

SURVEYS HELP DIRECT ICRI'S STRATEGIC PLANNING

BY KELLY M. PAGE AND FRED GOODWIN

As most of you know, ICRI began the process to develop a new Strategic Vision and Plan at the beginning of 2014. The plan itself was detailed in the January/February issue of the *Concrete Repair Bulletin*. With the Plan approved by the Board in the fall of 2014, the next step was to form a Strategic Implementation Committee that would take the plan and turn it into actionable goals for ICRI.

Many on the Strategic Vision and Plan Task Group and the Strategic Implementation Committee have been getting questions from members concerned about change coming to the organization. While no plans have been finalized yet, the Strategic Implementation Committee wanted to share the data that has driven many of their discussions.

Right from the beginning, the discussion centered around putting a plan together that not only fit our member's needs, but also improved the concrete repair industry. To have the best information for these discussions, ICRI staff designed a series of surveys.

The first, which went out prior to the first Strategic Plan meeting in 2014, went to both members and nonmembers. Between members and nonmembers, ICRI received around 700 responses to this survey. (The full responses, including comments to this survey, can be found on our website, www.icri.org. Click on the About ICRI tab, then choose Strategic Vision and Plan and look for Survey No. 1). The survey contained the following questions:

1. How likely are you to recommend ICRI membership to a colleague?

The red and orange portions of the graphs indicate potential problems (refer to Fig. 1(a) and (b)). Overall, there is >80% likelihood of recommendations of ICRI membership to colleagues. There appears to be no significant difference between the 201 members and 498 nonmember responses to this question.

2. How effective is ICRI at providing a strong unified voice for the concrete repair industry?

Again, the red and orange portions of the graphs indicate potential problems (refer to Fig. 2(a) and (b)). According to the responses, >77% of the survey respondents felt ICRI was effective.

3. How effective is ICRI at positively influencing industry policy and perceptions about the quality of concrete repair?

The 201 ICRI member and 498 nonmember responses indicate that they feel the organization is positively influencing industry policy and perceptions (refer to Fig. 3(a) and (b)).

4. If ICRI were to offer the following programs, products, or services, how valuable would they be to your organization?

The directions were to select either "Not Valuable," "Little Value," "Neutral," "Some Value," or "Highly Valuable" for:

1. Certification Programs
2. Web-Based Training
3. Guideline Documents
4. Guide Specifications
5. Product or Process Certification

According to the responses (refer to Fig. 4(a) and (b)), basically all who responded indicated that they want all of these

