

SUMMER 2024

Sheet Metal Journal

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British Columbia

VSB YOUTH WORK PROGRAM

Also in this Issue:

Bias and Belonging Training from SMACNA, SMART, and ITI

Stephanie McShane on Team Enablement

Emerging Leader: Elizabeth Moses



Official Journal of
Record for SMACNA-BC



PROMOTING GROWTH AND STABILITY IN OUR INDUSTRY

Formed in 1969, the British Columbia Sheet Metal Association (SMACNA-BC) was the first international chapter of the Sheet Metal & Air-conditioning Contractors National Association (SMACNA). Founded in 1934, SMACNA traces its history to the National Association of Sheet Metal Contractors established in 1910, and has 2,300 members worldwide.

SMACNA-BC is a member-driven association representing unionized sheet metal contractors in the Mainland of BC, and suppliers to our industry. It promotes the growth and stability of the members and industry.

OUR MANDATE

- To improve the financial stability and business conditions of the sheet metal industry, and to develop and promote methods to improve managerial proficiency
- To improve quality, efficiency and productivity of this industry, and to implement high standards of work
- To establish and maintain high ethical standards of conduct between members of the Association, and between members and owners, architects, engineers, other contractors, and the public
- To promote harmony in labour relations
- To study and help in the development and enforcement of governmental codes and regulations, and such legislation as may be necessary for the best interest of the public and the sheet metal industry
- To exchange technical, professional, and educational information with other contractor associations in the sheet metal industry and its allied trades in Canada and other countries
- To affiliate as a Chapter with the Sheet Metal & Air-conditioning Contractors National Association, Inc.

BC Sheet Metal Association (SMACNA-BC) • Executive Director: Jeremy Hallman

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OBC COVER SPONSORS

END OF SUMMER AT SMACNA-BC

Summer brought sunny days and with that a hiatus on some of our meetings and social gatherings. This was our chance to reassess goals, book presenters, and finalize details for some of the upcoming events. As requested, we have added additional tee times on the Canal Course at Northview Golf & Country Club, providing us with 28 additional spots. Unfortunately, we will not be able to have any on course activities on that side, but the additional spots should satisfy our typical waiting list.

We have recently finalized AGM & Convention contracts for the Westin Resort & Spa in Whistler for 2025 and at the Delta Grand Okanagan Resort in Kelowna for 2026. I'm also excited to announce that we signed a contract with the Westin Bayshore, Vancouver to host our SMACNA-BC Christmas Party for 2025. With these details taken care of, I found some time to get away with the family to the lake and enjoy summer.

Our industry shows no sign of slowing down. Many of our contractors, after a busy year last year, expected a similar workload for 2024, with most predicting flat or slightly increased activity. To our surprise, hours have continued to rise over the first part of this year compared to 2023, at a rate of almost 20%. This is great for our industry and its members. The large capital projects keep coming, and although there seems to be a cooling on the residential high-rise side, we all know that the lack of housing will force many of these projects to proceed. I believe the Bank of Canada's 0.25% rate decrease in June, along with another rate drop in July, will help nudge these projects in the right direction. Inflation has also steadily declined, which should help build confidence.

Next year is a contract year for SMACNA-BC and SMART Local Union No. 280. Please start considering where we need to be and incorporate that number into your quotes for any work that will be in progress after May 1, 2025.

I'm pleased to announce that in May, the SMACNA-BC Board of Directors approved a \$1,000 donation for the Father's Day Walk, which went to the Prostate Cancer Foundation of BC. In July, they approved a \$500 donation for Run for the Cure, in which Leanne Hudson will be participating on October 6, 2024.

Tyler McLaren was selected as the recipient of the SMACNA British Columbia Endowed Scholarship, which was administered by the SMACNA College of Fellows. The scholarship is for a one-year term of undergraduate study paid at the rate of \$2,000 US dollars per year. Congratulations, Tyler!

Sadly, we recently found out that Rob Nofield of Crossroad C&I passed away on June 23, 2024. Handsome Rob, or Uncle Rob, had a passion for our industry and was a friend to all he met. He was a remarkable person and will be greatly missed.



Jeremy Hallman,
Executive Director, SMACNA-BC

Our president, Mark McLaren of Ridge Sheet Metal Co., and Director Phil McDonald of Summit Sheet Metal Ltd. recently attended the MCABC Business Conference at the Delta Grand Okanagan Resort in Kelowna, BC. Based on their reports, it sounds like the venue, service, food, and speakers were highlights. Programs included embracing artificial intelligence, market outlooks, growing your wealth, and mental health programs.

CHAPTER NEWS

SMACNA-BC and the Board of Directors would like to congratulate the following people at SMART Local Union No. 280 for being re-elected

- Business Manager & Financial Secretary – Steve Davis
- Assistant Business Manager – Owin Baxter
- Business Representative – Troy Clutchey
- Business Representative – Jeff Lind
- President – Jud Martell

I would also like to congratulate our new and returning board members following the SMACNA-BC AGM & Convention at the Penticton Lakeside Resort & Convention Centre on Saturday May 11, 2024.

- Board of Directors 4-year term – Phil McDonald. Summit Sheet Metal Ltd.
- Board of Directors 4-year term – Aaron Smith, Smith Sheet Metal Ltd.
- Board of Directors 2-year term – Dave Brown, Vets Sheet Metal Ltd.
- Joint Conference Board 5-year term – Mark McLaren, Ridge Sheet Metal Co.
- Sheet Metal Industry Training Board 4-year term – Derek Crowie, Summit Sheet Metal Ltd.

Thanks again to all who attended the AGM and those who put their names forward for the various board positions. Your interest is appreciated and necessary for the association to remain strong.

