

## SPECIAL FEATURE:

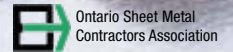
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# CROSSFLOW

SUMMER 2019

THE OFFICIAL NEWSLETTER OF THE ONTARIO SHEET METAL CONTRACTORS ASSOCIATION

## INDUSTRY EVENT



# OSM Convention & Annual General Meeting

## An Enjoyable Adventure on the Danube River

**T**he OSM 2019 Convention and Annual General Meeting was a hit among those who attended. This year's event saw 80 industry representatives and their guests converge in Budapest, Hungary, to begin a seven-day river cruise that would wind down the Danube River from Budapest to Austria.

Following the Annual General Meeting on April 14, delegates boarded the luxury Emerald Waterways "Destiny" river cruise ship and then had the oppor-

tunity to take in the sights and sounds of Budapest. Later that evening, the delegation had an opportunity to enjoy an Hungarian folk dancing and musical performance.

On Tuesday, April 16, the Emerald Destiny arrived in Vienna, Austria. Here, delegates had a choice of either exploring Austria's capital or partaking in a bike tour to take in the scenery. The tour began with a drive along Vienna's Ringstrasse, where delegates saw some

of capital's world-famous attractions including the Opera House, Burgtheater, Spanish Riding School, Town Hall, St. Stephen's Cathedral and the Hofburg Imperial Palace.

On Thursday, April 18, the group arrived in Dürnstein, Austria, one of the most enchanting villages of the Wachau wine region. Delegates had an opportunity to tour the picturesque landscape of the district and travel to the 900-year-old Benedictine

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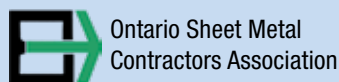
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**Crossflow** is the official marketing publication of the Ontario Sheet Metal Contractors Association. Circulated four times per year, the e-newsletter is designed to provide association news and program updates, government affairs information, educational opportunities, as well as updates on current industry trends.



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# OSM AGM & Convention 2019



Abbey of Melk, featuring Austria's finest Italian baroque architecture.

The group arrived in Linz, Austria, on Friday, April 19. After a tour of the city centre and unique Baroque Hauptplatz, delegates had an opportunity to either stroll through the marvelous old quarter of the city or simply indulge in some local specialties at a typical Austrian Coffee House.

From Linz, the cruise proceeded to Passau, Germany, on Saturday, April 20, where the group was greeted by cobblestone streets and graceful arcades. During the morning's walking tour, participants strolled through the old town's narrow alleys and saw the Oberhaus Fortress from the town below. Delegates also had an opportunity to visit St. Stephen's Cathedral

which is home to Europe's largest church organ with more than 17,000 pipes.

On Sunday, April 21, the group bid farewell to fellow passengers and proceeded to Munich Airport for the flight home. By all accounts, those who attended this year's convention and AGM were satisfied with the accommodations, food, activities and unique opportunity of partaking in a European river cruise.

**TOP PHOTO:** The 2019 OSM Annual Convention and AGM commenced in Budapest, Hungary, where delegates had an opportunity to enjoy the sights and sounds of the city prior to boarding the Emerald Destiny.

**ABOVE RIGHT:** Mike Dietrich, Labour Relations Committee chair, (left) is recognized for his many years of service by outgoing OSM President Robert King.

**ABOVE LEFT:** Incoming OSM President Robert Felbel (left) thanks Outgoing President Robert King for his service to the Board of Directors over the past year.

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Introducing the new 2019 / 2020 OSM Board of Directors who posed at the Kakabeka Falls in Thunder Bay, ON, following the regional meeting held in June 2019.

## New Directors Appointed to OSM Board of Directors and Labour Relations Council

The Ontario Sheet Metal Contractors Association welcomed new directors and bid farewell to retiring Labour Relations Council members during its Annual General Meeting held April 14, 2019.