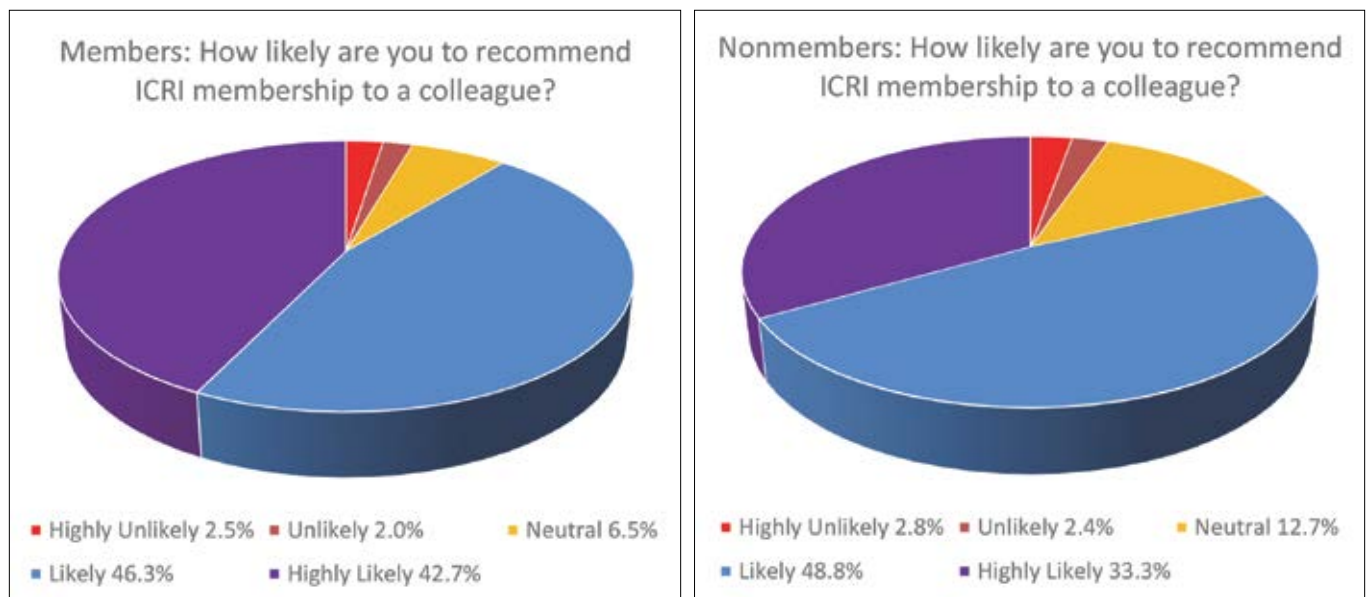


Fig. 1

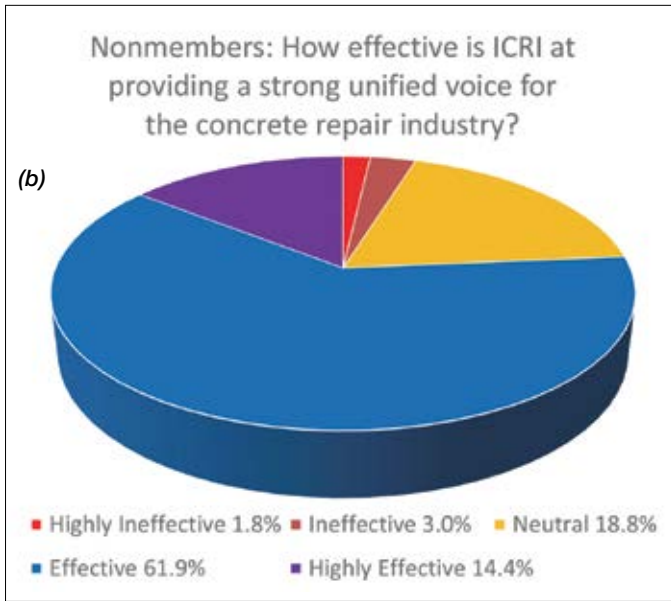
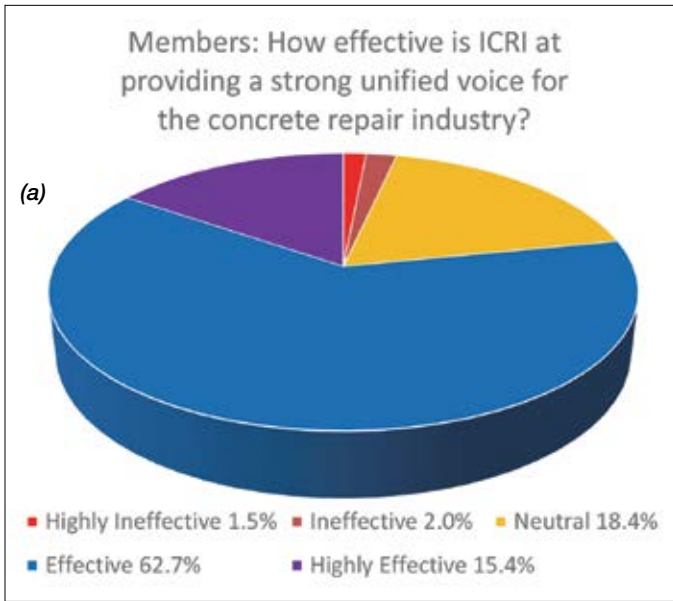


