



**CONSTRUCTION**  
ASSOCIATION OF NOVA SCOTIA

Building with Skill and Integrity Since 1862

# INDUSTRY EDUCATION & TRAINING PROGRAM

## COURSE CALENDAR FALL & WINTER 2015-2016



Gold Seal Accredited

[www.cans.ns.ca/education](http://www.cans.ns.ca/education)



**CONSTRUCTION**  
ASSOCIATION OF NOVA SCOTIA

*Building with Skill and Integrity Since 1862*

**The Construction Association of Nova Scotia (CANS) is the leading voice of the construction industry respected by members, government, industry, and the public.**

**CANS represents more than 760 large and small companies throughout Atlantic Canada that build, renovate and restore non-residential buildings, roads, bridges and other engineering projects.**

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**For more information or to register for courses visit:**

[www.cans.ns.ca/education](http://www.cans.ns.ca/education)

**For inquiries or additional information contact:**

Nancy Thompson, Industry Education and Training Lead  
 nthompson@cans.ns.ca (902) 468-2267 ext. 706



## Why Invest in Your Employees?

The Construction Association of Nova Scotia (CANS) Education and Training programs are focused on the leadership skills of Project Managers, Safety Personnel, Foremen, and Superintendents who lead teams. By attending CANS' Industry Education and Training Program, participants gain the resources, tools, and information to develop, enhance, and improve their knowledge and skills. By increasing your team lead's professional competencies in personal development, leadership, management, and self-management, you are building your organization's future.

When organizations invest in their team's education and training, the direct results are:

1. Increase in productivity and process improvement.
2. Building loyalty among employees by investing in their personal and professional development.
3. Increase in the internal talent pool.
4. Opportunities for employee recognition and reward by providing development opportunities for employees.
5. Everybody wins - employees benefit from needed training and ultimately further the success of the organization.

## Career Development and Skill Building

CANS' award-winning Industry Education and Training Program provides valuable training opportunities for career development, skill building, and enhancement – designed specifically for the construction industry. Courses are delivered in a number of formats including workshops, seminars, e-learning sessions, and lunch and learns.

As a leader in education and training since 2005, CANS offers a comprehensive range of continuing education sessions to ensure the construction community is on top of the latest trends, technologies, legislation, regulations, and best practices in the industry.

CANS engages experts in the industry and uses real-life examples and practical activities to support learning and improve the skills of members, ensuring their return on investment and the continued success of their companies. In an effort to help members reach their Gold Seal accreditation, CANS has increased the number of Gold Seal courses offered and built packaged programs that satisfy the 30 hour programs requirements.

## CANS Connect



**CANS  
CONNECT**

To help meet the needs of our members across the Atlantic region, CANS developed CANS Connect - a state of the art video system that includes two fully-equipped physical classrooms where participants can access training through a PC, Mac, Android, or IOS device.

CANS Connect increases productivity and saves companies time and money by reducing the cost of travel to access training and gather teams for meetings. With CANS Connect, companies can access industry education and presentations from anywhere with an internet connection. Members can also use CANS Connect for private virtual meeting spaces connecting employees across jobsites regionally and globally.

All of CANS Industry Education and Training courses are available through CANS Connect.

**"The sound was great. So too was the picture quality, in fact, I was quite impressed. Looking forward to utilizing the technology soon." *Dave MacGregor, ADG Eco Integrated Systems***

**"I recently attended a Lunch and Learn through CANS Connect. The remote connection worked great and was user friendly. I was particularly impressed by the sound quality. We will definitely attend future sessions through CANS Connect since it significantly reduces the cost of the courses by eliminating the travel. Also, attending from the comfort of my own office was a plus."**  
*George Bennet, AB Mechanical*

## Private Training: Investing in Skills Training

With the increase in skills shortages, companies are often concerned that other companies would lure newly trained employee's away and reap the full benefits of their investment. However, an organization's investment in an employee's educational advancement is cited as one of the top five reasons employee's stay loyal.

CANS is dedicated to assisting member organizations with developing their internal talent. CANS provides knowledgeable staff to help assess your internal organizational training needs and works with you to build training programs designed to achieve the specific results your organization is looking for.

CANS has the ability to create custom training sessions based on the latest best talent management and leadership practices that are relevant, up-to date, and developed by industry experts that specialize in adult education. The process focuses on experiential and action learning that can be practically applied to everyday work life through strategies such as co-development groups, one-on-one follow-up sessions, and individual Gold Seal development plans.

### REMAINING COMPETITIVE

More frequently, CANS is seeing Gold Seal Certification as a requirement to bid on both public and private work, making it important for construction companies in Nova Scotia to enhance their innovation, productivity, and competitiveness through training. Bottom line: Gold Seal Certification, the national standard for construction management competence, is your competitive advantage, which is why all CANS Industry Education and Training courses are Gold Seal accredited.

### THE ROI

Employee training pays back your investment. Here's why:

- Training helps your business run better.
- Training is a recruiting tool. Today's young workers want more than a paycheque.
- Training promotes job satisfaction and the result is reduced turnover.
- Training is a retention tool, instilling loyalty and commitment from good workers.
- Training is essential for knowledge transfer. Spread knowledge around — it's like diversifying your investments.
- Training gives seasonal workers a reason to return.

**“CANS has been an instrumental part of our training and development for our employees over the last few years and we have developed a strong partnership. They have taken the time to listen, assess our needs and provide excellent training resources to assist us in filling the gaps. CANS has been very effective in facilitating, planning and managing a high level-learning experience by qualifying the instructors to ensure it was the right fit for us. We are very pleased with the level of expertise and the outcomes from our partnership with CANS.”** *Amanda Penney, The Shaw Group*

## CANS Industry Education and Training - 2014/2015 Highlights

- 130 member employees received training via CANS Connect
- 11 private corporate sessions were held
- 60 member companies registered their employees in training
- Over 618 people participated in training
- Over 70 members moved towards their Gold Seal application
- 10 courses were held in Yarmouth

## Funding Opportunities Available

CANS offers several opportunities to assist members with securing funding to support their organization's training initiatives. These services are at no cost to our members. CANS Industry Education and Training staff can help your organization reduce barriers and provide a seamless application process. Organizations could be eligible for up to 50 per cent or even 100 per cent funding for training. These funding options are available for both group learning applications and individual learning experiences.

CANS has assisted membership organizations with accessing over \$409,070 in government funding for training.

For more information on corporate private training and funding options that will support your organization's private, group, and individual training please contact:

Nancy Thompson - CANS Industry Education and Training Lead  
(902) 468-2267 ext. 706 or nthompson@cans.ns.ca

## Gold Seal Certification

### SET A HIGHER STANDARD, BECOME GOLD SEAL CERTIFIED

Since 1991, the Gold Seal Certification program has been the industry's most trusted, valued, and reliable certification for management of the construction industry. Today, more than 8,000 construction professionals have been recognized across Canada as Gold Seal Certified.

The Gold Seal Certification program is a nationally recognized certification for Project Managers, Superintendents, Estimators, Construction Safety Coordinators, and Owner's Construction Managers in the Canadian construction industry involved in:

- General contracting
- Electrical contracting
- Mechanical contracting
- Road building and heavy construction
- Specialty trades

### BENEFITS OF GOLD SEAL CERTIFICATION

Whether you are a construction professional, a Contractor, a Project Manager, or an Owner of a construction project, Gold Seal Certification can help you set a higher standard - "the gold standard" - on any construction project.

**FOR INDIVIDUALS:** Gold Seal Certification offers individuals the opportunity to improve skills, advance careers, and provides recognition for years of experience and education.

**FOR CONTRACTORS AND SUBCONTRACTORS:** Gold Seal Certification signifies a commitment to excellence in the management of construction and shows that your organization values professionalism and ongoing education. As well, Gold Seal Certified employees provide a competitive advantage on tenders.

**FOR OWNERS:** Gold Seal Certification is an investment in quality, best practices, and ensures excellence in the management of construction projects.

### THE ROLE OF CANS IN GOLD SEAL CERTIFICATION

CANS acts as an administrator of the Gold Seal Program, assisting member employees with obtaining their Gold Seal Certification, the development of training plans, submission of applications, and overseeing of exams. CANS believes your employees are your best asset and that investing in the certification of Project Managers, Estimators, Safety Coordinators, and Superintendents is three times as important to economic growth as investment in physical capital.

## UPCOMING GOLD SEAL CERTIFICATION EXAM DATES & APPLICATION DEADLINES

Exam: October 16, 2015  
Application Deadline: September 4, 2015

Exam: January 22, 2016  
Application Deadline: December 4, 2015

Exam: April 15, 2016  
Application Deadline: March 11, 2016



## Gold Seal Certification

### SHOWCASE EXCELLENCE IN THE MANAGEMENT OF CONSTRUCTION - GSC

The management of construction is inherently a collaborative process. This includes stakeholders who provide the capital, the architects/designers who turn ideas into specifications, the builders who turn specifications into reality on site, as well as those who manage and regulate that process overall on behalf of the client and industry. Gold Seal Certified (GSC) practitioners have the experience and where-with-all to provide a total project perspective on the management of construction from inception to completion.

### GOLD SEAL INTERN - GSI

There is a huge need in the rapidly growing and increasingly specialized construction industry for practitioners who are both experienced and competent in the management of construction. Today's complex construction projects require professional managers who can function successfully in multidisciplinary teams consisting of Project Managers, Architects, Builders, Engineers, Environmental Consultants, General and Sub-contractors, and others. Managers also require a comprehensive understanding of quality management systems and sustainable practices and a deep and broad technical background in the construction industry. As a registered Gold Seal Intern, you will be on the path to earning your Gold Seal Certified (GSC) credential via examination. You have up to five years to fulfill the requirements necessary to challenge the Gold Seal exam.



## CANS would like to congratulate the following individuals that were awarded their Gold Seal Certification and Gold Seal Intern during 2014/2015

Barry Greene - GSC  
Construction Safety Coordinator  
Dexter Construction

David Dooks – GSC  
Estimator/General Contracting  
Avondale Construction Limited

Erin Brownlow – GSC  
Estimator/General Contracting  
rcs construction

George Bennett – GSC  
Estimator/Mechanical Contracting  
A.B. Mechanical Limited

Joel LeBlanc – GSC  
Estimator/General Contracting  
Dora Construction

Rodney Levangie – GSC  
Superintendent/General Contracting  
Marco Group

Shawn MacMillan – GSC  
Project Manager/ General Contracting  
PCL Constructors Canada

Andrew Doucet – GSI  
Project Manager/ General Contracting  
rcs construction

Colin Peters – GSC  
Project Manager/ General Contracting  
BIRD Construction

Jennifer Bollivar – GSC  
Construction Safety Coordinator  
PCL Constructors Canada

Kourosh Jahanbiglary – GSC  
Superintendent/Specialty Trade  
Civiltech

Ryan Nesbitt – GSC  
Estimator/General Contracting  
PCL Constructors Canada

Tim Peters – GSC  
Project Manager/Mechanical Contracting  
Atlantica Mechanical

T. Devon Buell – GSC  
Construction Safety Coordinator  
McCarthy's Roofing

Keith Hare – GSC  
Estimator/General Contracting  
rcs construction

Adam Mitchell – GSI  
Owner's Construction Manager  
Shannex Incorporated

Richard Redmond – GSC  
Estimator/General Contracting  
RIKJAK Projects Inc.