WE'VE GOT YOU COVERED

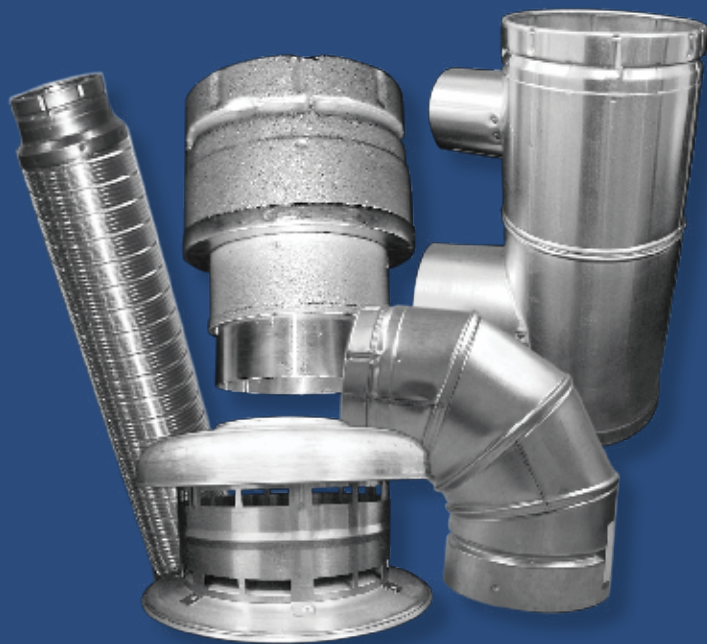


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Welcome new SMACNA-BC Contractor member

- Evergreen Sheet Metal Ltd.
evergreensheetmetal.ca

Welcome new SMACNA-BC Associate member

- Sinclair Supply Ltd.
sinclairsupply.ca

Upcoming Events

Friday, September 13, 2024

SMACNA-BC 39th Annual Golf Classic
Northview Golf Course, Surrey BC

Thursday, September 19, 2024

Supervisor Training Program featuring Stephane McShane, Maxim Consulting

“Enabling Success – Creating Alignment Between Field and Office”

Civic Hotel, Surrey, BC

Learning Objectives:

- Describe the information needed to effectively navigate preconstruction planning
- Learn the critical communication required in short interval planning

- Discuss the importance of accurate production tracking
- Identify the needed data transfer of a daily project report
- Outline the data collection required of the project team during closeout and lessons learned

Thursday, September 19, 2024

Membership Dinner Meeting also featuring Stephane McShane of Maxim Consulting

Civic Hotel, Surrey, BC

Stephane will be discussing some of her key takeaways from the all-day program held prior to the dinner meeting

October 27–30, 2024

SMACNA Inc. Annual Convention

Palm Desert, CA

The 2024 SMACNA Annual Convention is a yearly highlight for members, chapter executives, and associate members wishing to network with peers, see old friends, learn important trends and new skills, and discuss business topics with leading service providers and manufacturers. In addition, SMACNA offers wonderful opportunities to socialize and attend great social functions like the Meet & Greet Reception, College of Fellows Golf Outing, SMACNA’s Product Show, and the closing dinner and show.

This year, SMACNA is hosting the 2024 SMACNA Annual Convention at the JW Marriott Desert Springs Resort & Spa in Palm Desert, CA, which offers guests an incredible way to experience the beauty of the desert while experiencing warm, genuine hospitality and an unmatched selection of programs and activities that celebrate the magnificent surroundings of the resort.

smacna.org/learn/events/calendar/2024-smacna-annual-convention

Thursday, November 21, 2024

Membership Dinner Meeting featuring Scott Mosher, RBC Dominion Securities Inc.

Civic Hotel, Surrey, BC


Scott will be discussing financial basics

Friday, November 29, 2024



SMACNA-BC Christmas Party

Pan Pacific Hotel, Vancouver, BC ■

SMACNA-BC / SMART Local 280 Partnership



Left: Mark McLaren, Ridge Sheet Metal Co., SMACNA-BC President.
Right: Jud Martell, Local Union No. 280 President.

Labour & Management
“Embracing the Challenge”
- B. Flaherty, Cornell University, Syracuse, N.Y.

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REMEMBERING ROB NOFIELD

July 5, 1962 – June 23, 2024

By Jessica Kirby

This June, the world lost a touch of shine when Rob Nofield died. Rob was a long-time advocate for and champion of the mechanical insulation and HVAC industries, and when I say that I mean he really, truly loved this industry, especially the people in it, to whom he routinely referred as a family.

Rob was a hard-working, enthusiastic colleague who was as eager to talk shop as he was gifted at remembering to ask about whatever you were up to that last time you talked, even if that was a year ago. He was everywhere. TIAC conference, BCICA golf, Derby Day, SMACNA-BC golf, SMACNA-BC Conference, and forget about him missing a Christmas party. He loved his people and turned up wherever he could, usually with his lovely Darlene by his side.

Most memorably, Rob was a kind, loving, and genuine human being who was quick to laugh in that big, open way, and who would shake off negativity with wit and self-deprecating humour. For as many years as I knew him, we had a joke about the time someone came and stole the cock off of his porch (referring to a rooster he kept as a pet) and how Darlene quickly soothed his sadness by giving him two pussies (kittens, obviously). We mentioned it every time we saw each other, and it never got old. I'll miss that ridiculous story in a profound way.

But that's hardly surprising, because Rob will be deeply, sadly missed by everyone who had the privilege of knowing him and experiencing his constant and brightly shining light. The team at TIAC Times wishes to send love and solace to Rob's family and loved ones in the wake of his passing. We are thinking of you and know these words could never be enough.

From Rob Nofield's obituary

sandbox.remembering.ca/obituary/rob-nofield-1090032035

Born on July 5, 1962, in Moose Jaw, SK, Rob was a man who touched the lives of many with his charm, kindness, and unwavering friendship.

Rob leaves behind his beloved wife, Dar Nofield and his cherished sons, Travis and Andrew Nofield. He is also remembered by his father, Gary Nofield, his sisters Debbie (George) and Mae (Doug), his brother Richard (affectionately known as "Weezy"), and their respective families, and joins his mother Kathleen "Kay" Nofield in the next phase of life.

Rob was a man who made friends with everyone he met. His passion for golf and his love for holidays on the beach were well known among his family and friends. His joyful spirit and zest for life were contagious, and he always knew how to bring a smile to the faces of those around him.

A celebration of Rob's life will be announced in the near future and will be posted on his Facebook page. We invite all who knew him to join us in remembering and honoring the wonderful person he was.

"You left us beautiful memories, your love is still our guide, and though we cannot see you, you're always at our side. We will all love and miss you."

Rob, your legacy of love and laughter will forever remain in our hearts. Rest in peace, dear friend. ■

FIRST PROGRAM SUPPORTS INDIVIDUALS WITH DISABILITIES IN EARNING RED SEAL CERTIFICATION

The Canadian Council on Rehabilitation and Work (CCRW) is offering their FIRST program to support individuals with disabilities in becoming Red Seal certified. This is a great opportunity to gain the skills and certification needed to excel in the trades.