Fig. 2

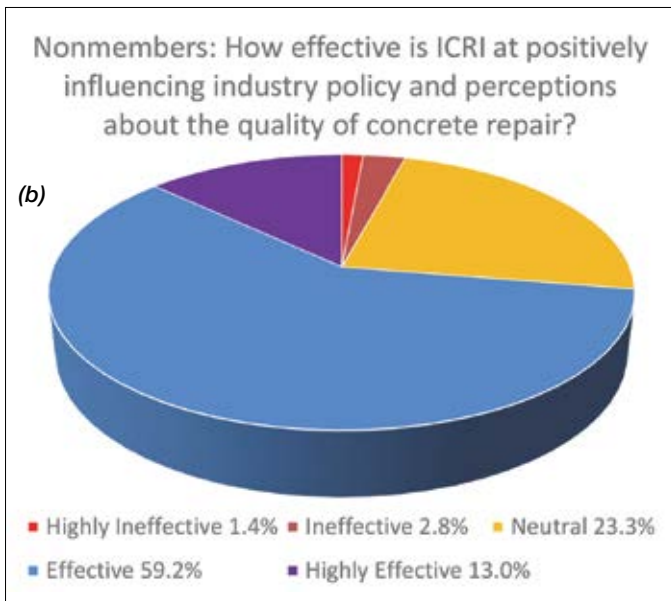
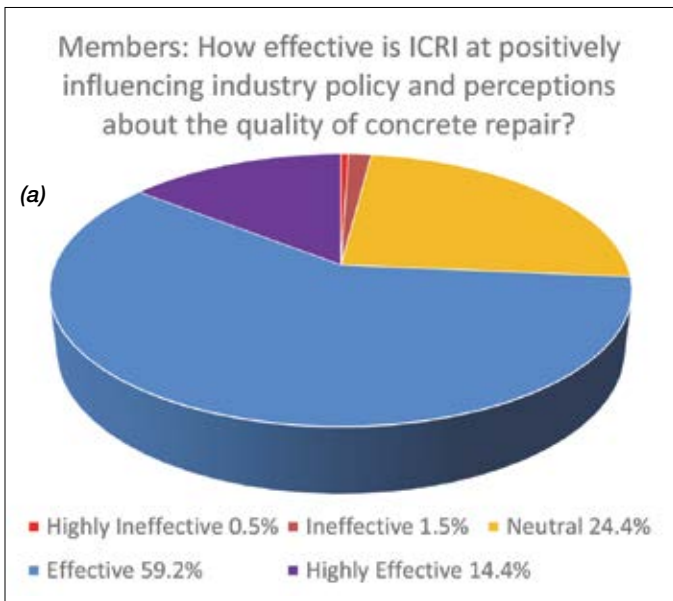


Fig. 3

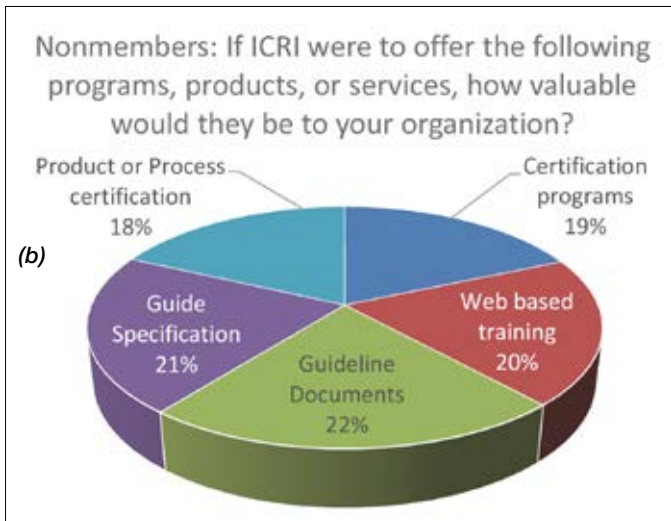
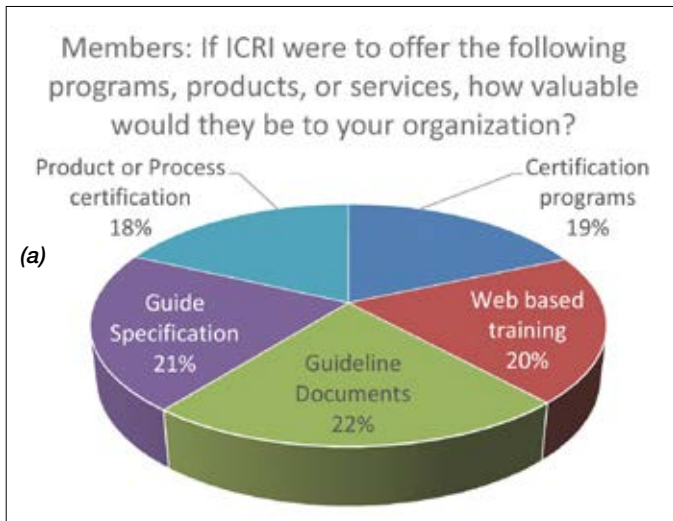


Fig. 4

programs, based on the sum of the responses to providing some or high value. There seems to be no difference between member and nonmember responses.

5. Please rank the following items based on their need for improvement regarding the quality of concrete repairs and qualifications in the future:

- a. Specifications
- b. Training Field Personnel
- c. Streamline Guideline Production Process
- d. Quality of Material
- e. Consistency of Reporting of Material Properties
- f. New Concrete Repair Technologies
- g. Other

Red, brown, and orange indicate areas needing improvement, while green, blue, and purple indicate level of satisfaction (refer to Fig. 5). According to the 201 ICRI member responses, field training of personnel, new repair technologies, and specifications seem to be the “hot areas” for needed improvement, with streamlining guideline production and consistent reporting of material properties ranked next in needed improvements. Of the 490 responses from nonmembers, the rankings are very similar.