## Executive Certificate in Construction Leadership



### OVERVIEW

CANS has partnered with Dalhousie University's Faculty of Management to deliver world-class leadership development training right here in the province, helping organizations become more productive and efficient, develop their capacity and the capabilities of their people, and attract and retain the future leaders of the industry.

As one of the largest industries in Nova Scotia, and one that is continuously evolving, the level of sophistication required for you and your company to compete locally, regionally, and globally, on increasingly complex projects, commands exceptional leadership.

### THE PROGRAM

The Executive Certificate in Construction Leadership is a cohort-based experience consisting of 15 courses. It is intended to enable high-potential candidates from CANS' member organizations to develop critical leadership and sector-specific behaviours, attitudes, skills, and competencies in order to increase productivity, innovation, and competitiveness.

*"The Executive Certificate in Construction Leadership program was a game changer in certain aspects of my role. The participants in the program are now trusted advisors and friends, making the experience even more rewarding." - Matt Brunt, Division Manager, Bird Stairs*

The program is designed to meet the professional development needs of the industry currently and also to provide high-potential individuals with an opportunity to develop the capability and capacity to address challenges and take advantage of future opportunities.

The program is also intended to offer maximum opportunity for prior learning to be assessed to provide a pathway to postgraduate study for those participants interested in continuing their professional development upon program completion.

### APPLICATIONS NOW OPEN FOR 2015-2016 COHORT!

For more information on the Executive Certificate in Construction Leadership contact:  
Nancy Thompson - Industry Education and Training Lead  
(902) 468-2267 ext. 706 or [nthompson@cans.ns.ca](mailto:nthompson@cans.ns.ca)

### 2014-2015 Graduating Class of the Executive Certificate in Construction Leadership Program



Left to Right: Deborah Merry - Director, Executive Education, Dalhousie University; Dr. Peggy Cunningham - Dean, Faculty of Management, Dalhousie University; John Charlton - Sobeyes Project Ltd.; Colin Miller - Cornerstone Interlocking Brick Limited; Nick Young - Ryson Interior Construction Ltd.; Matt Brunt - Bird-Stairs; Stewart Clark - RKO Steel Ltd.; Devon Buell - McCarthy's Roofing; Howie Doirin - DORA/ROCLAN Construction; Andrew Doucet - rcs construction; Duncan Williams - President, Construction Association of Nova Scotia.

## Human Resources for the Construction Industry - Full Program (Yarmouth)

**Dates:** Sept. 30, Oct. 1, 28, 29, Nov. 4, 2015  
**Location:** Yarmouth & CANS Connect (Online)  
**Duration:** 5 days  
**Time:** 8:30 am – 4:00 pm  
**Member Price:** \$1,450 + HST  
**Non-Member Price:** \$1,885.00 + HST

**This program is 30 hours.**  
**This course is Gold Seal accredited (5 Credits) upon completion of all 5 modules.**

**Who Should Attend:** The HRC program is designed for Managers, Supervisors, Team Leads, Human Resource Managers, Project Managers, and for those who take an active role in the management of employees in the construction industry.

In the construction industry, human resources is a shared responsibility among many within an organization. This HR course will provide for those that manage others, innovative skills, behaviors and strategies for recruiting employees, reducing employee turnover, promoting employee development and retaining a talented, flexible and diverse workforce.

You will be able to use the practical advice in our HR seminars to create an environment that fosters professional satisfaction and encourages employee development – a crucial component to help ensure your company has a true and sustainable competitive advantage. Discover new approaches and techniques for training employees and building organizational unity.

**Module 1:** Finding and Keeping the Best Employees  
**Module 2:** HR Essentials for Supervisors, Managers and Team Leads  
**Module 3:** Motivating and Engaging Employees  
**Module 4:** Performance Management  
**Module 5:** Drugs and Alcohol in the Workplace - Risks, Consequences and Action Planning

**Facilitator(s):** Brenda Fair, CHRP  
 Fairwinds Training & Development

**Location:** Rodd's Grand Hotel,  
 Main St., Yarmouth

Construction Association of Nova Scotia  
 CANS Connect (Online)

### Module 1: Finding and Keeping the Best Employees

**Dates:** Sept. 30, 2015  
**Location:** Yarmouth  
**Duration:** 1 day  
**Time:** 8:30 am – 4:00 pm  
**Member Price:** \$325.00 + HST  
**Non-Member Price:** \$423.00 + HST

This course will be an introduction to the strategies that will keep your company competitive for the best talent in the industry. Through this session you will learn how each step of the process is equally important.

### Module 2: HR Essential Skills for Supervisors, Managers, and Team Leads

**Dates:** Oct. 1, 2015  
**Location:** Yarmouth  
**Duration:** 1 day  
**Time:** 8:30 am – 4:00 pm  
**Member Price:** \$325.00 + HST  
**Non-Member Price:** \$423.00 + HST

This one-day program is designed for supervisors and team leads wanting to explore key issues in managing and developing their people.

In every organization, the functions of Human Resources will be a part of your everyday life and this course aims to explain HR for the non-HR manager.

The course will be a lively, interactive session where participants will share their own experiences and learn from each other.

### Module 3: Motivating and Engaging Employees

**Dates:** Oct. 28, 2015  
**Location:** Yarmouth  
**Duration:** 1 day  
**Time:** 8:30 am – 4:00 pm  
**Member Price:** \$325.00 + HST  
**Non-Member Price:** \$423.00 + HST

Develop a toolbox of motivational skills. Motivation is about using positive persuasion and getting people to want to learn how to do their jobs better. More succinctly, it is getting them to want to do what you ask of them. This is the basis of how you engage people and become a credible and trusted leader.

#### Module 4: Performance Management

**Dates:** Oct. 29, 2015

**Location:** Yarmouth

**Duration:** 1 day

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$325.00 + HST

**Non-Member Price:** \$423.00 + HST

In this course, managers learn how to collaboratively develop performance goals, provide constructive feedback and coaching toward those goals, and review performance results. These activities are central to the performance management system. There are some very specific exemptions from the Provincial Labour Code for the construction industry however, how performance is managed in the organization may mean the difference between keeping and losing top employees.

#### Module 5: Drugs and Alcohol in the Workplace - Risks, Consequences and Action Planning

**Dates:** Nov. 4, 2015

**Location:** CANS Connect (Online)

**Duration:** 1 day

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$325.00 + HST

**Non-Member Price:** \$423.00 + HST

Do you know how to recognize the signs at work and what to do when you do? Drug and alcohol abuse in the workplace leads to injuries, decreased morale and lost time. Your insurance costs increase and the negative effects on employees impact productivity and profitability in countless ways.





## Advanced Manager and Superintendent Program - Full Program (Valley)

**Dates:** Feb. 5, 11, 12, 18, 19, 2016

**Duration:** 5 days

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$1,445.00 + HST

**Non-Member Price:** \$1,850.00 + HST

**This program is 30 hours.**

**This Program is Gold Seal Accredited (5 Credits)**

**Who Should Attend:** Experienced Foremen, Superintendents, and new Project Managers.

If you are a Senior Project Manager or Superintendent trying to advance your team to be a more effective group in the field then this 10 module program is for you. You'll be empowered with new skills and a contemporary perspective on leadership from this leadership excellence course. This program will create more confident, productive and effective leaders driving their teams forward towards the organization's goals.

It's your time, your chance to revitalize your career and step forward and be a better leader in the field. Give yourself every advantage with experienced executive coaching that will have immediate and practical application.

This course offers further study into leading people to work in an effective and efficient manner with a focus on developing strong interpersonal skills.

### Module 1: Leadership In The Field

**Date:** Feb. 11, 2016

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$325.00 + HST

**Non-Member Price:** \$423.00 + HST

Through this program you will increase your ability to lead others in the field more effectively and efficiently.

### Module 2: Creating A Diverse Workplace

**Date:** Feb. 11, 2016

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$325.00 + HST

**Non-Member Price:** \$423.00 + HST

Diversity programs often start at the top but it is the responsibility of everyone in a management position to play an active role in creating an environment where all employees are respected, encouraged and provided opportunities to achieve their highest potential.

In this course you learn how to create a diverse workplace.

### Module 3: Creating Work Groups And High Performance Teams

**Date:** Feb. 12, 2016

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$325.00 + HST

**Non-Member Price:** \$423.00 + HST

Team training should focus on the importance of team members recognizing their inherent job responsibilities as well as the need to maintain balance and harmony between the needs of the organization and the team member. The outcome of this shift in thinking is the creation of a high performance team.

### Module 4: Effective Decision Making Through Problem Solving

**Date:** Feb. 12, 2016

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$325.00 + HST

**Non-Member Price:** \$423.00 + HST

Good problem solvers tend to use proven and systematic ways of dealing with problems. Therefore, as a Supervisor whose job it is to lead, it is imperative to use an organized, structured approach to problem solving and decision-making using a team.

In this course you learn how to make effective decisions while working through problems with others.

### Module 5: Project Delivery Methods

**Date:** Feb. 18, 2016

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$325.00 + HST

**Non-Member Price:** \$423.00 + HST

This course is intended to assist supervisors in understanding the relationship between the roles and responsibilities of the Project Supervisor and the chosen method of project delivery. For a Supervisor it is critical to understand the balancing act that comes with project delivery systems and methods because not all stakeholders are concerned about the same things on projects.

### Module 6: Working with Design Build Contracts

**Date:** Feb. 18, 2016

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$325.00 + HST

**Non-Member Price:** \$423.00 + HST

Like all construction methods, design build can have its disadvantages and problems. If all parties involved have misunderstandings and disputes about roles and responsibilities spelled out in the contract, the risk is escalation of claims against the contractual partners.



### Module 7: Documents, Records and Reports (Retention)

**Date:** Feb. 5, 2016

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$325.00 + HST

**Non-Member Price:** \$423.00 + HST

Document, document, document - it is the necessary evil to construction project risk management. But what do we do with all the documents? How long should we keep them? What are the legal requirements around document retention and claims defense?

### Module 8: Change Order Management

**Date:** Feb. 5, 2016

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$325.00 + HST

**Non-Member Price:** \$423.00 + HST

This session will review the details you need to ensure the process is accurate and everyone is paid and meets contractual agreements.

### Module 9: General and Specialty Contractors Dynamics

**Date:** Feb. 19, 2016

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$325.00 + HST

**Non-Member Price:** \$423.00 + HST

This module addresses the use of construction management and design-build/fast track from the perspective of specialty Trade Contractors. Specialty Trade Contractors are those whose construction work requires special skill and whose principal contracting business involves the use of specialized building trades.