The program offers apprentices tuition support, a network across Canada, workplace and training accommodation support, job stability in in-demand industries, individualized learning and barrier removal plans, and cost assistance with educational materials.

This is employers' opportunity to become a diverse and inclusive employer, have access to certified-track apprentices and funding supports during exam periods, cost assistance with industry-based training materials, and support with accessibility implementation. Helping to diversify the workforce aids in employee retention and elevates companies as employers of choice. Learn more today at ccrw.org/employment.../supporting-red-seal-trades ■

SMWTC WRAPS UP SUCCESSFUL UTIP PROGRAM IN 2024, SHEET METAL ERT PROGRAM BEGINS

The Sheet Metal Workers' Training Centre's UTIP project, Technology and an Inclusive Workforce: Forging our Future Sheet Metal Industry, wrapped up earlier this year. The five-year project was successful, despite COVID delaying implementation of training using UTIP funded equipment and outreach activities. The training centre was able to regain momentum and accomplish its objectives.

Through the UTIP program, SMWTC purchased a MEWP-VR simulator, AV & VR welders, advanced welding equipment, fan service units, IT equipment, and sheet metal consumables, leading to higher quality training and a more skilled workforce. There were 564 sheet metal students who attended technical training between March 2019 and March 2024, of which 45.6% (257 students) journeyed, successfully completing their apprenticeship.

During this time, the Training Centre increased representation of three key groups—women, Indigenous Peoples, and newcomers—contributing to a more inclusive workforce. As of June 2023, SkilledTradesBC ranked the Sheet Metal Industry Training Board sixth overall of Top 10 Sponsors with over 100 Apprenticeships with 8% Indigenous Peoples, and ninth overall with 7% women. Of note, there are now 75 female Local 280 members, and the training centre staff is seeing an increase in the number of newcomers with work permits.

The training centre built broad-based partnerships to influence change in the sheet metal industry to support a more diverse workforce. Its partnerships with Local 280, SMACNA-BC contractors, and the BC Building Trades were instrumental to supporting outreach activities.

A partnership with Skill Plan led to the implementation of SMWTC's mandatory online assessment, and their Build your Skills online learning modules better prepare apprentices prior to attending technical training.

Skills Ready, an initiative of the Construction Foundation of BC, contracted Sheila Sadler, a female journey to represent sheet metal for outreach activities at BC Skills, career fairs, high school workshops, and Indigenous Peoples' events.

To support the project evaluation, SMWTC conducted surveys with apprentices and hosted annual focus groups with sheet metal workers and contractors to gain better perspective on industry trends and emerging needs. It also launched a UTIP Women in Sheet Metal Advisory Committee, exploring empowerment themes aligned with Belonging and Excellence for All (BE4ALL) commitment to creating an environment of welcoming, belonging and excellence.

UTIP created opportunities to shift mindset about technology use and increase awareness of supporting greater diversity to address workforce needs. The team at SMWTC thanks everyone who supported this project leading to its successful outcomes. ■

SHEET METAL ERT

Building off the successful UTIP project, SMWTC received \$246,500 from the Canadian Apprenticeship Strategy (CAS), which provides federal funding to facilitate access to trades training using new technologies, particularly targeting green initiatives.

The new Sheet Metal ERT environmental training project will promote environmental stewardship by training apprentices to reduce, reuse, and recycle sheet metal.

Project goals include:

- apprentices learning to optimize material usage, reduce waste generation, and increase resource efficiency.
- fostering a culture of sustainability, where environmental responsibility becomes ingrained in everyday operations and decision-making processes. ■

SKILLED TRADES NOW IN EFFECT IN BC

Skilled Trades Certification (STC), also known as compulsory trades, is now in effect in British Columbia, and this applies

tradespersons working in seven electrical and mechanical trades. Employers are required to maintain a 2:1 apprentice to journeyman supervision ratio for their workforce. STC will boost the credibility and prestige of the trades, leading to a highly skilled workforce.

As one of the identified trades, sheet metal workers are required to register as an apprentice or certified journeyman or challenging their trade interprovincial (IP) exam. SMWTC has expanded to two facilities with more class offerings to meet industry demand for apprenticeship training.

SkilledTradesBC has both provincial and federal supports available to registered employers and apprentices. SkilledTradesBC has also enhanced their STC services to customers by:

- increasing apprenticeship training seats and certification support
- an expanded Apprenticeship Advisors team to customize support for individual apprentices
- a new, dedicated team of Certification Advisors across the province
- examination supports including webinars on best practices/strategies to succeed on the exams
- accommodation requests (e.g. translator, reader, additional time for exam)

Trade Qualifiers

Experienced workers with more than five years' experience and more than 9,000 verifiable work-based training hours may plan to challenge certification exams as Trade Qualifiers.

There are IP exam refresher courses available through training providers, including SMWTC. Individuals with learning difficulties may be able to access one-on-one support and request accommodations arrangements. ■

FREE AIR SAMPLING OFFER FOR SILICA DUST BUSTERS

Workers who inhale respirable crystalline silica (RCS) are exposed to the risk of developing serious lung diseases, including lung cancer and silicosis. In construction, that exposure can result from working with concrete, rock, asphalt, drywall and gravel, among other materials. The BCCSA is offering employers an opportunity to receive free air sampling for RCS at their construction sites. The offer is part of a program designed to increase the data available to the BCCSA's Silica Control Tool® (SCT). This proprietary tool is designed to help employers to reduce silica dust exposures to below the allowable limit, by providing an exposure control plan (ECP) for each activity. As part of the air sampling offer, researchers will measure silica dust in the air, as well as the silica dust to

continued on page 23

Get the Best in the Business Working for You. Reach out to SMACNA-BC Membership Today.



SMACNA-BC contractors demonstrate unmatched technical and managerial expertise enhanced by an exceptionally skilled and professional workforce. In fact, SMACNA-BC contractors employ only Red Seal certified sheet metal journeymen and registered apprentices, and they work exclusively with reputable suppliers to secure the highest quality materials and services. SMACNA-BC is also the ultimate source for standards-based products and services, including technical manuals, guidelines, and consultancy. That means when you hire a SMACNA-BC contractor or buy from an affiliated supplier, you are building your project's sheet metal scope to North America's highest professional standards.