During the convention, OSM acknowledged outgoing president Robert King, who has been a very active and engaged president, and did an excellent job representing OSM. King passed the gavel to Robert Felbel, who has taken the role of OSM president. Felbel is president of Nu-Tech Metal Sales & Service Ltd. and is no stranger to the OSM Board of Directors, having participated as a director for a number of years.

New to the OSM Board of Directors is Sonja Mullan, who replaces Felix Lopes Jr. who recently announced his retirement from the Board. Although the Human Resources manager at Lopes Ltd. doesn't have direct experience in the sheet metal industry, Mullan is no stranger to the trades. In fact, she has over eight years of expertise in the trades, specializing in human resources and labour relations. And, the opportunity to participate on the OSM Board was one she couldn't turn down.

"Felix thought it would be a great opportunity for a new generation to learn the business and add a different perspective to the team," she explained. "He sug-

gested that I become involved with the OSM Board. I was flattered by the offer, and felt inspired by his vision. I thought that this would be a great challenge for me and I'm looking forward to being part of an organization that has a tangible and important impact in the industry."

In her role as director, Mullan hopes to continue to represent the interests of OSM members in the Sudbury and Sault Ste. Marie region. Specifically, she plans on identifying the pain points of members in that region and align them with the overall focus of OSM. In the next few months, Mullan said she is looking forward to meeting contractors in the area and gaining a better understanding of their business.

"In a director capacity, we have the chance to work with people who have a strong and diverse experience, and who have a true understanding and interest to continue strengthening the members' market share," she said. "Being part of the OSM Board of Directors is certainly a learning experience in itself"

During the convention OSM also acknowledged Daryl Brisco (Vixman), sheeting and decking representative on OSM's Labour Relations Council; and Mike Dietrich (Rozell Inc.), Labour Relations Council chair, who both announced their retirement from the council after many years of service. Dietrich has been part of the council since 1982, and decided to step down at the end of the 2019/2020 term. Danny Dillon, SMACNA Board director, was also recognized as his term comes to a close in October 2019.



Newly-appointed OSM Board Director, Sonja Mullan.

## Modernizing the Skilled Trades & Apprenticeship Act 2019

Ontario College of Trade resumes accepting membership payments at a new reduced rate

The Ontario Provincial Government has passed the *Modernizing the Skilled Trades and Apprenticeship Act 2019* which establishes a new governance model for the skilled trades and apprenticeship system. The new system will be a ministry-led delivery model with industry input in training programs and regulation.

Currently, Ontario's tradespeople are required to master the full scope of a trade to complete an apprenticeship and obtain certification. Once the apprenticeship training is complete, individuals must write and pass the trade's Certificate of Qualification exam to become a journey person.

The development of portable skill sets training and certification will be industry-informed. The Minister of Training, Colleges and Universities (MTCU) will appoint one or more training and skills advisors to engage industry stakeholders in designing the new system based on basic or core skills within a trade, or skills that span across and between multiple trades.

The portable skill sets model will help apprentices get trained and working faster – without compromising health and safety. Apprentices will be able to train in the exact skills that an employer or job requires. They can also choose to continue their training for the full trade or in other skills at a later time.

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## Message from the Executive Director

I would like to start my report by acknowledging the efforts of the Labour Relations Council in reaching a Memorandum of Settlement with the union. Each of the council members are company owners and, without a doubt, held skin in the game when dealing with the labour disruption. No one wins in a strike, but the contentious issues were rooted in addressing the lack of manpower.

The objectives of OSM were deemed by some union rank and file as an attack on their status quo. In all sincerity, it was rather an attempt to strengthen the ability of our employers AND their employees to compete for work across the province.

As predicted, local unions are struggling to fill labour requisitions. The Toronto local union has provided temporary concessions since the ratification of the collective agreement, including the 1:1 apprentice ratio. The union, however, has not moved on their position of work week hours, even though there are well over 150 unfilled labour requisitions. Time will tell, but we have a lot of work to do in the coming months and years to remedy this problem and repair our relationship with the union.