6. What else do you think would be helpful for the ICRI Board to consider as it develops strategies to advance ICRI?

There were many thoughtful responses to this question. The full list of the responses can be viewed by clicking on the Survey No. 1, Question 6 link at www.icri.org/about/icri-strategicvisionandplan.asp.

Once the Strategic Plan was developed using many of the ideas gathered in the survey, the Strategic Implementation Committee knew how important certification and training were to the plan, but wanted to collect more data on specific topics and programs our members were looking for in these areas.

Survey No. 2 went out to both members and nonmembers in January 2015, with approximately 200 responses from members and 115 from nonmembers. The responses were very similar from both groups and the data is combined as follows. This survey contained the following questions:

1. ICRI is planning to develop additional educational and certification programs over the next few years. Would you be interested in (mark all that apply):
 - a. Attending yourself
 - b. Sending employees to attend
 - c. Not interested

Both members and nonmembers agreed that there was a great deal of interest in participating in additional certification and educational programs (refer to Fig. 6).

2. How often do you attend education programs each year?

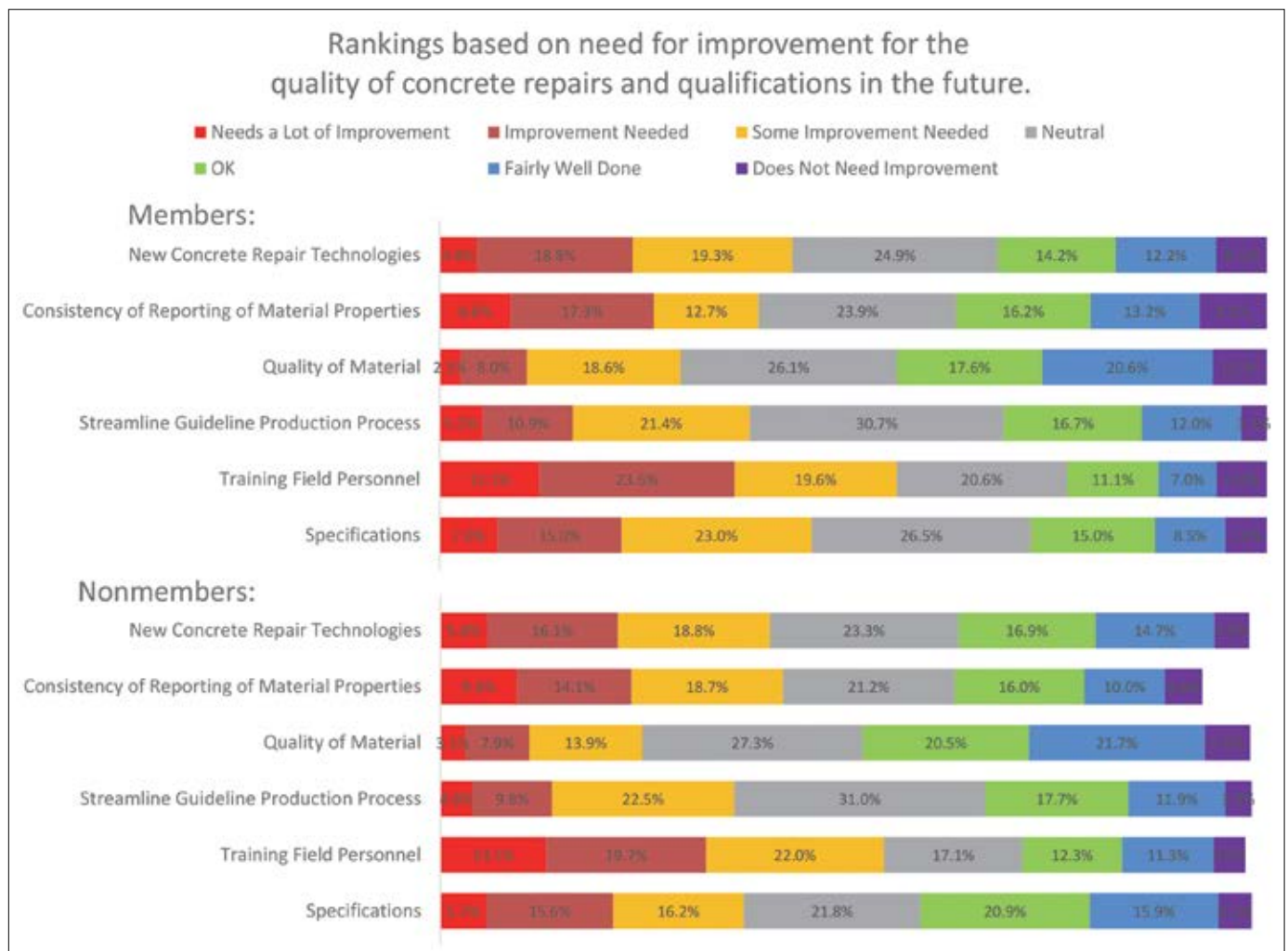


Fig. 5



Fig. 6

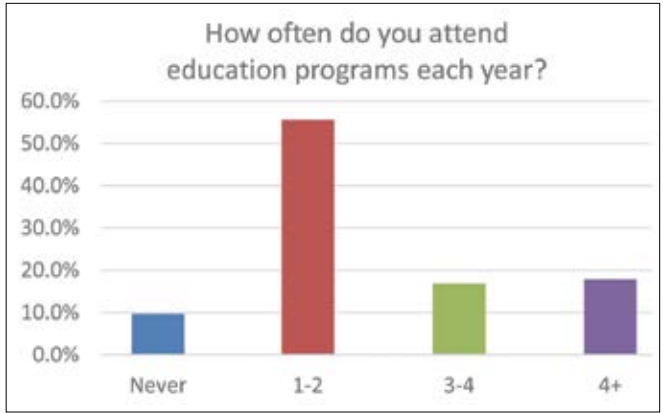


Fig. 7

- a. Never
 - b. 1-2
 - c. 3-4
 - d. 4+
- (Refer to Fig. 7.)
3. What are the biggest considerations when choosing a certification or education program? (rank in order of importance)

- a. Cost
- b. Location
- c. Ability to attend online only
- d. Specific instructors
- e. Accreditation of class
- f. New technology or subject matter

The three most important considerations for ICRI members attending an educational or certification program were (in order of importance): new technology or subject matter, location, and cost accounting the majority of first choices and second choices (refer to Fig. 8). For nonmembers, new technology or subject