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Youth WORK Program connects high school students with apprenticeship opportunities



Vancouver School Board, Local 280, and SMACNA-BC contractors work together to build the sheet metal labourforce

By Jessica Kirby

©iStock / Parkpoom



“The universe rewards decisiveness.” This is the mantra Mark Reid shares with students who participate in SkilledTradesBC Youth Trade Programs through Vancouver School Board (VSB). Reid is District Resource Teacher – Career Education Support VSB Career Programs, and he supports students participating in Youth Trade Programs, which can earn them credit toward an apprenticeship and high school graduation

“We can leverage that decisiveness to give high school credits,” Reid says. “In the grade 12 year, we have students in a number of trades, including sheet metal, working four days a work and attending school on Wednesdays. That helps them get to graduation mostly on time. The difference between them and other students is that they have 1,000 hours in the trade and money in the bank, which gives them a financial and career head start.”

The Youth WORK in Trades program combines high school instruction with paid, part-time, on-the-job training, and students receive credit towards apprenticeship and high school graduation.

Students begin their apprenticeship training while enrolled in grade 10, 11, or 12, and can earn up to 16 high school credits when a formal SkilledTradesBC agreement is signed by the employer, student, parent/guardian, and school district. Participants receive a Youth WORK in Trades certificate upon graduation.



VSB students interested in apprenticeship and who have just one or two graduation requirements left to complete can work four days a week and go to school on the remaining day. In a partnership between Career Programs and VSB Adult Education, students can enrol at South Hill Education Centre to complete those graduation requirements through self-paced courses.



Hiring from this program benefits contractors in many ways. Employers end up with well-trained, pre-screened workers who are looking for long-term employment and who bring no bad habits or misinformation.

“These students are hungry for the trades and excited to come to work,” Reid says. “That is what the industry is looking for, so it becomes the perfect match.”

Contractors find the most success when they are thoughtful about how to take on someone new who is just starting their career. “As an example, we have a contractor who will have new apprentices only work in the shop,” Reid says. “That helps the apprentice learn what to do and what the shop makes, and understand what it takes to be successful in trades.”

Once those apprentices are sent to the field, it gives them a confidence boost because they realize that they’ve earned it. “The field feels like an upgrade and the trade stays interesting,” Reid says.

VSB has had some pushback from employers who believe students have to be 18 to be indentured as an apprentice. However, the federal *Employment Standards Act* contains a clause that states when a worker under the age of 18 is participating in a

“The federal Employment Standards Act contains a clause that states when a worker under the age of 18 is participating in a directly supervised school program, the age restriction outlined in the Act doesn’t apply.”

directly supervised school program, the age restriction outlined in the *Act* doesn’t apply.

“Many employers aren’t aware of this or when they become aware, they are unsure about it,” Reid says. “However, some employers see taking on young employees as an opportunity to think strategically about how to build these young workers’ confidence and keep them excited about the trades.”

The VSB program is not unique. Every school district in the province runs something similar through a partnership between Skilled Trades BC, the school district, and a wide network of trades employers. However, there is some flexibility within districts to make the program suit students’ and employers’ needs.

“We are giving students the opportunity to work four days a week, but there are some programs that are not being so ambitious,” Reid says.

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Youth WORK Program

In Vancouver, the program is relatively new. Reid started with the program in 2019 and by 2020 had a plan in place that subsequently “blew up” thanks to covid-19. Reid had to recalibrate.

“Luckily, some employers agreed to take on apprentices during covid and put them to work later on, when they were able, and the program grew from there,” he says. “So that was a bizarre upside of the pandemic shifting. Also, the world slowed down but construction and manufacturing maintained a steady pace and continued to need apprentices, so that worked in our favour.”

VSB continues a working relationship with Local 280, something that Reid appreciates as former organizer, now Business Manager, Steve Davis approached the partnership with a barrier-free perspective.

“No matter a student’s situation, Local 280 made a place for them,” Reid says. “That’s what stands out the most about the sheet metal industry—the idea that they have an open mind and will meet and conquer any obstacles our students face.”

Students are typically ready for the Youth Trades Program at the end of grade 11 or after one semester of grade 12, which means employers who are able to align their hiring periods with

these times could take advantage of plentiful apprenticeship opportunities.

“I understand it is tricky in terms of labourforce management, but we typically have students looking for work in February and at the end of June,” Reid says. “We would love to align with contractors hiring at those times.”

Reid has attended BC Building Trades meetings with Local 280 and felt as though being at the table with trade union representatives in the Lower Mainland was an important and eye-opening experience.

“That is a key piece, getting into rooms of people interested in what recruitment projection might look like and how workforce strategy might change,” Reid says. “We have students who are looking to learn wherever learning can be done. It doesn’t have to be in the classroom.”

He adds that the program couldn’t be a success without the hard work of the Youth Team at SkilledTradesBC, which is focused on funding, staffing, and program support.

“They do incredible work and are a tiny, almost invisible part of the system, that do so much, especially in partnership with the school districts,” Reid says. ■



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Bias and Belonging Training is an Investment in the Future

SMART, SMACNA, and the ITI say training on inclusion and diversity has been well received

By Jessica Kirby

SMART, SMACNA, and the ITI have begun rolling out training that will help create a more welcoming sheet metal industry for everyone. Bias and Belonging is a three-hour training that introduces participants to the science of implicit bias using real-world scenarios. It also explores the ways that bias can get in the way of being effective workers, positive leaders, and good human beings, treating one another the way we want to be treated.

“We talk about how an apprentice may show up late to a class, for example,” says course facilitator, Dushaw Hockett, founder and executive director of SPACES — Safe Places for the Advancement of Community and Equity. “A coordinator may perceive that the person is not committed to work. But there are other scenarios that could be true. There may be something happening in their life that has nothing to do with their commitment. We cannot rush to judgment. Maybe if we knew what other things might be going on, we could offer some support or interventions that could help the person be a high performer.”

The course is part of the jointly funded BE4ALL program, and the program’s most recent initiative.

At SMART International, the education department has integrated three-hour Bias and Belonging training into its 12-15 annual week-long leadership courses, such as Effective Communication, First Time Organizing, or Representative training.

“We are delivering the training to elected and appointed union officials from the United States and Canada,” says Sam White, director of education for SMART International. “We change the learning activities within that training to reflect the learner’s

job so that the training becomes part of their job training and not something separate.”

SMART alternates between Bias and Belonging and Implicit Bias training, and both are delivered to reflect real-world situations.

“If we are training new organizers, for example, we will do an assessment to see how their biases and stereotypes might affect how they approach non-union workers or how new representatives or managers might apply biases to their duty of fair representation,” White says. “Then the training becomes something that is going to help you do your job better and not an add-on we are making you do.”

