mobile facility.