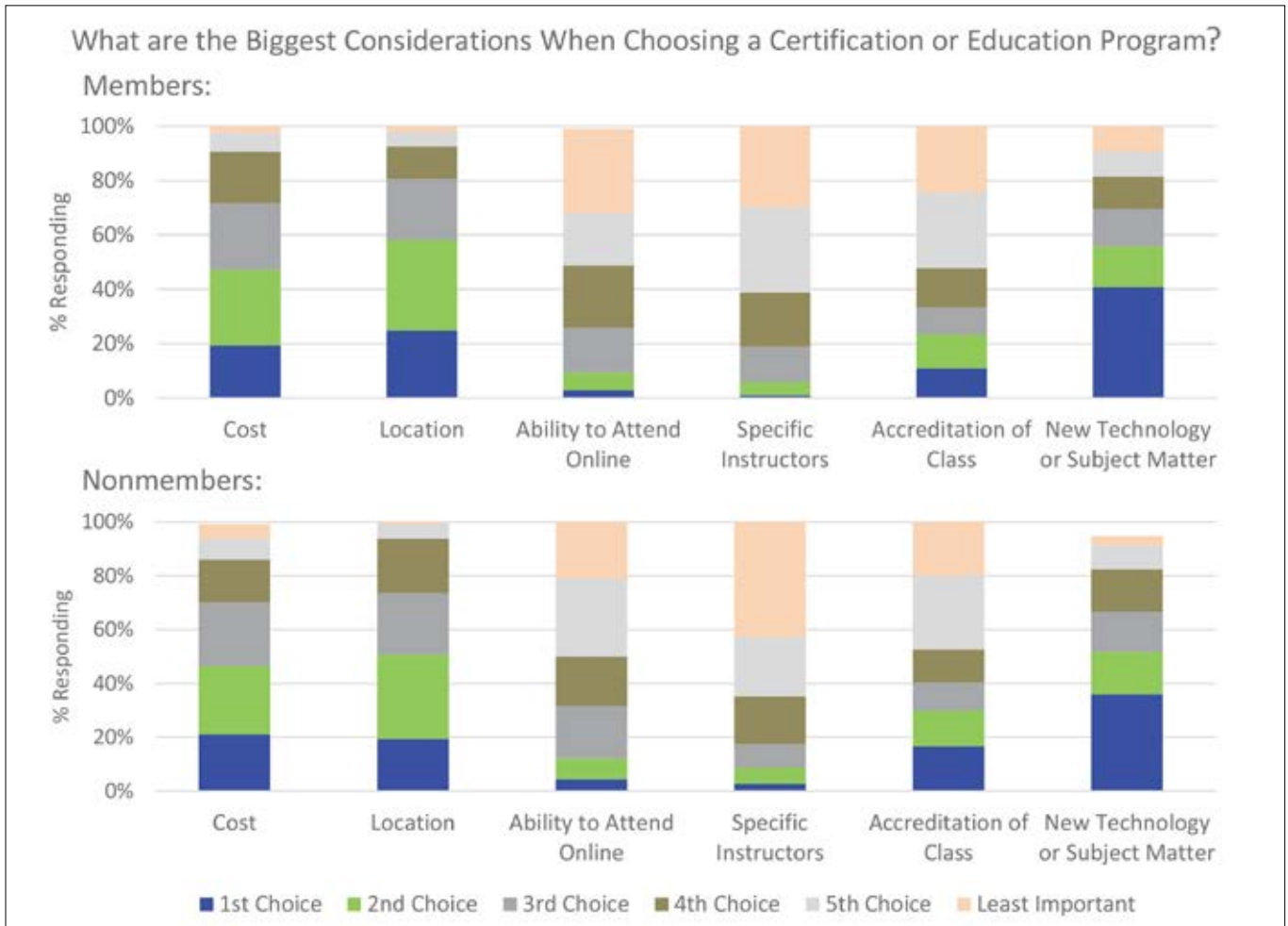


Fig. 8

matter was again the most important consideration, followed by cost, location, and accreditation of class.

4. If ICRI classes were accredited through IACET (International Association for Continuing Education), would it make you:

- a. More likely to attend
- b. Makes no difference
- c. Have never heard of IACET

IACET defines a proven model for developing effective and valuable continuing education and training programs through a standardized and rigorous program for earning Continuing Education Units (CEUs). NACE and SSPC are IACET Accredited Providers; ACI and ICRI are not. According to the survey, there is little interest or knowledge about this program (refer to Fig. 9(a) and (b)).

5. What topics are you most interested in concerning certification programs?

Many suggestions for programs can be viewed by clicking on the Survey No. 2, Question 5 link at www.icri.org/about/icri-strategicvisionandplan.asp. ICRI has a program for Floor Moisture Testing and is preparing to launch a Concrete Repair Technician program. Several other programs are under consideration for development. Stay tuned for further news about coming attractions!

6. What topics are you most interested in concerning education programs?

Again, there were many thoughtful responses here, which can be viewed by clicking on the Survey No. 2, Question 6 link at www.icri.org/about/icri-strategicvisionandplan.asp.

This data is helping the committee move forward in planning the details of the new certification and education programs that ICRI would like to deliver, as outlined in the Strategic Plan. (Full results of this survey can be viewed by clicking on the Survey No. 2 links at www.icri.org/about/icri-strategicvisionandplan.asp.)