OSM is also evaluating how to improve our bargaining structure in the future. What is very clear is provincial bargaining has its benefits and pitfalls. The most challenging pitfall seems to be finding common ground between the regions within the province. There is none greater than that between the golden horseshoe and the rest of the province.

In my last report, I noted how OSM was monitoring Bill-66. Specifically, if municipalities and certain local boards, school boards, hospitals, colleges, universities and public bodies would option to be non-construction employers. Such employers had three months, from April 3, to opt-out of the construction employer provision. The Ontario Construction Secretariat (OCS) commissioned Prism Economics to conduct a report – “*Just not Credible*” – to counter the Cardus report (CLAC) stating unionized construction costs municipalities 15 per cent more than using non-union. The OCS report states that the maximum added cost is 1.7 per cent, and points to unionized construction safety, investment in skills training, apprenticeship, project management and technologies. Aside from Toronto, it doesn't seem the municipalities bought into the OCS arguments. The City of Toronto Council voted 20-4 to remain bound as a construction employer to construction unions, and not opt-out as afforded by Bill-66. Toronto also added LIUNA to its list of bound unions. Hamilton, on the other hand, optioned to terminate its status as a construction employer joining Sault Ste. Marie and Waterloo.

Bill-100 received Royal Assent on May 29. Included in the Bill is the *Modernizing the Skilled Trades and Apprenticeship Act* which replaces the Ontario College of Trades (OCO<sup>T</sup>) Act and gives significant power to the Minister and the “Registrar,” a new position within the Ontario Public Service.

The concept of skill sets is introduced, which will be prescribed by regulation as will trades. Both skill sets and trades will be made up of activities, and the activities of a skill set or trade will be defined by ministerial policy. Restricted activities will be defined by regulation and replace compulsory trades. These restricted activities may be included in a trade or skill set by regulation, and moreover a restricted activity can be included in one or more skill sets or trades. Journey person to apprentice ratios may be prescribed for skills sets and trades, and the ratio may be 1:1 or other than 1:1. The Registrar will establish an apprenticeship program for each trade and skill set, and the Minister will have the authority to approve in-class training providers. David Puccini, MPP – Parliamentary Assistant to the Minister of Training, Colleges and Universities, addressed COCA on June 12, and assured those in attendance that the government will continue to support the Red Seal program and the existing network of Training Delivery Agents (i.e. Ontario Sheet Metal Workers Training Centre).

The Registrar will be responsible for administering the Act. The duties of the

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## Modernizing the Skilled Trades & Apprenticeship Act

According to the MTCU, the portable skills model will help employers – particularly small- and medium-sized businesses – to more readily take on apprentices. Employers will be able to hire and train apprentices for the skills they need and for the jobs they have. Employers will be able to train apprentices in the specific skills needed, tailor training to their own businesses and may be in a better position to retain an apprentice.

During the transition to the new Ministry-led delivery model and the wind-down of the Ontario College of Trades (OCO<sup>T</sup>) by the fall of 2019, the MTCU and the OCO<sup>T</sup> continue to deliver key services. Among other duties, the Ministry continues to register training agreements with apprentices, assess employer eligibility to take on apprentices, and administer Certificate of Qualification exams. The OCO<sup>T</sup> supports this work by continuing to issue skilled trades credentials (Certificates of Qualification and Statements of Membership) and supporting labour mobility through credential verification.

In mid-April, the OCO<sup>T</sup> made changes to annual membership fees upon the request of the MTCU. In order to make necessary technical changes to reflect the new fee structure, the OCO<sup>T</sup> placed a temporary pause on sending out renewal invoices and/or accepting membership fee payments. Having completed these technical changes, the OCO<sup>T</sup> has resumed sending renewal invoices and accepting membership fees at the new rates. To assist members in making payments, the OCO<sup>T</sup> has extended payment due dates to September 1, 2019. Payments that were due during the pause may now be made up until September 1, 2019 without impacting active membership status.