### Module 10: Understanding and Managing Project Costs

**Date:** Feb. 19, 2016

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$325.00 + HST

**Non-Member Price:** \$423.00 + HST

This module covers the pre-construction process and how project estimates are compiled, how to compare actual project costs with those estimated, and how to control costs to meet the estimate. Participants will also learn the value of effective supervision of workers to improve the Supervisor's ability to manage costs in the construction process.



## Advanced Manager and Superintendent Program - Full Program (New Glasgow)

**Dates:** Dec. 1, 8, 2015, Jan. 18, Feb. 8, 9, 2016

**Duration:** 5 days

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$1,445.00 + HST

**Non-Member Price:** \$1,850.00 + HST

**This program is 30 hours.**

**This Program is Gold Seal Accredited (5 Credits)**

**Who Should Attend:** Experienced Foremen, Superintendents, and new Project Managers.

If you are a Senior Project Manager or Superintendent trying to advance your team to be a more effective group in the field then this 10 module program is for you. You'll be empowered with new skills and a contemporary perspective on leadership from this leadership excellence course. This program will create more confident, more productive and more effective leaders driving their teams forward towards the organization's goals.

It's your time, your chance to revitalize your career and step forward and be a better leader in the field. Give yourself every advantage with experienced executive coaching that will have immediate and practical application.

This course offers further study into leading people to work in an effective and efficient manner with a focus on developing strong interpersonal skills.

### Module 1: Leadership In The Field

**Date:** Dec. 1, 2015

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$325.00 + HST

**Non-Member Price:** \$423.00 + HST

Through this program you will increase your ability to lead others in the field more effectively and efficiently.

### Module 2: Creating A Diverse Workplace

**Date:** Dec. 1, 2015

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$325.00 + HST

**Non-Member Price:** \$423.00 + HST

Diversity programs often start at the top but it is the responsibility of everyone in a management position to play an active role in creating an environment where all employees are respected, encouraged and provided opportunities to achieve their highest potential.

In this course you will learn how to create a diverse workplace.

### Module 3: Creating Work Groups And High Performance Teams

**Date:** Dec. 8, 2015

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$325.00 + HST

**Non-Member Price:** \$423.00 + HST

Team training should focus on the importance of team members recognizing their inherent job responsibilities as well as the need to maintain balance and harmony between the needs of the organization and the team member. The outcome of this shift in thinking is the creation of a high performance team.

### Module 4: Effective Decision Making Through Problem Solving

**Date:** Dec. 8, 2015

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$325.00 + HST

**Non-Member Price:** \$423.00 + HST

Good problem solvers tend to use proven and systematic ways of dealing with problems. Therefore, as a Supervisor whose job it is to get it right it is imperative to use an organized, structured approach to problem solving and decision-making using a team.

In this course you learn how to make effective decisions while working through problems with others.

### Module 5: Project Delivery Methods

**Date:** Feb. 8, 2016

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$325.00 + HST

**Non-Member Price:** \$423.00 + HST

This course is intended to assist supervisors in understanding the relationship between the roles and responsibilities of the Project Supervisor and the chosen method of project delivery. For a Supervisor it is critical to understand the balancing act that comes with project delivery systems and methods because not all stakeholders are concerned about the same things on projects.

### Module 6: Working with Design Build Contracts

**Date:** Feb. 8, 2016

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$325.00 + HST

**Non-Member Price:** \$423.00 + HST

Like all construction methods, design build can have its disadvantages and problems. If all parties involved have misunderstandings and disputes about roles and responsibilities spelled out in the contract, the risk is escalation of claims against the contractual partners.



### Module 7: Documents, Records and Reports (Retention)

**Date:** Jan. 18, 2016

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$325.00 + HST

**Non-Member Price:** \$423.00 + HST

Document, document, document - it is the necessary evil to construction project risk management. But what do we do with all the documents? How long should we keep them? What are the legal requirements around document retention and claims defense?

### Module 8: Change Order Management

**Date:** Jan. 18, 2016

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$325.00 + HST

**Non-Member Price:** \$423.00 + HST

This session will review the details you need to ensure the process is accurate and everyone is paid and meets contractual agreements.

### Module 9: General and Specialty Contractors' Dynamics

**Date:** Feb. 9, 2016

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$325.00 + HST

**Non-Member Price:** \$423.00 + HST

This module addresses the use of construction management and design-build/fast track from the perspective of specialty Trade Contractors. Specialty Trade Contractors are those whose construction work requires special skill and whose principal contracting business involves the use of specialized building trades.

### Module 10: Understanding and Managing Project Costs

**Date:** Feb. 9, 2016

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$325.00 + HST

**Non-Member Price:** \$423.00 + HST

This module covers the pre-construction process and how project estimates are compiled, how to compare actual project costs with those estimated, and how to control costs to meet the estimate. Participants will also learn the value of effective supervision of workers to improve the Supervisor's ability to manage costs in the construction process.



## More Value for Membership: Lunch and Learn Programs

CANS series of **FREE Lunch and Learn** sessions are exclusive to members - a benefit of being a CANS Member. Lunch will be provided for all in-class participants. All Lunch and Learn sessions will be available through CANS Connect.

### CANSnet User Information Session / Online Bidding

**Date(s):**

Sept. 10, 2015  
 Oct. 7, 2015  
 Nov. 16, 2015  
 Dec. 14, 2015  
 Jan. 15, 2016  
 Feb. 26, 2016  
 April 18, 2016

**Duration:** 1.5 hours

**Time:** 12:00 pm – 1:30 pm

**Member Price:** Free

**Who Should Attend:** Anyone who wishes to improve their overall understanding of CANSnet and the CANS Online Bidding System.

CANSnet offers an array of exclusive member services designed for business and professional development. This workshop will teach participants how to better navigate CANSnet and capitalize on the benefits of their CANS membership.

The last 30 minutes of the session will focus specifically on the CANS Online Bidding System.

**Topics:**

- Learn to access information about closed and upcoming construction projects
- Understanding and maximizing membership benefits
- The “Add to My Projects” feature
- Zipping files
- Categorizing construction projects
- Managing email notifications
- Reviewing “My Orders”
- Online Bidding

**Facilitator(s):** Staff of the Construction Association of Nova Scotia

**Location:** Construction Association of Nova Scotia (CANS)  
 260 Brownlow Avenue, Unit 3  
 Dartmouth, Nova Scotia

### Building Futures for Youth

**Date(s):** Feb. 11, 2016

**Duration:** 1 hour

**Time:** 12:00 pm – 1:00 pm

**Member Price:** Free

**Who Should Attend:** Host employers looking to gain a valuable summer employee who is prepared for the construction workplace.

Learn how the Building Futures for Youth program can benefit your company. The program involves grade 10 and 11 students looking for an opportunity to explore careers in the construction industry.

**Facilitator(s):** Alain Lefebvre, CHRP  
 Construction Association of Nova Scotia

**Location:** Construction Association of Nova Scotia (CANS)  
 260 Brownlow Avenue, Unit 3  
 Dartmouth, Nova Scotia



## Tell Me About Gold Seal

**Date(s):**

Aug. 12, 2015  
 Sept. 11, 2015  
 Oct. 23, 2015  
 Nov. 23 2015  
 Dec. 7, 2015  
 Jan. 22, 2016  
 Feb. 19, 2016  
 Apr. 15, 2016

**Duration:** 1.5 hours

**Time:** 12:00 pm – 1:30 pm

**Member Price:** Free

**Who Should Attend:** Anyone wishing to apply for Gold Seal Certification or who is responsible for organizing professional development opportunities at their company.

This workshop will walk you through the Gold Seal application process and answer your questions regarding eligibility, timelines and tips on how to prepare a successful application.

**Topics:**

- Why apply for Gold Seal?
- How can this benefit me?
- Who is eligible?
- The process: how to start, timelines, etc.
- How CANS can help

**Facilitator(s):** Juanita MacDonald, CHRP  
 Construction Association of Nova Scotia

**Location:** Construction Association of  
 Nova Scotia (CANS)  
 260 Brownlow Avenue, Unit 3  
 Dartmouth, Nova Scotia



## Workplace Wellness: The Business Case for Making a Difference

**Date:** Mar. 8, 2016

**Duration:** 1.5 hours

**Time:** 12:00 pm – 1:30 pm

**Member Price:** Free

This dynamic presentation will identify what the largest single reason for absenteeism in Canada's workplaces is and what to do about it.

Did you know 35% of all missed days at work are due to mental health issues? We can no longer afford to ignore the facts. Nationally Awarded Facilitator, Tova Sherman will clarify & simplify the steps to reducing absenteeism by providing you simple tools to turn this trend around in your workplace and beyond.

**Facilitator(s):** Tova Sherman  
 CEO, reachAbility Association  
[www.reachability.org](http://www.reachability.org)

**Location:** Construction Association of  
 Nova Scotia (CANS)  
 260 Brownlow Avenue, Unit 3  
 Dartmouth, Nova Scotia



## Financials for Construction

**Date(s):**

Oct. 21, 2015

Nov. 18, 2015

Dec. 2, 2015

**Duration:** 1.5 hours

**Time:** 12:00 pm – 1:30 pm

**Member Price:** Free

**Who Should Attend:** Anyone looking to improve their financial management skills.

## An Overview of Business Valuations

**Date:** Oct. 21, 2015

**Duration:** 1.5 hours

**Time:** 12:00 pm – 1:30 pm

**Member Price:** Free

This session will provide participants with a practical insight into business valuations. Those in industry with limited to no valuation experience who are seeking a better understanding of business valuation principles and practices will benefit from this session.

**Topics include:**

- Demystifying financial jargon
- Common valuation approaches & methods
- The benefits of having a business valued
- Understanding the value drivers in a business

## Tax Planning for Owner-managed Businesses

**Date:** Nov. 18, 2015

**Duration:** 1.5 hours

**Time:** 12:00 pm – 1:30 pm

**Member Price:** Free

The objective of this session is to provide participants with the concepts of tax planning for the company and for the shareholder. Business owners and people considering a potential business purchase will benefit from this session.

**Topics include:**

- Tax planning and structuring considerations to maximize the cash in your pocket
- Discussion of owner manager compensation strategies – salary vs. dividends
- Maximizing the lifetime capital gains exemption – 24 months of preparation
- Estate freeze overview

## An Overview of The Sale Process

**Date:** Dec. 2, 2015

**Duration:** 1.5 hours

**Time:** 12:00 pm – 1:30 pm

**Member Price:** Free

People generally understand how to sell a house, but they do not know how to sell a business. This session will discuss the typical process of selling a business and will outline various options to sell the business.

**Topics include:**

- The M&A process: From the decision to sell, to finding a buyer, to purchase & sale agreements
- Understanding all sales options

**Facilitator(s):** Chace Hynes, CA  
WBLI Chartered Accountants

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

In partnership with the Office of the Employer Advisor (OEA), CANS is pleased to offer the following courses.