Finally, at the ICRI 2015 Spring Convention and during many industry events that both ICRI staff and volunteers have attended, the subject of lack of workforce or workforce devel-

opment kept coming up. As professional development is one of the four Strategic Drivers in the new Strategic Plan, staff decided to gather more data on what members are really looking for from ICRI in the area. So, another survey went out—to members only—in June 2015 and ICRI received a good return on the survey, receiving just over 200 responses. The results were reviewed both as a whole and through the lens of each discipline—that is, Contractor, Engineer/Design Professional, and Material Supplier. Again, the group received some great information from the survey, which contained the following questions:

1. Are you a contractor, engineer/design consultant, or a material supplier?

(Refer to Fig. 10.)

2. In your company, which area has the largest workforce shortage:

- a. Professional (four-year college degree)
- b. Skilled labor (two-year college or vocational degree)
- c. Unskilled labor

(Refer to Fig. 11.)

3. How can ICRI help with workforce development issues within the industry?

Many text responses can be viewed by clicking on the Survey No. 3, Question 3 link at www.icri.org/about/icri-strategicvisionandplan.asp and are also broken down by category of contractor, design professional, and material supplier.

4. What educational topics would you like ICRI to offer (i.e. repair, safety, management, labor relations, etc.)? Please be as specific as possible.

Again, many text responses can be viewed by clicking on the Survey No. 3, Question 4 link at www.icri.org/about/icri-strategicvisionandplan.asp and are also broken down by category of contractor, design professional, and material supplier.

5. For classes aimed at field-level workers, how important is it to offer classes in Spanish?

(Refer to Fig. 12.)