## SPECIAL FEATURE



# How the Best Managers Motivate Their Employees

By RON GUEST, Senior Partner, TwoGreySuits

**W**hen employees are highly motivated it shows in many ways. The opposite can also be true.

Motivating employees is one of the things managers often struggle with. Managers can get so caught up in their own work and even though they know employee motivation is the key to increasing productivity, their growing to-do list and perceived lack of time keeps them from spending the required time with direct reports.

Employee motivation has many drivers and all employees are different. There is no guarantee that employees will become motivated or even stay motivated, and as a result many managers consciously or even unconsciously believe their time is better spent doing their 'own jobs.' They then leave employees to their own devices for days, weeks, months and sometimes years on end.

The question running in managers' minds often is – 'I can't use my valuable time motivating employees when I don't know if or when it will work.'

Surprisingly, and perhaps ironically, the managers who don't invest in any 'employee motivation' time are the same ones who could really benefit motivation activities, while at the same time delegating some of the work which is keeping them so busy.

By being very honest about job performance feedback, having honest conversations, and showing genuine care and concern for employee development, you

can set the foundation in place for improved employee motivation and stronger trust-based relationships. As an example, even when providing constructive feedback, employees often feel vulnerable or uncomfortable. But, if they know the feedback is accurate, some trust is being built, especially if the manager gives this feedback in a helping versus demeaning fashion.

Being honest and building trust are the ways to develop strong relationships in the workplace. People truly need positive and constructive feedback on their job performance. If being honest with your employees is not a part of your communication style, your employees will struggle to gain the trust which is the cornerstone of a strong relationship.

Following are four basic steps the best managers take to motivate employees:

**(1) Get to really know your employees.** Every person is motivated by and interested in different things. People are also most likely at different points in their careers, so they need different things from their work in order to be motivated. To motivate your employees, you must first gain a deep understanding of where they want to go in their careers.

Get to really know your employees, especially their goals, their stressors, what excites them and how they define success. Identify what is meaningful to them. Understand your employees' perspectives, as well as their hopes and dreams.

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## Message from the Executive Director

role are specified within the Act. The Registrar will also have the authority to appoint inspectors who can issue compliance orders, notices of contravention and administrative monetary penalties. Hopefully, policing of restricted activities will be done in a manner similar to OCoT, rather than the prior, ineffective efforts of the Ministry of Labour. There are no trade boards and committees proposed under the Act, but the Minister has the power to strike committees to advise him/her or the Registrar. Cabinet will have the authority to delegate some of the Registrar's functions to an "administrative authority" through an "administrative agreement."

The 2019 OSM AGM and convention was a success and I have received nothing but positive feedback. Important for me is the opportunity to speak with our members one-on-one, and get a better appreciation of their concerns and needs. I enjoy and learn so much from these interactions. The 2020 OSM AGM and convention will be held in Greece next May, and registration details will be made available soon. Don't miss out on attending, as we anticipate this event will be a great experience.

Lastly, the newly-installed Board of Directors hosted a regional meeting in Thunder Bay, the home of current OSM President Robert Felbel. It was my pleasure to speak to the local members and meet with them. The members were very welcoming and gracious to this Toronto guy, given they were effectively cannon fodder in the labour stoppage. Thunder Bay already had the coveted 40 hour work week, but still offered support and appreciation to the overall concerns of the other areas within the province. I humbly offer my thanks to those employers who stuck it out for the benefit of all.



## Adjudication Authority Selected

The Ontario Ministry of the Attorney General has appointed ADR Chambers to act as the authority to provide adjudication-related services as set out in the *Construction Act* and associated regulations. ADR Chambers has provided dispute resolution services across Canada for over 20 years.

Adjudication is an inquisitorial interim dispute resolution mechanism which, if invoked by a party, aims to provide teeth to the prompt payment regime. One of the key components of the adjudication regime is the establishment of the authority. Both adjudication and prompt payment will come into effect in Ontario on October 1, 2019, though these provisions will not apply to pre-existing contracts and procurements as a result of certain “grand-fathering” rules.