Watch for these up and coming courses at [www.cans.ns.ca](http://www.cans.ns.ca)

## WCB's "My Account" and How to Use It

**Duration:** TBD

**Member Price:** Free

## Navigating Workers Compensation Board

**Duration:** TBD

**Member Price:** Free

In this session we will help you navigate the obligations under the legislation, review the rights, roles and responsibilities of the workplace parties, and look at specific policies and requirements that you will find useful to know and understand.

## Navigating OHS

**Duration:** TBD

**Member Price:** Free

In this session we will help you navigate the obligations under the legislation, review the rights, roles and responsibilities of the workplace parties, and look at specific policies and requirements that you will find useful to know and understand.

## Navigating Nova Scotia Employment Legislation

**Duration:** TBD

**Member Price:** Free

Members will leave with practical and useful information to assist them to navigate the legislation more confidently and expertly. Participants will have many opportunities to be involved in discussions and ask questions. A workshop binder will provide important information to review long after the session.

## Disability Case Management

**Duration:** 1 day

**Member Price:** \$349 + HST

*\*\* You will be required to first take Navigating Nova Scotia Employment Legislation.*

Participants will leave with practical and useful information to assist them to implement disability case management more confidently and expertly. Participants will have many opportunities to be involved in discussions and ask questions. A workshop binder will provide important information to review long after the session.

## Understanding and Assisting Job Demands Analysis and Application in the Workplace

**Duration:** Half day

**Member Price:** \$225 + HST

In this session we will look at all these questions and the inter-relationship between JDA's and functional assessments including physiotherapy reports, the wording used in all of these reports and what objectively the words mean in claims management.

## Managing Mental Health Disability and Return to Work

**Duration:** TBD

**Member Price:** TBD

*\*\* You will be required to first take Navigating Nova Scotia Employment Legislation.*

Participants will be provided with practical advice and critical insight into mental health return to work issues. Participants will be able to manage the process with more confidence and expertise. Participants will have many opportunities to be involved in discussions and ask questions. A workshop binder will provide important information to review long after the session.

## The Construction Industry: The Basics - Working in a Commercial Industrial Environment

**Date(s):** Sept. 17, 2015  
Feb. 10, 2016

**Duration:** 1 day

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$325.00 + HST

**Non-Member Price:** \$423.00 + HST

**This course is Gold Seal accredited (1 Credit)**

**Who Should Attend:** Those who wish to improve their understanding of the construction process.

The construction industry is very large and employs over 30,000 people in Nova Scotia. Within this industry there is a wide range of jobs from engineering and technical staff to skilled tradespeople and operatives. It is important for new and potential entrants to the industry to understand the sector so they have a clearer grasp on what is going on around them.

In this one day session, participants will have the opportunity to explore facts and figures about the industry in which they work. They will become more familiar with the material, processes, and job roles. They will become familiar with the work-related language which will serve as an introduction to the rest of the materials. At the end of this session participants will learn how important this industry is in job creation and the important issues that face it.

### Topics:

- Language, terminology used in the industry, specialist words
- A look at the job roles and responsibilities in the construction industry
- Construction process, tendering, bidding
- Basic understanding of documents
- Economic impact of the industry
- Opportunities for career growth within the industry

**Facilitator(s):** Donna Hoar, GSC  
Project Manager  
Aecon Buildings Atlantic

**Location:** Construction Association of  
Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Construction 101

**Date(s):** Oct. 1, 2, 2015  
Apr. 28, 29, 2016

**Duration:** 2 days

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$495.00 + HST

**Non-Member Price:** \$644.00 + HST

**This course is Gold Seal accredited (2 Credits)**

**Who Should Attend:** Entry level project staff and new personnel to the construction industry: Project Coordinators, Executive Assistants, HR Personnel, and Administrators.

This course is intended to provide a comprehensive introduction for project staff who are looking to have a broader understanding of the construction industry. Participants will be introduced to the various roles and responsibilities of personnel in various areas of the industry, including construction associations, contractor companies, buyers of construction services, architectural and engineering firms, and government bodies.

### Topics:

- Methods of contract procurement
- Construction documents
- Tendering, bidding and awarding of contracts
- Principles of contract law
- Risk management
- Project completion; and the role of construction associations

**Facilitator(s):** Donna Hoar, GSC  
Project Manager  
Aecon Buildings Atlantic

**Location:** Construction Association of  
Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Construction Estimating - The Art of Estimating

**Date(s):** Sept. 30, 2015  
Oct. 1, 2015

**Duration:** 2 days

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$495.00 + HST

**Non-Member Price:** \$644.00 + HST

**This course is Gold Seal accredited (2 Credits)**

**Who Should Attend:** Those who wish to learn the basics of construction estimating or update their existing estimating skills.

This workshop will teach valuable tools, tips and techniques about estimating from the perspective of a General Contractor obtaining work through the competitive bid process.

### Topics:

- Introduction: What is estimating and why is it important?
- Characteristics of a great estimator, and the decision to bid
- Project Setup: Create files, documentation, tender forms, correspondence and quotations from trades, sub-trade list and site visit
- Quantities / Quotations: What to eliminate, good quantities, organization and questions to ask

**Facilitator(s):** Travis Rudolph  
Senior Estimator  
Ellis Don Corporation

**Location:** Construction Association of  
Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Blueprint Reading - The Basics and a Refresher

**Date(s):** Sept. 23, 24, 25, 2015  
Apr. 20, 21, 22, 2016

**Duration:** 3 days

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$595.00 + HST

**Non-Member Price:** \$774.00 + HST

**This course is Gold Seal accredited (3 Credits)**

**Who Should Attend:** Those who wish to improve their blueprint reading skills.

The ability to read blueprints is a primary function of the construction process. They are the pictures from which we calculate materials, derive labour needs, and plan our work activities. This three day workshop introduces participants to the basic principles of blueprint reading.

### Objectives:

- Read and interpret drawings and specifications
- Understand and use referencing tools
- Understand and use scales
- Demonstrate knowledge of specifications as they relate to drawings
- Understand the importance of drawings and specifications
- Demonstrate a knowledge of drawing relationships between trade disciplines

### Topics:

- Drawing disciplines: architectural, mechanical, electrical, structural, civil
- Drawing features: symbols, abbreviations, alphabet of lines
- Measurement and scale
- Dimensioning
- Drawing views: sections, details, elevations, plans

**Facilitator(s):** Paul Kelly, CAT  
Sr. Project Manager  
Eastin Projects Limited

**Location:** Construction Association of  
Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Excel with Excel - The Basics

**Date(s):** Sept. 15, 22, 2015  
Apr. 13, 20, 2016

**Duration:** 2 half day sessions

**Time:** 8:30 am – 12:00 pm

**Member Price:** \$325.00 + HST

**Non-Member Price:** \$423.00 + HST

**This course is Gold Seal accredited (1 Credit)**

**Who Should Attend:** Anyone who is new to Excel or interested in taking their Excel knowledge and skills to the next level.

*\*No prerequisite required.*

This level of skill will provide you with all the tips and tricks necessary to perform tasks and work with data in worksheets more efficiently and effectively. A person with this level of skill is able to enter and correct data, create and modify a workbook, format a worksheet, and learn how to print with ease.

### Topics:

- Open files, use page setup and understand the interface
- Enter, correct, and save data effectively
- Use the tips, tricks, and shortcuts necessary to increase efficiency
- Format cells, rows, and columns with ease
- Understand navigation and manipulation of cells
- Use both functions and formulas
- Access Help
- Modify a database and insert data from another application
- Print worksheets and workbooks with ease

**Facilitator(s):** Lisa Leblanc  
Crackin Network Consulting

**Location:** Construction Association of  
Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Excel with Excel - Intermediate

**Date(s):** Oct. 15, 22, 2015

**Duration:** 2 half day sessions

**Time:** 8:30 am – 12:00 pm

**Member Price:** \$325.00 + HST

**Non-Member Price:** \$423.00 + HST

**This course is Gold Seal accredited (1 Credit)**

**Who Should Attend:** Anyone interested in taking their Excel knowledge and skills to the next level.

*\*No prerequisite required if you work with Excel comfortably but The Basics course is a definite asset.*

This level of skill is required to work with multiple worksheets, filter data, use more advanced functions, and manipulate databases.

With this level of skill, a person understands the concepts of databases and is able to work with charts and use the list management capabilities of Excel.

### Topics:

- Create, modify, and format charts
- Use graphic objects such as SparkLines to enhance worksheets and charts
- Filter data and manage a filtered list
- Protect your workbook, data and formulas
- Create and modify tables
- Use mathematical, logical, statistical, and financial functions
- Use naming to create solid formula and navigate more easily
- Group data and perform interactive analysis

**Facilitator(s):** Lisa Leblanc  
Crackin Network Consulting

**Location:** Construction Association of  
Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia



## Excel with Excel - Advanced

**Date(s):** Nov. 12, 19, 2015

**Duration:** 2 half day sessions

**Time:** 8:30 am – 12:00 pm

**Member Price:** \$325.00 + HST

**Non-Member Price:** \$423.00 + HST

**This course is Gold Seal accredited (1 Credit)**

**Who Should Attend:** Anyone interested in taking their Excel knowledge and skills to the next level.

*\*Prerequisite: Intermediate Course*

This level of skill is required to use advanced techniques for analyzing and manipulating data in Excel.

A person with this level of skill is able to automate some operations, manage and use Macro commands, and create and manage pivot tables.

### Topics:

- Customize the work area
- Use advanced filtering techniques
- Create, use and modify subtotals
- Use advanced functions
- Work with Pivot Tables
- Use Excel in other applications
- Manage Macro commands: concepts, planning, operations, execution, modification
- Create templates for future use

**Facilitator(s):** Lisa Leblanc  
Crackin Network Consulting

**Location:** Construction Association of  
Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Take Control of Your Workday with MS Outlook 2010/2013

**Date(s):** Sept. 14, 21, 2015

**Duration:** 2 half day sessions

**Time:** 8:30 am – 12:00 pm

**Member Price:** \$325.00 + HST

**Non-Member Price:** \$423.00 + HST

**This course is Gold Seal accredited ( 1 Credit)**

**Who Should Attend:** Anyone who uses Microsoft Outlook on a daily basis and who is looking to save time in their workday and increase their knowledge and skill level.