As of June, the International had provided Bias & Belonging training to 623 Local leaders. It was also in the process of piloting four three-hour programs focused on how to attract journeypersons to taking the training.

SMART’s Education Department works alongside the ITI, which is delivering the training in two ways to JATC training coordinators and instructors. One method is through Train the Trainer classes, which are three-day, in-person programs those leaders can then take back to their training centres. They are required to deliver the training at least once within 60 days of completing the Train to Trainer sessions.

“So far, we have had 110 complete the Train the Trainer program, and they have all or will be soon delivering it within their Locals to apprentices, journeypersons, and JATC contractors,” says Mike Harris, ITI administrator.

The other training is the three-hour on-line Bias and Belonging training, which has been delivered to 207 JATC coordinators and instructors as of June.



SMACNA-BC Meetings and Events

September 13 – 39th Annual Golf Classic SMACNA-BC • 1 pm shotgun start, Northview Golf & Country Club

September 19 – 2024 Chapter Education Program • “Enabling Success - Creating Alignment Between Field and Office” with Stephane McShane, Civic Hotel, Surrey

September 19 – Membership Meeting • Civic Hotel, Surrey

September 24 – Joint Conference Board Meeting • SMACNA-BC Boardroom

September 30 – Truth & Reconciliation Day • SMACNA-BC office closed

October 8 – Board of Directors Meeting • 4 pm, SMACNA-BC Boardroom

October 14 – Thanksgiving • SMACNA-BC office closed

October 22 – Joint Conference Board Meeting • SMACNA-BC Boardroom

October 27–30 – SMACNA National Conference • Palm Desert, California

November 11 – Remembrance Day • SMACNA-BC office closed

November 12 – Board of Directors Meeting • SMACNA-BC Boardroom

November 21 – Membership Meeting • Civic Hotel, Surrey

November 26 – Joint Conference Board Meeting • SMACNA-BC Boardroom

November 29 – Christmas Party • Pan Pacific Hotel, Vancouver

December 10 – Board of Directors Meeting • SMACNA-BC Boardroom

December 25 – Christmas Day • SMACNA-BC office closed

December 26 – Boxing Day • SMACNA-BC office closed



“From a training perspective, delivering the material in these formats is the best way to scale it,” Harris says.

SMACNA’s path is slightly different. Jen Squirewell, director, chapter management, and Joye Blanscett, executive director of operations, are conducting training for chapters and contractors called “Respectful Workplace Training”. It includes implicit bias training, as well as an anti-discrimination and anti-harassment component.

To date, they have conducted one training, and there were 17 people in attendance. Three more sessions are planned for August.

“In today’s rapidly evolving business landscape, the ability to foster a diverse and inclusive workplace is no longer just a moral imperative—it’s also a strategic advantage,” Squirewell says.

Respectful Workplace Training is a three-hour interactive session designed to provide attendees with a deeper understanding of the science of implicit bias, as well as an overview of the strategies and interventions for reducing and interrupting it.

State and federal laws require or strongly encourage all employers to engage in discrimination and harassment training. SMACNA has responded by incorporated anti-discrimination and anti-harassment training into its Respectful Workplace Training. That portion includes risk awareness to focus on liability and organizational risk posed by workplace harassment, leadership insights to deepen awareness of how harassment can occur in today’s workplace, setting the right tone of civility, compliance and zero tolerance from the top down, and addressing potential misconduct effectively.

“The goal of this program is to help contractors understand the importance of addressing implicit bias, recognize its impact on their organization, and harness the benefits of an inclusive environment, which will ultimately drive success

and profitability in an increasingly competitive marketplace,” Squirewell says. “Our hope is that contractors will leave the training inspired and eager to make bias reduction a part of their daily practice—both personally and professionally.”

Overall, the training has been well-received. “Once we get past the hurdle of explaining that no one is being called out and that the training is about how to move forward and be more accepting of everyone, it has been very well received,” White says. “We still have a long way to go. Once it becomes part of all apprentices’ training and given that we are doing it in every leadership class, this will get a lot better over time.”

Harris says it is rewarding to watch learners to come to the training with a preconceived idea of what it is and leave with a new perspective.

“Some come in and approach it as something they were required to do, but after they go through it, it makes them think about things a little bit differently,” Harris says. “It doesn’t necessarily change a person, but it is eye-opening. We have seen people, especially on the Train the Trainer side, come in as though they are just going through motions and leave with a completely different perspective.”

“Contractor members appreciated that the training presents them with real-world issues for their business and employees

and guidance for how to think from others’ perspectives,” Squirewell says.

From the time the BE4ALL Committee was formed the onus has been on changing the industry to become more welcoming for all. Harris acknowledges this will be a huge undertaking, but he can see how the results will unfold down the road.

“I often tell the classes that I may not see the effects of this teaching now, but my hope is that years from now, the industry will be a much different place because of steps we are taking now,” he says. “It was always the intention to get the training to all people in the industry, including leaders, instructors, rank and file members, union reps, and contractors. It’s the only way to truly make a difference.”

The ITI doesn’t have its own BE4ALL Committee, but it takes direction from the SMART BE4ALL Committee on delivering industry-wide initiatives. “The reality is, we have 60,000 to 80,000 sheet metal members, and so we have to stay the course together.

“You can’t plant seeds in the morning and expect to eat tonight,” Harris adds. “The training is really planting the seeds and hopefully there will be a harvest down the road. We are starting to see things take hold already, in certain locations.” ■



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Team Enablement

Using partnerships to define great practices

By / Stephane McShane



How do you define best practices and create synergy between work groups at the same time? Change the way you view improvement initiatives within your organization.

For those who spend their lives making lasting change truly happen, their success isn't defined by luck. It is facilitated by their ability to take disparate groups of people who all play a role in a workflow, leverage their skill sets and viewpoints, and define how work should be done, in contrast to how work is currently done.

Take, for instance, the change order management process. If you look at the level of risk associated with this process, and the extreme amount of detailed, factual information needed to successfully substantiate impacts, this becomes a prime example of a workflow that needs to have standardized work steps. It takes a strong partnership between field operations and project operations to be highly successful and effective in this area.

If improvement is desired in any given functional area, following the work steps below may assist in creating pathways that make sense to the very people in your organization who could make it successful.