The duties of the authority include training and qualifying adjudicators; maintaining a public registry of adjudicators; establishing and maintaining a code of conduct for the adjudicators; appointing adjudicators; handling complaints against adjudicators; and ensuring that the expertise and experience of adjudicators sufficiently caters to the industry sector. The authority has power to set fees, costs or other charges relating to the administration of adjudication, as well as training, qualification and appointment of adjudicators. The authority is designed to be self-funded and independent of government.

With the selection of the authority now in place, the Ontario construction industry is one step closer to the implementation of adjudication.

### POLITICAL POINTS

## Federal Prompt Payment Act Receives Royal Assent

Canada’s federal Prompt Payment Act received royal assent on June 21, 2019, laying the foundation to ensure cash flows down the construction chain quickly on projects procured by the federal government.

“Federally, it sets a standard,” said Sandra Skivsky, chair of the National Trade Contractors Coalition of Canada (NTCCC). “We are one of the few countries in the world that didn’t have a prompt payment regime. As other provinces and territories look towards establishing something, the federal regime should set a benchmark.”

The *Federal Prompt Payment Act* was first introduced into the House of Commons on April 8, 2019, as part of the larger budget Bill C-97 (*Budget Implementation Act, 2019*). The bill was passed by the House of Commons on June 6, 2019, and later passed by the Senate on June 20, 2019, without any amendments.

Although not yet law, the *Federal Prompt Payment Act* will be effective on the date determined by the order of the Cabinet. Once in effect, the act will not grandfather existing contracts, but instead provides for a one-year deferral period before it applies to existing contracts.

The prompt payment scheme provides that payment deadlines on all contracts in the construction chain are triggered by the prime contractor’s delivery of a proper invoice. The Crown or the service provider must pay the contractor for all of the construction work no later than 28 days after the proper invoice is received. The contractor must then pay each of its sub-contractors 35 days after the invoice was received. A sub-contractor that is paid by the contractor must pay each of its sub-contractors within 42 days from receipt of the original invoice.

The deadlines to decline payment of an invoice are also triggered by the delivery of a proper invoice. The Crown or the service provider may decline to pay for some or all of the construction work if they provide the contractor with a notice of non-payment no later than 21 days after the day on which the proper



invoice is received. The contractor may do the same if they provide the sub-contractor with a notice of non-payment no later than 28 days later. For the sub-contractor, it’s 35 days.

The act also provides a dispute resolution mechanism. If payment is not provided to a contractor or sub-contractor within the time limits outlined in the act, that party is entitled to seek a determination from an adjudicator which will be binding.

“The (federal) government has put out a request for information on the adjudicating nominating authority,” Skivsky said. “Having that adjudication system in place gives teeth to prompt payment – if you don’t get paid, you have a speedy recourse during the course of the project, as opposed to waiting to the end and going to court.”

Skivsky said that the NTCCC – and the construction industry as a whole – has been driving hard to have federal prompt payment adopted for over a decade.

Bruce Reynolds and Sharon Vogel of Singleton Urquhart Reynolds Vogel LLP, who were instrumental in construction lien act reform in Ontario, were also retained by Public Services and Procurement Canada (PSPC) to lead a federal review. They authored a report entitled *Building a Federal Framework for Prompt Payment and Adjudication*. They were also retained for a second phase of their mandate, to assist PSPC as they instructed the Department of Justice in relation to the drafting of the legislation.

According to Skivsky, it will likely be another year or two before the prompt payment regime is implemented at the federal level as regulations have not yet been proposed or drafted.

## SMACNA Approves Major Initiatives – Future Funding Requirements Announced

The SMACNA Board of Directors agreed to commit resources to major new initiatives in the upcoming year.