Do you think you are utilizing all the unique tools for MS Outlook? There are many tools which are not used in Outlook which once learned will help you to manage your time, tasks, and activities more productively. This six hour session is designed to empower you to take control of your workday by focusing on these eight best MS Outlook practices:

### Topics:

- Gain control of your inbox and email
- Create quick steps (rules)
- Utilize your many email options
- Archive emails / deal with deleted emails
- Send, receive, and save contacts via email
- Switch from paper to software
- Manage meetings
- Clean up your calendar

**Facilitator(s):** Lisa Leblanc  
Crackin Network Consulting

**Location:** Construction Association of  
Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## MS OneNote

**Date(s):** Feb. 5, 12, 2016

**Duration:** 2 half day sessions

**Time:** 8:30 am - 12:00 pm

**Member Price:** \$325.00 + HST

**Non-Member Price:** \$423.00 + HST

**This course is Gold Seal accredited (1 credit)**

**Who Should Attend:** Anyone who is new to Outlook.

*\*No prerequisite required.*

The easy-to-use information-management program where you can easily take notes, capture ideas and store information in electronic form from all of your applications. Insert files or Web content in full-color, searchable format or as icons that you can click to access. See how easy it is to gather, format, organize, and share information.

### Topics:

- Overview of OneNote
  - The Interface
  - Backstage View
  - QAT
  - Passwords
- Info Collection
  - Creating & Configuring NoteBooks
  - Pages/subpages
  - Taking and Saving notes
  - Note Containers
- Adding content
  - Unfiled notes
  - Attaching files
  - Screen clippings/pictures etc
- Formatting
  - Backgrounds
  - Printing
  - Saving/properties

**Facilitator(s):** Lisa Leblanc  
Crackin Network Consulting

**Location:** Construction Association of  
Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia



## Understanding the Numbers and making Your Way through Financials

**Date(s):** Jan. 28, 2016

**Duration:** Full day session

**Time:** 8:30 am - 4:00 pm

**Member Price:** \$325.00 + HST

**Non-Member Price:** \$423.00 + HST

**This course is Gold Seal accredited (1 Credit)**

**Who Should Attend:** Anyone looking to improve their financial management skills.

### Module 1: Demystifying Financial Statements

Financial analysis is the ability to use a company's financial information to make solid informed business decisions. In a world where many businesses are not reaching their true potential, it is crucial that every business owner analyzes and grasps what their financial information is telling them. For many business owners, the preparation and analysis of financial statements is a confusing and complex process.

The good news is that financial statements need not be complicated. Accounting is the language of business, and it is a language that can be simplified. After this session, you will change the way you view your business. In most, if not all cases, this understanding has led to improved financial outcomes for the business.

This session focuses on the processes that successful owners and managers use to identify and capitalize on opportunities for improved financial outcomes.

#### Topics:

- How to use the financial statements to make solid informed business decisions
- Defining the key components of the balance sheet, income statement, and cash flow statements
- Understanding and improving working capital and cash flow ratios
- Recognizing and properly applying the types of depreciation
- Realizing the importance of establishing a capital account
- The key things you need to carefully monitor in your financial statements
- How to structure your accounting system to provide the information you need at your finger tips

### Module 2: Maximizing the Profit Potential of a Business

Every business exists to make an operating profit. Without operating profits a business will not survive. Yet surprisingly to us, many small business owners seem willing to accept very modest net profits (often less than 2%). Money is just one of the motivators, but it is necessary to understand the importance of net profits to the business itself. For example, how much after tax profit would the company need to ensure that they are able to reinvest in the business? This would include funds to buy new equipment, pursue new business opportunities, reward existing employees and hire and train new staff.

Net profits also provide contingency funds for unexpected events such as an economic downturn, a new competitor or the loss of a key customer or supplier. And of course, net profits can also provide additional income (above and beyond a fair wage) for the business owner. As a general rule of thumb, we believe any business should seek to achieve a net profit margin of at least 10%.

Participants are encouraged to bring their own financial information to assess their current situation and utilize their new skills to improve financial outcomes however, samples will be provided.

#### Topics:

- Think like an investor
- How to calculate the net profit margin
- How to establish a net profit margin goal
- How to use this unique bottom-up approach to achieve the desired net profit margin
- How to develop sector specific pricing formula that ensures the desirable gross profit margin
- The relationship between direct costs and net profit margin
- The relationship between indirect costs and net profit margin
- The relationship between pricing and net profit margin

**Facilitator(s):** Ron Robichaud, MBA  
C & R Care & Consulting Ltd.

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Financials for Construction

### Date(s):

Jan. 11, 2016

Feb. 22, 2016

Mar. 22, 2016

**Duration:** Half day sessions

**Member Price:** \$225.00

**Non-Member Price:** \$293.00

**Who Should Attend:** Managers, Superintendents, Owners, and Senior Staff looking to improve their financial skills.

### An Overview of Business Valuations and How to Enhance Value in your Business

**Date:** Jan. 11, 2016

**Duration:** Half day session

**Time:** 8:30 am – 12:00 pm

**Member Price:** \$225.00

**Non-Member Price:** \$293.00

#### Topics include:

- Overview of Business Valuations
  - Demystifying financial jargon
  - Common valuation approaches & methods
  - The benefits of having a business valued
  - Understanding the value drivers in a business
- How to Enhance the Value of Your Business
  - Understanding what "value" is and how a price is determined
  - Internal housekeeping measures that can assist in transitioning the business and add dollars to the purchase price
  - Understand the "value" determination and internal practices that increase value

### An Overview of the M&A Process

**Date:** Feb. 22, 2016

**Duration:** Half day session

**Time:** 8:30 am – 12:00 pm

**Member Price:** \$225.00

**Non-Member Price:** \$293.00

#### Topics include:

- Are you considering selling a business?
  - \*\*Participants will be able to deepen their understanding of mergers and acquisitions, understanding their options for succession.*
  - The M&A process: From the decision to sell, to finding a buyer, to purchase and sale agreements

-Important tax planning considerations and corporate restructuring to do well in advance of the sale

-Tax planning and structuring considerations to maximize the cash in your pocket

-Understanding all sales options and identifying what is right for you

- Are you considering buying a business?
  - \*\*Many businesses use acquisitions as part of their growth strategy. This seminar focuses on the major considerations involved in assessing a possible target, making a deal, and financing the transaction.*
  - Planning and structuring considerations regarding financing a purchase
  - A review of the practical issues that capital providers consider and how companies should prepare themselves to execute a financing transaction

### Tax Planning for Owner-Managed Businesses

**Date:** Mar. 22, 2016

**Duration:** Half day session

**Time:** 8:30 am – 12:00 pm

**Member Price:** \$225.00

**Non-Member Price:** \$293.00

#### Topics include:

- Discussion of owner manager compensation strategies - salary vs. dividends
- Income splitting and the attribution rules for a family business
- Principal tax considerations in business succession alternatives
- Capital gains exemption and family business succession planning
- Tax effective use of trusts in succession planning

**Facilitator(s):** Chase Hynes, CA  
WBLI Chartered Accountants

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Construction Law - Full Program

A basic understanding of construction law is extremely important for individuals employed in the construction industry. This series has been designed to provide an overview of topics relevant to the industry.

**This program is 30 hours.**

**Gold Seal accredited: Participants who complete all modules will receive 5 Credits**

### Date(s):

Oct. 6, 20, 2015  
 Nov. 3, 17, 2015  
 Dec. 15, 2015  
 Jan. 12, 26, 2016  
 Feb. 9, 2016  
 Mar. 3, 2016  
 Apr. 8, 2016

**Duration:** 8 half day sessions, plus 1 full day

**Time:** 8:30 am – 12:00 pm; 8:30 am – 4:00 pm

**Member Price:** \$1,450 + HST

**Non-Member Price:** \$1,885.00 + HST

**Module 1:** Occupational Health & Safety in the Construction Industry

**Module 2:** Delay Claims and Change Orders

**Module 3:** Bidding and Tendering

**Module 4:** Builders' Liens - Holdbacks and Claims

**Module 5:** CCA Documents

**Module 6:** Labour Law and the Construction Industry

**Module 7:** Avoid Litigation and Collect Unpaid Accounts

**Module 8:** Construction Claims - Debts, Bonds and Bankruptcy

**Module 9:** Mediation and Alternate Dispute Resolution

**Module 10:** Successful Integration of Diverse Populations in your Workplace

## Module 1: Occupational Health & Safety in the Construction Industry

**Date(s)** Oct. 6, 2015

**Duration:** Half day session

**Time:** 8:30 am – 12:00 pm

**Member Price:** \$275.00 + HST

**Non-Member Price:** \$358.00 + HST

**Who Should Attend:** Project Managers, Estimators, Project Coordinators, Specification Writers, Superintendents, Owners/Contracting Authorities, Architects, and Engineers.

Construction projects are large, complex, and hazardous. With large groups of people and many levels of authority and supervision; the ability to effectively and efficiently comply with the Occupational Health and Safety Act and Regulations becomes a challenge. This workshop will provide a legal perspective on the topic and provide some insight into recent rulings.

### Topics:

- Nova Scotia OHS Act & regulations
- Bill C45
- Roles and responsibilities
- Definition of a supervisor
- Building a checklist
- Drug & alcohol policies
- Case studies: recent rulings as they pertain to construction

**Facilitator(s):** Kyle MacIsaac, B.A., LL.B.  
 McInnes Cooper

**Location:** Construction Association of Nova Scotia (CANS)  
 260 Brownlow Avenue, Unit 3  
 Dartmouth, Nova Scotia



## Module 2: Delay Claims and Change Orders

**Date(s):** Oct. 20, 2015

**Duration:** Half day session

**Time:** 8:30 am – 12:00 pm

**Member Price:** \$275.00 + HST

**Non-Member Price:** \$358.00 + HST

**Who Should Attend:** Project Managers, Estimators, Coordinators, Superintendents, Sales, Specification Writers, and Owners/Tender Calling Authorities.

No amount of planning can eliminate the possibility of delays and changes on a construction project. Delay claims and change orders follow delays and changes. Since delays and changes were not foreseen to be part of the contract, it is also generally the case that any extra cost arising from delays and changes will not be encompassed by the contract price.

This seminar will provide a high level overview of delay claims and change orders and how to appropriately handle them. Become better prepared to respond to these unforeseen events in an appropriate, advantageous and cost-effective way.

### Topics:

- Delay Claims:
  - Costs included in contractor delay claims
  - Costs Included in owner delay claims
  - Developing and responding to delay claims
  - Subcontractor delay claims
  - Mitigation of damages caused by delay
- Change Orders:
  - Changes in the scope of work
  - Proceeding in the absence of a signed change order
  - Valuation and payment of change orders
  - Impact costs

**Facilitator(s):** James D. MacNeil  
Boyne Clarke

**Locations:** Construction Association of  
Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Module 3: Bidding and Tendering

**Date(s):** Nov. 3, 2015

**Duration:** Half day session

**Time:** 8:30 am – 12:00 pm

**Member Price:** \$275.00 + HST

**Non-Member Price:** \$358.00 + HST

**Who Should Attend:** Owners and Bidding Contractors seeking an update on procurement laws and methods.

A crucial update on the ever evolving legal rules applicable to owners and bidders in the tendering process.