Step 1 – Define the Team

Identify the different job titles involved in the change order process to provide a roadmap of potential team members. The team should represent a cross-section of staff who all play a

role in the success of the change order management process. For the example, this should represent employees from estimating, project management, project administration, field leadership, and accounting. Others who could be included, depending on the specific organizational challenges, might be purchasing, manufacturing, and design. Be cognizant to pick respected personnel who would be engaged in helping to define a new—and improved—process.

Step 2 – Map Current Processes

Have the group define the starting and end points. Using a value stream mapping process or other structured work step identification method, allow each team member to identify each individual step in the process from the identified starting point to the defined end point. Have them work collaboratively to list each activity chronologically from start to finish, eliminating any duplications.

Step 3 – Identify and Solve Needed Areas of Improvement

Once the current processes have been mapped out, open a discussion to identify the areas requiring improvement and ensure standards encompassing notification, documentation, pricing, proposals, terms and conditions, and more are in place. These are critical steps in effective risk mitigation. Prioritize and complete the list of necessary improvements by dividing and conquering the challenges. Leverage the skillsets of the diverse team to define the most logical solutions for the organization.

Step 4 – Document New Workflow

Document the new workflow using process flow charts or process maps. These will serve as a reference and be used during training. The workflow documents should contain relevant examples of documents, timing, videos, or other required materials so someone new to the process can easily follow along. It should also outline the job title that should perform each work step, ensuring that the right person at the right level in the organization is performing the work. Once this workflow is defined, it should be presented to the executive team to ensure their understanding and agreement with the contents.

Step 5 – Define Training Materials and Identify Subject Matter Experts

Using a cross-section of staff from the field to the office to define the new process allows the team to identify which of these individuals should act as internal subject matter experts for the initiative. Define the best methods of delivering training to the different groups within the organization, as well as timing, length of training, small or large groups, and the right trainer to present the material. These people now become the peer experts so coworkers can come to a peer for additional training or questions, negating the discomfort of having to go to a superior.

Step 6 – Roll out Initiative and Train

Initiative roll-out and training should always discuss the topic in the following order:

1. Why this initiative is so important.
2. What's in it for the attendees (how do they benefit)?
3. Show the new initiative.
4. Define expectations.
5. Discuss subject matter experts' availability and roles.
6. How the initiative's impacts will be measured.
7. Re-state importance and benefits.

Step 7 – Identify and Track Metrics

The team should define how the organization measures success, whether the process is being followed, those responsible for verifying, and how to assign done/not done, % implementation, or ROI. Improvements cannot be measured unless there is an understanding of where we started and where we are today, compared to the standard defined by the team. It is also important to know what the end game is, whether a targeted financial goal, % improvement, or other measurement.

Step 8 – Celebrate Success

This is a step that is far too often skipped. When benchmarks are reached or specific project teams find success using the new initiative, it is a prime opportunity to celebrate. It is critical to point out how the new process helped the project team and to discuss the financial or operational impact it had. Leveraging one group's success to feed fuel to others who may still be

struggling or undecided is an outstanding practice, though not done nearly often enough.

Using cross-functional teams solidifies the roles and processes needed to be successful and allows those groups to work together to define the path. These opportunities should drive operational excellence and an organizational culture that people want to be a part of.

Stephane McShane is a Director at Maxim Consulting Group responsible for the evaluation and implementation processes with clients. She works with construction related firms of all sizes to evaluate business practices and assist with management challenges. McShane is an internationally recognized speaker, mentor, author, and teacher. Her ability to motivate, inspire, and create confidence among work groups is extremely rare and very effective. ■

Stephane will host a Supervisor Training Program titled "Enabling Success – Creating Alignment Between Field and Office" for SMACNA-BC members on September 19 at the Civic Hotel, Surrey, BC. Contact the SMACNA-BC office to register.



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Photo courtesy of Ryan Howe

Finding a Home in the Trades —

Elizabeth Moses' Journey from Sudanese Refugee to Emerging Leader in the Trades

By Tatiana Tomljanovic

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Times were tough for Elizabeth Moses and her family when they came to Canada as refugees from the Sudan. She was just six years old. Elizabeth, her parents and five siblings were living in social housing in Ontario, and there wasn't a lot to go around.

"I grew up in poverty," Moses said. "I just didn't have a lot. I couldn't really ask for much. There was uncertainty in my future."

When it came to a career, Moses' parents wanted her to go to university, but the cost of tuition was prohibitive. Moses knew from experience in high school woodworking and robotics that she enjoyed working with her hands, so she explored her options and discovered a free precision metal cutting apprenticeship program at a local college. After finishing her apprenticeship, Moses worked as a machinist before moving to BC to take on a second trade.

"I didn't want to have just one skill," Moses said. "I wanted to know what else was out there." Connecting with a wide

network of women in the trades through a Facebook group, Moses became friends with the group's administrator Miriam Jordi, a sheet metal worker from BC who encouraged Moses to try something new.

Moses moved to BC and soon discovered her love of working with sheet metal. Now in her second year of apprenticeship with Local 280, Moses is the apprentice liaison to the union, representing more than 600 apprentices. She is an ambassador for the SMART Army, and the newly elected co-chair of Build Together BC, the women's committee of the BC Building Trades.

Former BuildTogether BC co-chair Sandra Brynjolfson, assistant business manager with the International Brotherhood of Electrical Workers Local 213, nominated Moses for the position in January.

"I'd never met Sandra before that day, but she talked about passing on the torch and giving women a chance, and she gave me that opportunity," Moses said.



“I want for young women to believe in themselves, which is why I got into volunteering,” Moses said. “It’s a lot of unpaid labour, but it might help somebody else out in the same situation. My position is not unique being in poverty and choosing the trades to get myself out of it.”



At just 25 years old, Moses has racked up an impressive list of accolades and awards through her community engagement and support for women and young people in the trades. She was recognized by the Women’s Executive Network as one of Canada’s Most Powerful Women in the skilled trades category and received the 100 Accomplished Black Canadian Women 2024 Award. She was the keynote speaker at the 2024 Canadian Coalition of Women in Science, Engineering, Trades, and Technology conference, and she has hosted and presented at First Robotics Canada competitions. She has also been a mentor and tutor in her hometown with the Women’s Enterprise Skills Training of Windsor.

As for Moses’ parents back home in Windsor, they now recognize the value of the career path she chose.

“My parents are very proud,” Moses said. “They’ve seen a lot of my accomplishments that have come out of the trades.

