

BEST  **of**
SUCCESS

INSIGHTS FROM TOP COMMERCIAL LEADERS

MODERATOR

Art Aisner, *Editor-in-Chief*, Roofing Contractor

Tupac De la Cruz, *Director*, Roofing Solutions

Doug Duncan, *President*, Nations Roof of IL

Brad Sutter, *Executive VP*, Sutter Roofing

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Types of Subcontractors

Formal

- Have all insurances GL, W/C
- Can be paid when the Prime Contractor gets paid
- Have working capital
- Typically supply materials
- Have administrative office staff

Less Formal

- Lack insurance
- They are unincorporated
- Typically labor only
- They need weekly payments

Contracts

Develop a contract between the parties to at least cover the basics:

- Clear scope of work
- Emergency contact information
- Payment terms
- Project and contact information
- Dispute Resolution: Mediation, arbitration or litigation

Red Flags

- Subs requesting upfront payments
- Showing up to work with no tools
- Showing up to work with no PPE
- Material theft
- Crews not getting paid
- The contact person is not part of the subcontractor's crew

Risk Management

- Schedule delays
- Communication breakdown
- Financial instability
- Contractual disputes
- Liability issues
- Scope gaps
- Safety compliance
- Lack of coordination
- Insurance issues
- Labor shortages



Must Dos....



- Quality Control
- Safety Monitoring
- Pay them as they complete work (not the other way around)
- Protect your materials
- Ensure that the crew is acting responsibly
- Demo what they can complete on the same day

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A Failure to Plan . . . Is A Plan for Failure

- Accountability Chart
- A great process with the wrong people is a recipe for failure.
- The FIVE most costly words on a job site . . .



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“Just put it over there”



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- Accountability Chart
- A great process with the wrong people is a recipe for failure.
- The FIVE most costly words on a job site . . .
 - ***“Just put it over there”***
- No job is too small
- The **good**, the **bad** and the **ugly**

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Strategic Vision: Having the Discipline to say NO

- Who/what do you aspire to be?
- Smaller companies have to do it all, sometimes to survive.
- Being more disciplined will allow you to focus on what you are really good at and shed the risk and complications of what you aren't good at.
- Build systems and processes to support the direction.

Process Development

- Building good processes and internal practices to create a culture of accountability.
- Agreement on the methods and means and sticking to it.
- Consistency and standardization of process on every project.
- Culture of accountability and responsibility to each other for following procedures at each step.
- Baseline buy-in – this is the ante to play in the game (and everyone knows it!).

Talent Development

- Creating opportunity by hiring from within.
- Have the conversation with employees about their goals and their desires.
- Find those that aspire to be and do more – it may surprise you, it may also frustrate you.
- Key concern - allowing weak management to hire weak support around them.
- Promoting from within and training to support will drive culture.



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