6. Have you or any of your employees taken classes at World of Concrete or elsewhere in the past 5 years?

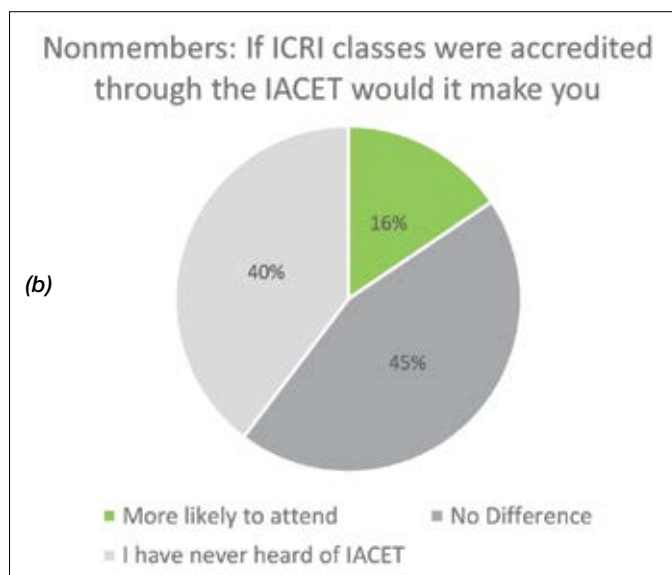
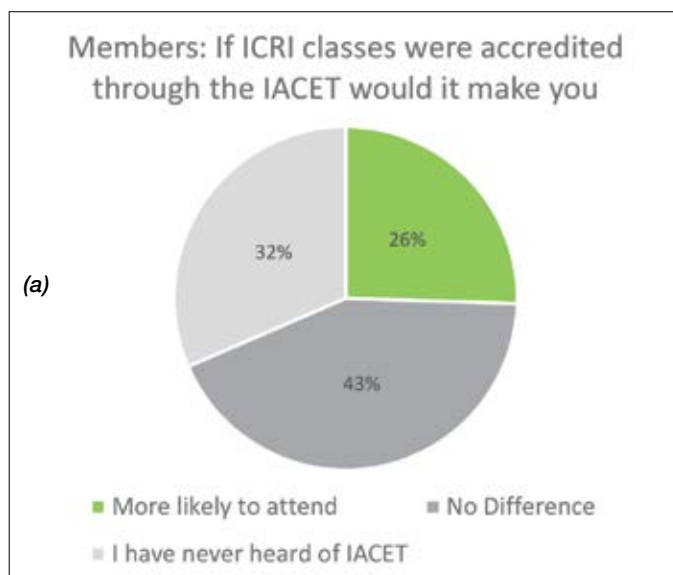