Moses envisions getting more young people involved in the trades by presenting at schools to build awareness of career opportunities. She and Build Together have plans to create more committee positions with people taking on different roles and addressing ongoing issues, such as the lack of properly fitting PPE for women in the construction trades industry.

Moses plans to continue her work supporting and encouraging women and youth in the trades in BC both as a union representative and through her work with Build Together.

“I want for young women to believe in themselves, which is why I got into volunteering,” Moses said. “It’s a lot of unpaid labour, but it might help somebody else out in the same situation. My position is not unique, being in poverty and choosing the trades to get myself out of it.

“If you want to be involved and be an influence, you have to give the trades the time and respect it deserves. My goal right now is to finish my apprenticeship and give back to the community.” ■



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THE POWER OF ANALYTICS: HARNESSING DATA FOR PROCESS IMPROVEMENT

Despite what you may think, data is pretty rad, and nobody can tell me anything different. The ability to quantify, deduce, and extrapolate information from even a few seemingly simple data points is incredible, and I'm going to explain just how much of an impact they can make in your world and your manufacturing processes.

Data analytics involves examining data sets to uncover patterns, trends, and insights. These insights can support data-driven decision-making. In process improvement some of the obvious things you're looking for are workflow inefficiencies, opportunities to optimize resources, and even things like maintenance needs on equipment or machinery. Some of these may be obvious but others aren't so visible to the naked eye until you start digging into the actual data.

Collecting data can come from a wide range of sources. It can be as simple as reviewing historical job costing reports that outline hours required to manufacture common parts, but it can get as complicated as IoT (Internet of Things) sensors and tracking equipment. Most data is readily available if you just know where to look. The historical data is the simplest place to start as most companies keep extensive records of labour resources and job costs. It's always important to confirm the quality of the data you're reviewing but with enough data it's easy to fact-check and pinpoint any irregularities.

Tools to analyze data come in a broad range of flavors from advanced data visualization tools and machine learning algorithms to everyone's best friend, Excel. To be honest, if you're just starting in the process all you need are a few formulas and some free time. The first step is to identify the key metrics you want to focus on. They can include manufacturing time, defect rates, or damage caused by improper sequences or excessive material handling. (In the next issue, I will discuss leveraging



By Dave Halabourda

BIM for process improvement, which is based on challenges we faced with damage and excessive material handling in one of our facilities and how BIM and 3D modelling helped us eliminate these risks.

Once the data has been collected and you're ready to formulate a plan, it's relatively straightforward.

1. Prioritize issues – Rank issues based on impact and resources required to address them.
2. Set goals – Establish specific, measurable, achievable, and time-bound goals for each prioritized issue.
3. Define action plans – Create detailed action plans outlining steps required to achieve the goals with realistic timelines.
4. Implement changes – Carry out the action steps as planned, maintaining focus on the objectives and timelines.
5. Review and adjust – Assess the results to determine effectiveness and use the insights gained to review and refine the process to make ongoing improvements.

Managing changes like this is key to their success and continued monitoring will help you either react quicker if things go wrong or help you improve your processes for the next time.

Data analytics has been around forever and will continue to shape businesses and the world. With recent advancements in machine learning and AI integration fields like real-time data processing and predictive analytics are going to grow exponentially. These capabilities becoming more accessible should lead to a significant boom in efficiency and productivity, reducing redundancy in the workforce and increasing overall improvement globally.

Data analytics is fascinating and can significantly guide your decision-making process in a wide variety of ways. If you haven't already, I encourage you to start digging into some data in your department or field and see what kind of insights you find. I'm curious to see what you come up with. Are there any specific or unique metrics you follow specifically? ■

David is a seasoned sheet metal worker with a dynamic background in drafting, BIM, project management, and operations. With extensive experience across multiple facets of the industry, he blends hands-on expertise with strategic insight, driving innovation and efficiency in every project he undertakes. David is passionate about optimizing processes and embracing new technologies.

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INFRARED HEATING—DESIGNING FOR SUCCESSFUL INSTALLATIONS

At this time, I am in the middle of a heat wave and there are forest fires burning everywhere. It's hard to think about and plan heating projects, but if designs are required, below is an outline for designing successful infrared projects.

There are five factors that must be addressed before developing an infrared heating solution in a commercial, industrial, agricultural, or residential application. Before you embark on your next project, consider the following points to ensure that your project starts on the right foot.

Detailed and accurate heat-loss calculations are required for all complete space heating applications. For estimating purposes only, a figure of 40 to 50 BTUHs per square foot is used in the preplanning stages. If only spot heating is required, a figure of 150 to 200 BTUHs per square foot might be used. These are only rules of thumb and should not replace a proper detailed heat-loss for building design purposes. An infrared heater's stated BTUH input is used when matching infrared heaters to the total heat loss. Any of the major manufacturers' representatives can assist in these detailed selections.

All units have a stated minimum clearance to combustibles, which represents a 90 degree net temperature rise. Note that some interior building products, such as plastics, have a low heat tolerance and require additional shielding from the heating effects of infrared. Refer to the provincial gas code for details and exceptions. In all infrared installations, signs should be posted advising building users of minimum clearances and product stacking heights. For more information about infrared heater safety, visit irsafetycouncil.org.

All gas burning appliances require a clean air source for proper combustion. Without this, combustion efficiency and equipment longevity will suffer, and this equates to higher operating costs. Tube-type heaters typically have the option of ducting combustion air from outside the contaminated space. Contaminates can range from solvent vapours and chemicals to sawdust and smoke.

Unvented or heaters discharging the products of combustion into the heated space must be interlocked with an exhaust fan. The interlock must be a device such as an air proving switch that can ensure that air flow exists. Typical air flow requirements are 4 CFM per 1000BTUH of heater input. Check with jurisdictional local gas code requirements.

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By Norm Grusnick, PEng ECCO Supply

Much like the sun, infrared heaters heat the objects that the infrared rays strike. These objects can be floors, machinery, stored products, metal railings and racking, people, and so on. These absorbers of infrared will, in turn, heat the surrounding area to a desired temperature. The thermostat setting in an infrared space heating application is usually three to five degrees lower than warm air due to radiant effect and no air movement.