### Topics:

- Learn the meaning and implications of standard clauses in bid documents
- What is a “privilege clause” and why is it essential to recognize and evaluate?
- How can an owner limit obligations to compliant bidders?
- When a non-compliant bid stays in the game
- Duties of fairness and good faith - the unwritten terms
- Rules and resources
- Subcontractors’ rights and obligations
- Court decisions which affect the process

**Facilitator(s):** Ezra van Gelder, JD  
Cox & Palmer

**Location:** Construction Association of  
Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Module 4: Builders' Liens - Holdbacks and Claims

**Date(s):** Nov. 17, 2015

**Duration:** Half day session

**Time:** 8:30 am – 12:00 pm

**Member Price:** \$275.00 + HST

**Non-Member Price:** \$358.00 + HST

**Who Should Attend:** Business Owners, Suppliers, Administration Professionals, and Office Managers.

A Builders' Lien is a form of creditor's right available to suppliers of labour, materials or services in connection with construction or improvement of land. The Builders' Lien Act of Nova Scotia gives lien holders the right to recover all or a portion of the money owed to them from the owner of the property who benefitted from the labour or materials regardless of whether the lien holder had a direct contract with the owner.

At this session you will broaden your knowledge of the lien process, build a lien vocabulary, and learn how to complete the paper trail. In addition, you will learn the ins and outs with respect to the project holdback and how to identify the players in the lien process.

### Topics:

- Introduction and general principles
- Holdbacks
- Who can lien
- Property to which a lien may attach
- Ranking of claims
- Application to Provincial Crown
- Registering and perfecting liens
- Vacating liens
- Construction Trusts

**Facilitator(s):** John Kulik QC, LL.B  
McInnes Cooper

**Locations:** Construction Association of  
Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3,  
Dartmouth, Nova Scotia

## Module 5: CCA Documents

**Date(s):** Dec. 15, 2015

**Duration:** Half day session

**Time:** 8:30 am – 12:00 pm

**Member Price:** \$275.00 + HST

**Non-Member Price:** \$358.00 + HST

**Who Should Attend:** Business Owners, Suppliers, Administration Professionals, and Office Managers.

This seminar is for general contractors interested in understanding legal principles and the management of subcontractors.

### 1. Hiring Subcontractors

- Price quotations – binding or non-binding
- Subcontractors in a tender process
- Subcontractors in a Request For Proposal (RFP) process

### 2. The Subcontract

- The standard form CCA1 Stipulated Price Subcontract
- Relevant provisions in CCDC2 2008 Stipulated Price Contract (the General Contract)
- Flow through terms from the General Contract to the Subcontract

### 3. Payment issues

- Holdback and release
- Liens – discharging and vacating
- Labour and material payment bonds

### 4. Change Management and Claims

- Change directives and change order process
- Notice requirements
- Extras
- Delays
- Releases and waivers of claims

**Facilitator(s):** Aidan Meade  
McInnes Cooper

**Locations:** Construction Association of  
Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3,  
Dartmouth, Nova Scotia

## Module 6: Labour Law and the Construction Industry

**Date(s):** Jan. 12, 2016

**Duration:** Half day session

**Time:** 8:30 am – 12:00 pm

**Member Price:** \$275.00 + HST

**Non-Member Price:** \$358.00 + HST

**Who Should Attend:** Project Managers, Estimators, Project Coordinators, Specification Writers, Superintendents, Owners/Contracting Authorities, Architects, and Engineers.

The largest factor on any construction project is its people. Knowing labour laws and the applications that are specific to the construction industry is often a key ingredient to project success. This workshop will provide a legal perspective on the topic and insight into recent rulings.

### Topics:

- Labour Standards
- Human Rights
- Workers' Compensation Act
- Drug & Alcohol Testing Policies
- The Trade Union Act
- Certification Process
- Unfair Labour Practices
- Effect of Certification on Companies
- Open Period for Employees to be Non-Union

**Facilitator(s):** Malcolm Boyle, LL.B.  
McInnes Cooper

**Locations:** Construction Association of  
Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Module 7: Avoid Litigation and Collect Unpaid Accounts

**Date(s):** Jan. 26, 2016

**Duration:** Half day session

**Time:** 8:30 am – 12:00 pm

**Member Price:** \$275.00 + HST

**Non-Member Price:** \$358.00 + HST

**Who Should Attend:** Business Owners, Suppliers, Administration Professionals, and Office Managers.

Collecting on overdue accounts is a daunting task, in addition to a very complicated procedure within the construction industry. Laws protect the creditor and the debtor and it is important that when trying to collect on overdue accounts you proceed in a manner that meets today's legal requirements. In this course you will learn the right process to move towards collecting unpaid accounts and the legal actions you can take to get payment.

### Topics:

- Procedure for pursuing unpaid accounts in Small Claims Court
- Procedure for pursuing unpaid accounts in Supreme Court
- Options available for collection once judgment is obtained
- Bankruptcy
- Bond Claims

**Facilitator(s):** James D. MacNeil, LL.B.  
BoyneClarke

**Location:** Construction Association of  
Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Module 8: Construction Claims - Debts, Bonds and Bankruptcy

**Date(s):** Feb. 9, 2016

**Duration:** Half day session

**Time:** 8:30 am – 12:00 pm

**Member Price:** \$275.00 + HST

**Non-Member Price:** \$358.00 + HST

**Who Should Attend:** Project Managers, Estimators, Coordinators, Superintendents, Sales, Specification Writers, and Owners/Tender Calling Authorities.

Collecting unpaid debts on a project - what are your remedies? When requests for payment prove unsuccessful, the next step is a strongly worded letter from your legal counsel. This demand will often inform the debtor that a legal action will be commenced unless payment is received by a certain date. What are the possible remedies for payment - and how can the parties to the project protect themselves?

### Topics:

- Debt claims - court actions
  - Supreme Court of NS
  - Small Claims Court
- Debt claims - enforcement of judgments
- Bankruptcy
  - Secured creditors
  - Proving your claim
  - Common claim errors
  - Property claims
  - Discharge
  - Proposals
- Bond claims
  - General information
  - Payment bonds / labour & material bonds
  - Benefits
  - Conditions
  - Proving claims
  - Defences of bonding companies
  - Bid bonds
  - Performance bonds

**Facilitator(s):** Jeff Aucoin, LL.B.  
McInnes Cooper

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Module 9: Mediation and Alternate Dispute Resolution

**Date(s):** Mar. 3, 2016

**Duration:** Half day session

**Time:** 8:30 am – 12:00 pm

**Member Price:** \$275.00 + HST

**Non-Member Price:** \$358.00 + HST

**Who Should Attend:** This course is ideal for professionals with an interest in bargaining and collections or anyone seeking to have a greater knowledge of the methods of resolving disputes in the construction industry.

As the costs of litigation soar, parties of disputes are increasingly turning to less-costly alternatives to resolve the issues between them. In this course, students will learn about the different forms of Alternative Dispute Resolution (ADR), such as mediation, arbitration and settlement negotiation, and their relative cost and suitability.

Participants will also be taught basic negotiation strategies and techniques to be applied in mediation or settlement situations.

**Facilitator(s):** Geoffrey Saunders, LL.B.  
Wickwire Holm

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Module 10: Successful Integration of Diverse Populations in Your Workplace

**Date(s):** Apr. 8, 2016

**Duration:** Half day session

**Time:** 8:30 am – 12:00 pm

**Member Price:** \$225.00 + HST

**Non-Member Price:** \$293.00 + HST

**Who should attend:** Project Managers, Project Coordinators, Supervisors, Foremen, Lead Hands and individuals wishing to take on a leadership role or make a difference.

This fast paced, high energy presentation is committed to answer all concerns in relation to inclusion at work. By dispelling myths and providing concrete facts and stats learners will be treated to the business argument for inclusion like they have never heard.

This training commits to the concept of right person for the right job – no pie in the sky. Applying an interactive, multi-media approach means bringing together experts in the field of inclusion including legal, medical and corporate voices from across Canada to join in on the discussion.

### Topics:

- Why Bother? Compelling, relevant facts and myth busting
- Terms of reference and definitions: Speaking the same language
- Next practices: Cutting edge case studies of industry-specific successes in inclusion and avoiding conflict
- Identifying new partners: Breaking away from old habits that are holding you back from getting the best employee
- Creating a clear message; from hiring to orientation
- Easy steps to ensure your culture is welcoming and healthy and functioning better as a result

**Facilitator:** Tova Sherman  
CEO, reachAbility Association

**Location:** Construction Association of  
Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia





## Human Resources for the Construction Industry - Full Program

**Date(s):**

Mar. 4, 11, 18, 2016

Ap. 5, 12, 2016

**Duration:** 5 days

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$1,445.00 + HST

**Non-Member Price:** \$1,885.00 + HST

**This program is 30 hours.**

**This course is Gold Seal accredited (5 credits) upon completion of all 5 modules.**

**Who Should Attend:** The HRC program is designed for Managers, Supervisors, Team Leads, Human Resource Managers, Project Managers, and those who take an active role in the management of employees in the construction industry.

This HR course will provide those that manage others: innovative skills, behaviors and strategies for recruiting employees, reducing employee turnover, promoting employee development and retaining a talented, flexible and diverse workforce.

You will be able to use the practical advice in these HR seminars to create an environment that fosters professional satisfaction and encourages employee development – a crucial component to help ensure your company has a true and sustainable competitive advantage. Discover new approaches and techniques for training employees and building organizational unity.

**Module 1:** Finding and Keeping the Best Employees

**Module 2:** HR Essentials for Supervisors, Managers and Team Leads

**Module 3:** Motivating and Engaging Employees

**Module 4:** Performance Management

**Module 5:** Drugs and Alcohol in the Workplace - Risks, Consequences and Action Planning

**Facilitator(s):** Brenda Fair, CHRP  
Fairwinds Training & Development

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Module 1: Finding and Keeping the Best Employees

**Date(s):** Mar. 4, 2016

**Duration:** 1 day

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$325.00 + HST

**Non-Member Price:** \$423.00 + HST

**This course is Gold Seal accredited (1 Credit)**

**Who Should Attend:** Managers, Supervisors, Team Leads, HR Managers, and Project Managers.

Did you ever wonder if there was a secret to recruiting the best employees? How do you keep them? How much money could your company save if you did it right the first time? Did you know that job fit has been determined by the Harvard School of Business to be more important than education, skill, and experience? A comprehensive recruiting process can eliminate the “gut reactions” that result in so many bad hires.

This course will be an introduction to the strategies that will keep your company competitive for the best talent in the industry. Through this session you will learn how each step of the process is equally important.

**Topics:**

- Understand the need for and the power of a clear job description/outline
- Learn the key principles of recruiting
- Explore the importance of “job fit” and how to hire for it

**Facilitator(s):** Brenda Fair, CHRP  
Fairwinds Training & Development

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Module 2: HR Essential Skills for Supervisors, Managers, and Team Leads

**Date(s):** Mar. 11, 2016

**Duration:** 1 day

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$325.00 + HST

**Non-Member Price:** \$423.00 + HST

**This course is Gold Seal accredited (1 Credit)**

**Who Should Attend:** Managers, Supervisors, Team Leads, HR Managers, and Project Managers.

This one-day program is designed for supervisors and team leads wanting to explore key issues in managing and developing their people.