Fig. 9

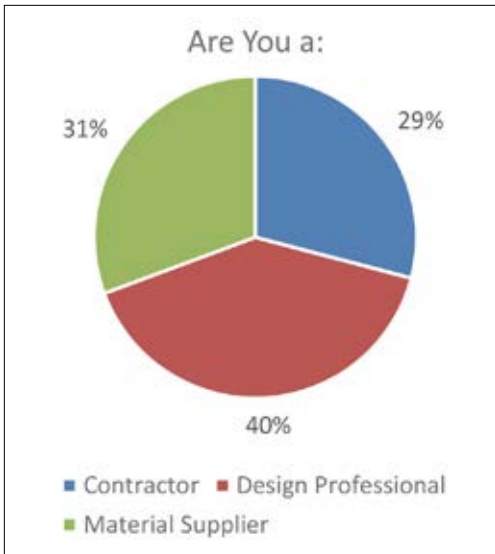


Fig. 10

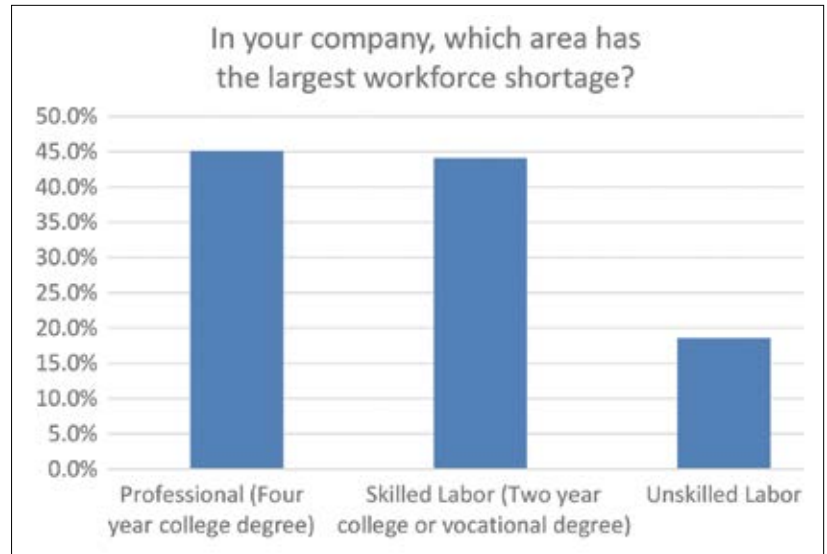


Fig. 11

On the open-ended question about how ICRI could help with workforce development, by far the largest response was that we could offer more education and training. There were also many topics suggested under Survey No. 3, Question 4 that many groups within ICRI will use when developing future products and programs. The full results of this survey can be viewed by clicking on the Survey No. 3 links at www.icri.org/about/icri-strategicvisionandplan.asp.

As the implementation progresses, there will be more information coming on new products and programs that will benefit both our members and the concrete repair industry. The Strategic Implementation Committee is very excited about developing these new directions and initiatives, and are trying to use as much information as possible gathered from the membership to inform their decisions. If anyone has questions or comments, please do not hesitate to contact Kelly Page, Executive Director of ICRI, who will pass all comments on to the committee. The committee wants to be as transparent as possible, and will be keeping the membership informed of the progress over the next few months.



Kelly M. Page, CAE, is the Executive Director of ICRI, beginning in 2001. She joined the organization as a member in 1991, is a Fellow of ICRI, served on the Board and was Secretary of ICRI, and is a Past President of the ICRI Chicago Chapter. A Fellow of ACI as well, she serves on several ACI Technical Committees, and is a Past-Chair of ACI Committee

E801, Student Activities, and also served as a President of the Illinois Chapter – ACI. Page was the first Chair of the Vision 2020 Council on Concrete Repair, and is Chair of the Concrete and Masonry Related Associations (CAMRA). She received her bachelor's degree in civil engineering from Marquette University, Milwaukee, WI.



Fred Goodwin is a Chemist with over 30 years of experience in the construction chemicals industry, including cement manufacture; research; development; and technical support of grouts, adhesives, coatings, shotcrete, stucco, flooring, and concrete repair materials. He has been with BASF Construction Chemicals, currently as a Fellow Scientist in Product

Development, and its predecessors for 25 years. Goodwin is an active member of ICRI, ACI, ASTM International, NACE, SDC, and SSPC. He is a Fellow of ACI and ICRI; an Honorary Member of ASTM Committees C1 and C9; current Chair of the ICRI Technical Activities Committee (TAC); ACI Committee 515, Protective Systems for Concrete; ASTM C09.41, Cement Based Grouts; and SSPC 8.3, Commercial Floor Coatings; and a member of the ACI Technical Activities Committee. Goodwin is a guest lecturer for the Grouting Fundamentals short course at the Colorado School of Mines and was awarded the 2006, 2010, and 2012 Editors Award from JCPL as well as the ACI 2011 Delmar L. Bloem Distinguished Service Award. He is a NACE Corrosion Technologist; the inventor for four U.S. patents; was recently named as one of the top 25 Innovative Thinkers by Technology Publishing; and is a frequent speaker at ICRI, ACI, and SSPC national convention sessions.

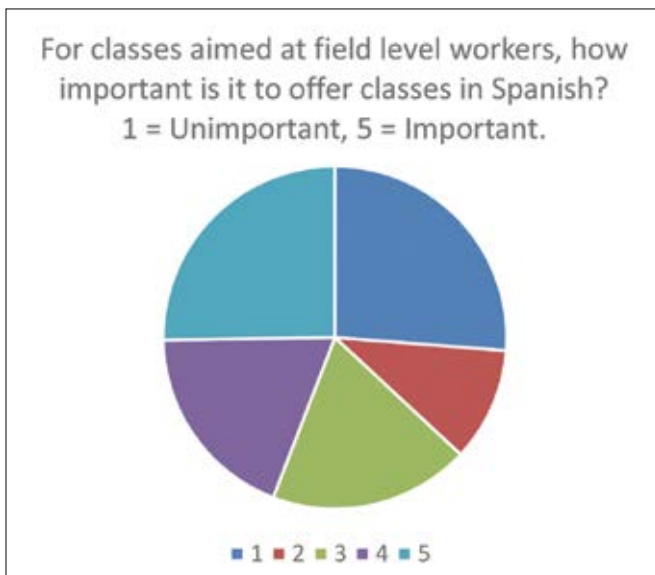


Fig. 12