A properly designed and installed system in areas with large air changes, such as loading docks, benefit twice. First, people working in the radiant pattern will be warmed even though air exchange is ongoing. Then when air infiltration is reduced, all radiant absorbers become emitters to aid in the heated space recovery. A good design using the specific design knowledge of manufacturers will lessen the effect of cold mass introduction into the space thereby reducing operating costs of the entire building. ■



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IMPROVE YOUR COMMUNICATION WITH A CLEAR OBJECTIVE

In “The 7 Habits of Highly Effective People,” the classic personal development book, the late Stephen Covey identifies habit number two as “Begin with the End in Mind.”

This is great advice for life and applies to leadership and inspiring others to action.

That’s because as a leader, with or without the title, your job is to influence others—selling your ideas, yourself and your organization. But you can’t do that if you’re not clear on your objective. The lack of a clear objective results in pointless communication.

Endless Presentations and Meetings

This is why one of the biggest complaints of people in business and other fields is that they have to listen to endless presentations and meetings with no point. And having to watch all of these on a computer monitor makes the agony even worse. We’ve all been there: we sit through an hour-long presentation (or a day-long meeting) with lots of talking, details and posturing. Then we return to our real work, frustrated.

Often this results from poor planning. We decide we must have a meeting or give a talk, set the date, and then scramble to pull together slides and an agenda. Not enough thought is given to outcomes.

What Do You Want Them To Do?

The best place to start planning a presentation, or a meeting, is, as Covey said, with the end in mind. Why are you giving this presentation or holding this meeting? What do you want people to do?

The crux of the problem is that we live in a digital world. We are inundated with micro-bits of information and the constant tug of our phones. Research finds that most of us are exposed to some 5,000 marketing messages each day, in addition to emails, texts and social media. Our attention spans are shorter than ever. That’s why the best presentations, and meetings of all kinds, should start with the action you want from people.

Add Your Call to Action

If you can’t think of a specific action you’re asking people to take, it might be a good indication that you don’t need that meeting or you don’t need to give this presentation. If there’s no action, there’s no point. You may say, there are presentations where you don’t need action from people, you’re only informing them. Well, that may be true, but it still makes sense to ask for a meaningful response. With a request from you, people go from passive receivers of your information to actively engaged.

Let’s say you’re informing your team of a new business project.



By John Millen

Why wouldn’t you ask people to send you an email with one positive and one challenge they see stemming from this new development? You’ve engaged them, made them think and created a feedback loop for yourself. You’ll probably learn something you hadn’t considered. Even better, ask for this feedback before the project is far along and incorporate the team’s ideas. Crowdsourcing is a wonderful thing.

Activate Their Brains

Calls to action are powerful because our brains are activated by a request. Our subconscious makes a note. There’s something I need to be alert to, there’s something I need to do. Otherwise, we are just sifting through a stream of information, lots of information, with no real emphasis.

And if the request is made with urgency—with a deadline—our brain sets up a red flag next to the task. This must be done by a certain time! If the request is delivered with passion, the brain takes this strong non-verbal signal and further elevates its importance.

It’s Like You’re Making a Sale

Making a request is like the “close” in sales. It engages people and forces them to make a decision. Even if they decide to do nothing, they’ve made a decision. But before you can ask them for something, you need to decide what you want them to do.

My request of you: this week, before you schedule a presentation or a meeting, decide, what’s the outcome you seek? What do you want them to do?

In other words, begin with the end in mind. ■

This article was reprinted with permission from the author. John Millen, storytelling and communication coach, conference speaker, and course creator, has more than 25 years of communication experience, including serving as VP of Communications for Fortune 100 companies Nationwide and The Hartford. His purpose is to help leaders and entrepreneurs grow their businesses and careers by developing their storytelling and communication skills. Learn more at johnmillen.com

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INDUSTRY NEWS

continued from page 9

which workers may be exposed. The data will be shared with employers and incorporated into the SCT database to improve the tool’s ability to provide detailed ECPs for a broader range of activities and materials. If you’re an employer who wants to receive a free silica test, email silicatool@bccsa.ca or call 604-636-0327 for more information ■

FLUSH TOILET REGULATIONS A MAJOR WIN FOR CONSTRUCTION WORKERS

Universally despised porta-potties will soon be a thing of the past on large construction sites in B.C.

Thousands of construction workers across the province, union and non-union, will be experiencing drastically improved sanitary conditions thanks to new regulations requiring flush toilets and running water on worksites with 25 employees or more.

The requirement for flush toilets on large construction sites means workers building BC’s next generation of major infrastructure will have much improved washroom facilities along with running water for handwashing.

The new WorkSafeBC regulation, which comes into effect on October 1, comes following a three-year campaign from the BC Building Trades called ‘Get Flushed’. Thousands of letters were sent to Premier David Eby and Labour Minister Harry Bains, imploring them to improve sanitary conditions on construction sites.

Construction workers on large projects can breathe a sigh of relief knowing that they won’t have to face the daily frustration of using porta-potties which are inadequate in terms of providing readily accessible, safe and clean toilet, hand hygiene and washing facilities. ■

SMACNA UPDATES HVAC SYSTEMS TESTING, ADJUSTING & BALANCING MANUAL

The fourth edition has been updated to include modern HVAC systems, technologies, and practices to properly balance and adjust both hydronic, forced air, and hybrid systems.

SMACNA has published the fourth edition of its *HVAC Systems Testing, Adjusting & Balancing (TAB) Manual*, available digitally and in print.

This edition has been updated to include modern HVAC systems, technologies, and practices to properly balance and adjust both hydronic, forced air and hybrid systems.

The manual includes a revised chapter with sample test & balance report forms included for the end user.

General requirements for skill levels for training of TAB technicians are now incorporated.

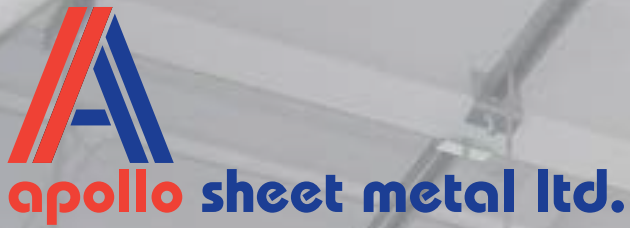
As most of today’s HVAC systems are being designed more with individual controlled temperature zones for improved occupant comfort, the need for properly balanced air and water systems is critical. Ventilation systems are the heart of most buildings, and TAB ensures these systems provide the right amount of fresh/filtered air for all occupants.

The updated 406-page standard was revised to provide contractors, designers, and facility owners with the information they need to apply effective and efficient solutions to their projects.

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