In every organization, the functions of Human Resources will be a part of your everyday life and this course aims to explain HR for the non-HR manager. The course will be a lively, interactive session where participants will share their own experiences and learn from each other.

### Topics:

- Functions of human resource management in each manager's role
- Developing human resource policies
- Legal and ethical responsibilities in the construction industry
- Why 'HR Management' is every manager's basic responsibility
- How effective managers take on the role of 'Employee Champion' and 'Talent Manager' within their respective departments
- Working with the HR department to be able to build the department you need
- Developing a personal action plan for human resource management

**Facilitator(s):** Brenda Fair, CHRP  
Fairwinds Training & Development

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Module 3: Motivating and Engaging Employees

**Date(s):** Mar. 18, 2016

**Duration:** 1 day

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$325.00 + HST

**Non-Member Price:** \$423.00 + HST

**This course is Gold Seal accredited (1 Credit)**

**Who Should Attend:** Managers, Supervisors, Team Leads, HR Managers, and Project Managers.

This course focuses on motivating and engaging people to act in a positive fashion by setting clear expectations. Learn how to motivate individuals to willingly expend effort on a task. Develop a toolbox of motivational skills.

Motivation is about using positive persuasion and getting people to want to learn how to do their jobs better. More succinctly, it is getting them to want to do what you ask of them. This is the basis of how you engage people and become a credible and trusted leader.

### Topics:

- Differences between engaged and motivated
- Motivational practices
- How to motivate individuals to willingly expend effort on a task
- Develop a toolbox of motivational skills
- How to develop and influence others

**Facilitator(s):** Brenda Fair, CHRP  
Fairwinds Training & Development

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Module 4: Performance Management

**Date(s):** Apr. 5, 2016

**Duration:** 1 day

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$325.00 + HST

**Non-Member Price:** \$423.00 + HST

**This course is Gold Seal accredited (1 Credit)**

**Who Should Attend:** Managers, Supervisors, Team Leads, HR Managers, and Project Managers.

Managers often view performance management as being primarily the end-of-year performance review. In truth, performance management is an ongoing, year-round function. The annual review is merely the culmination of the performance conversations that have been taking place throughout the year.

In this course, managers learn how to collaboratively develop performance goals; provide constructive feedback and coaching toward those goals; and review performance results. These activities are central to the performance management system. There are some very specific exemptions from the Provincial Labour Code for the construction industry however, how performance is managed in the organization may mean the difference between keeping and losing top employees.

### Topics:

- Annual performance management systems
- The four steps for managing performance
- Principles of performance management reviews
- Having difficult conversations
- Progressive discipline and how to deal with performance issues
- Labour Code and the construction industry

**Facilitator(s):** Brenda Fair, CHRP  
Fairwinds Training & Development

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Module 5: Drugs and Alcohol in the Workplace - Risks, Consequences and Action Planning

**Date(s):** Apr. 12, 2016

**Duration:** 1 day

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$325.00 + HST

**Non-Member Price:** \$423.00 + HST

**This course is Gold Seal accredited (1 Credit)**

**Who Should Attend:** Managers, Supervisors, Team Leads, HR Managers, and Project Managers.

Addiction affects a minimum of 10% of the population. By the time addiction is present in the workplace, it has been a problem with the individual for 10 years, on average. Do you know how to recognize the signs at work and what to do when you do? Drug and alcohol abuse in the workplace leads to injuries, decreased morale and lost time. Your insurance costs increase and the negative effects on employees impact productivity and profitability in countless ways.

### Topics:

- Recognizing the physical and behavioural signs of drug and alcohol abuse
- Appreciating legal and ethical responsibilities
- Discussing the hidden and real costs of substance abuse
- Planning strategies to address substance abuse at work
- Interpreting the elusive role of testing

**Facilitator(s):** Nadine Wentzell, BSc (Pharm), MAdEd

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Preventing Bullying in the Workplace

**Date(s):** Nov. 10, 2015

**Duration:** 1 day

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$325.00 + HST

**Non-Member Price:** \$423.00 + HST

**This course is Gold Seal accredited (1 Credit)**

**Who Should Attend:** Managers, Supervisors, Team Leads, HR Managers, and Project Managers.

Statistics Canada estimates that one in five violent incidents in Canada, including physical assault, bullying, sexual assault and robbery, occur in the workplace. All of these acts can have severe consequences. Workplace violence is so prevalent that Canadian Health and Safety Regulations now suggest employers shall develop and post a workplace violence prevention policy and program. Workplace violence can affect the safety and security of every employee and business owner. It claims a high personal cost from the emotional trauma and physical injury experienced by the victims, their families, and co-workers. An unsafe workplace builds a culture of distrust, fear, conflict and limited productivity. Be proactive and learn how to prevent and stop workplace bullying by attending this session.

In Canada, a survey of peoples' reported experiences of violence showed:

- 17% occurred in the workplace and included sexual assault, robbery and/or physical assault
- 38% of violent incidents were allegedly perpetrated by a current or former co-worker, or other work-related contacts including patients, clients or customers
- People who were targeted by workplace bullying reported several emotional impacts, including feeling angry (21%); upset, confused or frustrated (20%); and afraid (15%)

**Topics:**

- Promotion of a healthy and respectful workplace
- Prevention of bullying and harassment
- Prevention of violence
- Dealing with difficult people
- Drama in the workplace and its impact on productivity
- Beliefs, values and attitudes and how they impact behaviour
- Living by the credo of treating others with respect

**Facilitator(s):** Rick Fair, BA, B.Ed.  
Fairwinds Training & Development

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

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## Project Management Fundamentals for the Construction Industry

**Date(s):** Nov. 20, 27, 2015  
Dec. 18, 2015

**Duration:** 3 days

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$595.00 + HST

**Non-Member Price:** \$774.00 + HST

**This course is Gold Seal accredited (2 Credits)**

**Who Should Attend:** Managers, Supervisors, Team Leads, HR Managers, and Project Managers.

### Part One: Fundamentals

**Date:** Nov. 20, 27, 2015

This comprehensive overview course in project management is intended to provide a standard knowledge base for anyone who is involved in construction related projects.

During this two-day session you will be taken through a five-module program that will enhance your skills and knowledge in project management.

#### Module 1: Initiation

Project planning framework/project life cycle, preliminary scope & budget estimates, developing the project charter, assembling the team.

#### Module 2: Project Execution Planning

Project management plan, scope definition, planning to achieve scope work breakdown structure & initial schedule development.

#### Module 3: Cost Management Planning, Execution

Resource breakdown structure, cost estimating and budgeting, earned value management - achieving scope, procurement and contracting management.

#### Module 4: Execution and Change Control

Critical path management, reducing project duration, integrated change control.

#### Module 5: Reporting & Control, Closure

Project manager skillset, communication planning, monitoring and reporting project closure procedures.

## Part Two: Case Study - Restoration/Renovation of Government House, Halifax, NS

**Date:** Dec. 18, 2015

**Background:** This project was carried out over a period of approximately two and a half years, beginning in May 2006, and completed in December of 2009. The total cost was \$6.2 million.

Construction of Government House began in 1800, Lieutenant Governor John Wentworth moved into the unfinished building in 1805. The building is of Georgian style, timber framed with some supporting masonry interior walls. The exterior is sandstone from Wallace, NS. At the time this project began, little or no work had been done to the house since the early 1950s. There was no accessible washroom in the building, electrical, plumbing, heating and sprinkler systems had either failed or were long past their expected life span. Architectural finishes were worn, with cracked plaster, sagging and falling ceilings and rising damp and mould in the basement.

It is interesting as a case study from several viewpoints. Firstly, Government House is listed as a National Historic Site and a Provincial Heritage Property; as such, there are a number of factors to consider when making changes to the property which would not normally be an issue with most structures. Secondly, as the residence of the Lieutenant Governor of the province, and occupying a prominent location in the downtown core, media and special interest groups kept the project in the news for the duration.

**Case Study Outcomes and Deliverables:** Participants will work as a team to consider the circumstances and special considerations of this particular project in a project planning context. Beginning by creating a project charter, participants will create a complete integrated project plan as a team exercise. This will be compared to the actual project plan created in 2006. The project structure is that of a heritage property with a lot of media scrutiny, participants will hone their skills in project risk management, communications, and schedule and budget preparation and tracking.

**Facilitator(s):** Ron Jesppesen

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia



## Project Risk Management

**Date(s):** Dec. 4, 11, 2015

**Duration:** 2 days

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$595.00 + HST

**Non-Member Price:** \$774.00 + HST

**This course is Gold Seal accredited (2 Credits)**

**Who Should Attend:** Managers, Supervisors, Team Leads, HR Managers, and Project Managers.

This course is designed to help those involved in construction related projects identify and manage the various risks associated. The course focuses on the risk management process. Drawing from practical experience, you will work with other course participants in this interactive approach to understanding and resolving project related risks.

### Topics:

- Understand the risk management process
- Identify and document common risks associated with construction projects
- Perform qualitative and quantitative risks analysis
- Establish the steps in risk response and control
- Establish a risk monitoring practice
- Better understand the risks associated with outsourcing
- Identify steps in Risk Response Development
- Identify all elements of contingency planning
- Budgeting for risks in your contingency plans

**Facilitator(s):** Ron Jespsen

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Establishing a Project Management Foundation Using MS Project

**Date(s):** Oct. 29, 30, 2015

**Duration:** 2 days

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$595.00 + HST

**Non-Member Price** \$774.00 + HST

**This course is Gold Seal accredited (2 Credits)**

**Who Should Attend:** This course is targeted at full-time Project Managers, as well as those who function as Project Coordinators, Project Schedulers, and Project Support Technicians.

This course delivers the fundamental scheduling skills that you need to manage projects successfully with Microsoft Office Project. Mastering the MS Project scheduling engine is the key to enjoying your work with the software.

This course shows you how to drive MS Project through each stage of the project management life cycle and offers multiple best practices for using the software while defining, planning, executing, and closing a project.

### Topics:

- Describe the stages of the Project Management process
- Understand the MS Project user interface
- Understand the MS Project Data Model
- Define a new project
- Perform all required task planning
- Properly use task dependencies and task constraints
- Add resources to a project and assign resources
- Save a baseline for a project
- Enter task progress
- Analyze project variance
- Create custom views, tables, filters, and groups
- Revise a project based on project variance
- Change a project based on change control methodologies
- Report on project progress
- Close a project

**Facilitator(s):** CNCT & Associates

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Expert Series: Dr. Hanna and Dr. Perry Daneshgari

### About Dr. Hanna, Ph.D., P.E.

Dr. Awad S. Hanna, Ph.D., P.E., is a professor of construction engineering and management at the University of Wisconsin – Department of Civil and Environmental Engineering, holding M.S. and Ph.D. degrees from Penn State University. As a registered professional engineer in Canada and the US, Dr. Hanna has been an active construction practitioner, educator and researcher for over 30 years including 10 years as a design engineer and project manager. He has been involved with construction management on a wide variety of engineering, consulting and construction projects worldwide. Dr. Hanna has authored over 100 refereed journal articles on construction-related topics with special emphasis on labor productivity, construction methods, cumulative impact of change orders, construction risk management and knowledge-based systems.