The first and largest initiative relates to workforce development. The board agreed to a long-term program to improve the awareness of the HVAC/sheet metal industry, and the opportunities it presents so that the industry is perceived by highly-qualified candidates as an industry of choice for successful craft and non-craft professional careers.

SMACNA will develop, and consistently update and distribute industry and career information, profiles of success, potential career paths and economic data through multiple channels and formats. This will allow a wider and deeper pool of candidates to see the industry as a rewarding path to satisfying their life and career goals. The effort will also link to and support direct recruitment efforts at the chapter level and by individual contractors.

According to SMACNA, this is not a short-term project to address immediate manpower shortages, but a long-term ef-

fort to attract the most qualified candidates to the industry.

The board also addressed SMACNA's role in keeping contractors informed of relevant construction industry technology developments and helping them identify potential implementation opportunities. The board expects the pace of introduction for new and improving construction and fabrication technologies to accelerate.

To that end the board directed SMACNA to identify and partner with construction industry technology experts to provide greatly expanded coverage of the topic in SMACNA publications and to provide increased educational opportunities to SMACNA members.

The board also noted the substantially increased demand on SMACNA's technical services staff by members, chapters and the design and code communities for access to education programs, papers and direct consultations. One of SMACNA's strategic goals is to be more directly involved with code and design communities to leverage

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## SMACNA Launches Podcast Series

The Sheet Metal and Air Conditioning Contractors' National Association (SMACNA) has announced the launch of a new podcast series – *"Let's Talk Shop."* The series highlights conversations with sheet metal contractors and executive on topics and trends related to their business. The podcast is hosted by Angie Simon, president of Western Allied Mechanical in Menlo Park, CA, and president-elect of SMACNA National.

"As the show's host, I've been given this unique and exciting opportunity to share meaningful conversations with not only my peers in SMACNA, but with the industry at large," said Simon. "Showcasing the professionalism, skills and knowledge of SMACNA members is an important cornerstone of SMACNA's strategic plan, and I'm happy to do my part in making that happen."

Simon added, "My favourite thing about podcasts is that the format allows for conversations to flow and cover a wide range of topics based on

real world experiences. I think that resonates with listeners."

"We know our members value the information they receive from SMACNA through a variety of different channels, from our website and social media platforms to our monthly magazine – *SMACNews* – email newsletters and numerous technical resources," said Jeff Henriksen, SMACNA's executive director of communications and marketing. "The podcast is yet another engaging way for SMACNA to provide value to, communicate with and educate our members on important industry topics and trends. In today's fast-paced world, it is also particularly convenient for members to listen from their laptops or mobile devices on the go, whether on a break at a job site or during their commute."

To listen to current episodes of *"Let's Talk Shop,"* please visit SMACNA.org or SoundCloud to stream and download episodes.

## OCS Releases 2019 Contractor Survey

The Ontario Construction Secretariat (OCS) has released its 2019 Contractor Survey.

Every year the OCS surveys 500 of Ontario's ICI contractors to gauge their business expectations for the year, and capture their views on salient issues in the industry. The survey includes ICI contractors from every region in the province, as well as from all labour relations models – including union, open shop and alternative union.

In 2019, one third (33 per cent) of Ontario's ICI contractors said that they expect to do more work this year over 2018, while 17 per cent expect to do less. Just under half (48 per cent) are anticipating the same level of work.

Confidence is highest among ICI contractors in eastern Ontario, where 37 per cent are forecasting more work in 2019 compared to last year, and 17 per cent expecting less. In the GTA, 35 per cent anticipate more work, and 19 per cent expect less. Increased work is forecasted by 32 per cent of ICI contractors in southwestern Ontario, while 18 per cent expect less. In central Ontario, 28 per cent anticipate more work, with 17 per cent expecting less. Among northern Ontario contractors, 27 per cent forecast more work and only nine per cent expect less.

Contractors were also asked for their outlook on Ontario's ICI construction industry overall in 2019. Thirty-one per cent of contractors anticipate that ICI construction activity in Ontario will increase in 2019 compared to last year. Twenty-one per cent of contractors expect the province to see less ICI activity, while 45 per cent expect it to stay at the same level.

To view the entire survey, please visit the OCS web site at [www.iciconstruction.com](http://www.iciconstruction.com).



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## How the Best Managers Motivate Their Employees

Knowing the name of your employee's spouse or their children's age is not enough. You need to know/understand your employees more than that. Know their dreams, disappointments, goals, motivators, fears and activities that build or drain their energy.

(2) *Present employees with challenges that lead them in the direction they want to be moving – challenges that would be motivating to them.* When you understand this, you can give them with work tasks that need to be accomplished that tap into their own motivation. For example, if one of your employees wants to take on a leadership role in the community, ask them to lead a project or a set of meetings that they otherwise wouldn't be asked to do.

(3) *Provide timely positive and constructive feedback.* Assigning tasks based on ambition is a great way to start, however motivation can fade away without proper feedback. You should give feedback on how employees are growing toward their ambitions and contributing to the organization. By giving timely feedback, you can recognize their success and continue motivating them to do even more.

(4) *Acknowledge employee success.* Every long-term goal has smaller milestones along the journey. Managers should know what those milestones are and, more importantly, acknowledge and celebrate them.

Why wait, start now, everyone benefits!

*TwoGrey Suits is a leading provider of on-line human resource management information, processes, tools and forms servicing the North American market. OSM members are reminded that a wealth of business information is available to them for free through Two Grey Suits. Visit [www.twogreysuits.com](http://www.twogreysuits.com) for more information.*



## OTTAWA APPRENTICE WINS WEIGHT CLASS AT PAN AM ARM WRESTLING CHAMPIONSHIP

Matt Smith, (*centre with Canada flag*) a sheet metal apprentice at SK Sheet Metal in Ottawa, recently participated at the Pan Am Arm Wrestling Championship held May 24 and 25, 2019 in San Jose, Costa Rica. Smith, pulled out all the stops and went undefeated in the 70 kg weight class. In the last issue of the *Crossflow*, OSM announced that it would recognize Smith's efforts by providing him with a \$1000 sponsorship in order to attend the Pan Am Championship event. Smith certainly didn't disappoint and represented the country (and the industry) well. *Congratulations Matt!*

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## SMACNA Approves Major Initiatives – Future Funding Requirements Announced

the value of SMACNA standards and improve opportunities for its contractors.

The SMACNA board believes these initiatives are of such importance that work should begin immediately, even though current income levels are not sufficient to cover the full cost of the programs which are expected to approach \$2 million annually.

After a discussion to determine the need for these important programs and SMACNA's financial resources, the board unanimously approved a \$0.03 per hour dues increase, which will be phased in over three years beginning in 2020.

For Canadian firms/chapters, the schedule for the increase is as follows:

- If your CBA next expires or you have a wage re-opener in 2020, begin paying an additional penny (six cents total – Canadian) on the 2020 anniversary date of your CBA.
- If your CBA next expires or you have a wage re-opener in 2021, begin

paying an additional penny (six cents total – Canadian) on the 2021 anniversary of your CBA.

- If your CBA expires or you have a wage re-opener in 2022 or later, begin paying an additional penny (six cents total – Canadian) on the 2022 anniversary date of your CBA.

Based on this implementation schedule, given the timing of CBA expirations and assuming no precipitous fall-off in manhours, SMACNA anticipates an increase in dues revenue over 2019 levels of \$120,000 in 2020, \$600,000 in 2021, \$1,560,000 in 2022, and \$2,280,000 in 2023. New program expenses will exceed these income projections until 2023.

The SMACNA board is unanimously supportive of these programs and funding approach.

*If you have any questions or comments, please contact OSM Executive Director Darryl Stewart, SMACNA Ontario Chapter, at [dstewart@smca.org](mailto:dstewart@smca.org) or (905) 803-2985.*