### Full Program

#### Date(s):

Nov. 5, 2015 - Dr. Perry  
Dec. 9, 2015 - Dr. Hanna  
Mar. 10, 2016 - Dr. Perry  
Apr. 26, 27, 2016 - Dr. Hanna

**Duration:** 5 days

**Time:** 8:30 am – 4:00 pm

**Full Program Member Price:** \$3,555.00 + HST

**Full Program Non Member Price:** \$4,621.00 + HST

**These courses are Gold Seal accredited (1 Credit each)**

**Who Should Attend:** Principals, Senior Management, Owners, Middle Management, Project Managers, Estimators, Supervisors, and Foremen.

This expert series program is for experienced Project Managers, Estimators, Superintendents, and Owners.

CANS has brought together a series of high level experts with in the construction industry sector, to enhance the skills and knowledge of our construction managers to stay on the cutting edge of the latest trends and best practices within North America.

**Module 1:** Dr. Perry Daneshgari: Strategic Planning for Sub-Contractors

**Module 2:** Dr. Hanna: Basic Principles and Practices of Project Construction Estimating

**Module 3:** Dr. Perry Daneshgari: Procurement Chain Management

**Module 4:** Dr. Hanna: Comprehensive Approach to Project Management

### About Dr. Perry Daneshgari

Dr. Perry Daneshgari created MCA, Inc. in 1990 with services focused on implementing process and product development, waste reduction and productivity improvement of labor, project management, estimation, accounting, and customer care. Some of the industries that have benefited from his expertise are construction (electrical, mechanical and general contractors), banking, automotive (product development and manufacturing), medical, health care, and insurance organizations. MCA, Inc. has worked with various national and international companies all over the globe. Dr. Perry has taught several classes for MCAA, MCAA of Canada, the Electrical Contracting industry, Independent Electrical Contractors, Inc, etc. MCA, Inc.'s experience is available and applicable to companies of all sizes and industries.

### Dr. Perry Daneshgari: Strategic Planning for Sub-Contractors

**Date(s):** Nov. 5, 2015

**Duration:** 1 day

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$750.00 + HST

**Non-Member Price:** \$975.00 + HST

**This course is Gold Seal accredited (1 Credit)**

**Who Should Attend:** Project Managers and leaders in the construction industry.

This workshop will enable the participants to understand the emerging operational models in the areas of: increasing profitability, increasing productivity, market entry, partnership with suppliers and manufacturing, training needs for supervision, and sub tracking from operator's point of view. Using this new-found knowledge, the workshop participants will be able to assess their current capabilities, plan a strategy, and through this strategy begin to incorporate this new operational model into their companies.

**Facilitator(s):** Dr. Perry Daneshgari  
MCA, Inc.

**Location:** Construction Association of  
Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Dr. Hanna: Basic Principles and Practices of Project Construction Estimating

**Date(s):** Dec. 9, 2015

**Duration:** 1 day

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$950.00 + HST

**Non-Member Price:** \$1,260.00 + HST

**This course is Gold Seal accredited (1 Credit)**

**Who Should Attend:** Project Managers and leaders in the construction industry.

Obtain a practical knowledge of cost estimating, cost management, and conceptual estimating principles.

Learn how to develop project costs and how to organize construction cost information.

Understand how contractors, engineers, architects, and owners work through project costs and contingences to prepare meaningful estimates.

### Topics:

- Estimating and project delivery system
- Work breakdown structure and CSI code
- Steps in the development of deferred cost estimate
- The project cost control system
- Quantities take off including earthwork, bricks, concrete and concrete formwork, steel structure and others
- Estimating overhead costs including home office overhead, job overhead and bonding
- Regional and local adjustment to costs
- How to evaluate and quantify project risks
- Finding and using automated estimating tools

**Facilitator(s):** Dr. Awad Hanna, Ph.D., P.E.  
University of Wisconsin

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Dr. Perry Daneshgari: Procurement Chain Management

**Date(s):** Mar. 10, 2016

**Duration:** 1 day

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$750.00 + HST

**Non-Member Price:** \$975.00 + HST

**This course is Gold Seal accredited (1 Credit)**

**Who Should Attend:** Principals, Senior Management, Middle Management, Project Managers, Estimators, Supervisors, and Foremen.

This workshop is designed to provide the knowledge to assess both the weaknesses and strengths of procurement management practices. Procurement has primarily been a function of the specialty contractor. A few general contractors have attempted to purchase material directly from manufacturers. Topics include: prevailing and alternative models of procurement chains; procurement cost drivers; a new and more efficient procurement model; and how improved procurement can increase profits. The proposed new model suggests methods to eliminate waste and inefficiency in the supply chain.

**Facilitator(s):** Dr. Perry Daneshgari  
MCA, Inc.

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Dr. Hanna: Comprehensive Approach to Project Management

**Date(s):** Apr. 26, 27, 2016

**Duration:** 2 days

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$1,500.00 + HST

**Non-Member Price:** \$1,950 + HST

**This course is Gold Seal accredited (1 Credit)**

**Who Should Attend:** Project Managers and leaders in the construction industry.

This two-day course is intended to provide basic tools for project managers, field supervisors, and office. For new project managers who need to deliver successful construction projects, this course introduces the essential tools of project planning and execution in a contracting environment. Participants practice project management techniques on a simple turn-key construction project that is developed through the complete project life cycle, from initial project proposal and definition, through project implementation, and finally to the often neglected project completion phase. Participants will leave this course with the ability to implement a structured process to successfully deliver construction projects of any size for their organizations and for their customers.

### Topics:

- Management Activities that are Common to all operations/trades
  - Study & Check Plans
  - Life Cycle of Materials (Order, Receive, Store, Move (up and horizontal, install, dispose)
  - Tools best practices
  - Measure & Lay Out
  - Best practices for install the Work
  - Clean Up
- What the Field Should Know About Estimating
  - Labor Costs including workers compensation ratio
  - Job Conditions
  - Takeoff Categories
  - Estimating Factors and Risks (Site, Contract, and Personnel Factors)
  - Categories of Cost (Labor, Materials, Job and Company Overhead)
  - Change Order and its Real Cost How to price change order)
- Contract & Impact Costs
  - Contractual Obligations
  - Notice Clauses
  - Change Scope
  - Claims (Extended duration, Acceleration, etc.)

- Productivity Management
  - Optimal work for at build up, peak and rundown stage
  - Optimal work hour including over time schedules (4x10, 5x10, etc.)
  - Morale Issues
- Prefabrication
- Purchasing
  - Purchase order
  - Purchasing best practices
- Material Storage & Handling
  - Planning and storage location
  - The Golden Triangle
  - Best practices for Material Handling and Management
  - Tools and best practices for tools Management
- Job Office Management
  - Staffing requirements
  - Filling (type and procedure)
- Progress Billing and Cash Flow
  - Entitlement to Payment for Performance of Work
  - Breakdown of Contract for Billing
  - Percentage Completed for Billing
  - Progress Billing System
  - “Break the deal” Payment Clauses
- Example projects
  - Characteristics of commercial projects
  - Characteristics of public projects
  - Characteristics of industrial projects
  - Characteristics of institutional projects

**Facilitator(s):** Dr. Awad Hanna, Ph.D., P.E.  
University of Wisconsin

**Location:** Construction Association of  
Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Business Development for the Construction Industry - Two Part Series

**Date(s):** Jan. 8, 15, 2016

**Duration:** 2 days

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$495.00 + HST

**Non-Member Price:** \$707.00 + HST

**This course is Gold Seal accredited (2 Credits)**

**Who Should Attend:** The Business Development for the Construction Industry (BDCI) program is designed for those who are responsible for developing business relationships in the construction industry that result with generating sales through customer acquisition and retention.

Many people within the construction industry are uneasy with the role of being responsible for growing the business and being put into a sales and customer service role. BDCI training program is a systematic and logical selling method designed to improve sales productivity and customer satisfaction. This system is practical and will focus on the “how to” of building and growing your business by showing the customer the value of dealing with you. While this training provides an excellent base for the entry level business developer, even the most experienced person will appreciate the need to review the sales and service process and the need to sharpen their existing skills.

BDCI is a two-day, eight module, 16-hour program that is much more than steps to follow just to make a sale or get an agreement that is profitable for both parties. It is about employing all of your team’s creative strengths; addressing your ability to negotiate terms everyone can live with and servicing what you have just sold. It is also about learning to place your clients’ interests before your own and using professional problem-solving techniques to create a mutually beneficial win/win, long-term profitable business relationship.

### Day One

**Date(s):** Jan. 8, 2016

#### Module 1: First Impressions

- Importance of your approach
- Making a connection
- Developing a sales process
- Understanding buyers and their style

#### Module 2: Conducting Needs Analysis

- Piquing interest
- Finding the dominant buying motive
- Surfacing the real needs
- Asking smarter questions

#### Module 3: The Solution Presentation

- Buyer benefits and ROI – value
- Presentation gears
- Bridge the features, advantages, and benefits
- Winning words and trial closes

#### Module 4: The Profitable Agreement

- Reading buying signals
- Closing techniques
- Overcoming stalls and delayed decisions
- Second / third attempt closing

### Day Two

**Date(s):** Jan. 15, 2016

#### Module 5: Develop a Business Strategy

- Tactics versus strategy
- Using a SWOT
- What is the customer worth
- Where to spend your time

#### Module 6: Dealing With Difficult Customers

- What makes customers difficult
- Customer satisfaction drivers
- Strategies for de-escalating the conflict
- Customer recovery tactics

#### Module 7: Team Service

- Internal and external customers
- Supply chain and team service strategy
- Working as a team
- Make the customer’s day

#### Module 8: Leverage Your Brand

- Negotiation and leveraging your value
- Power and influence in successful negotiations
- Overcoming hard bargainers
- Overcoming price sensitive buyers

**Facilitator(s):** Rick Fair, BA, B.Ed.  
Fairwinds Training & Development

**Location:** Construction Association of  
Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia



## Excellence in First Time Managers and Superintendents - Full Program

**Date(s):**

Nov. 6, 13, 26, 2015

Dec. 3, 10, 2015

**Duration:** 5 days

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$1,450.00 +HST

**Non-Member Price:** \$1,885.00+ HST

**This program is 30 hours.**

**This course is Gold Seal accredited (5 Credit) upon completion of all 10 modules.**

**Who Should Attend:** Project Managers, Project Coordinators, Supervisors, Foremen, and Lead Hands.

This program provides knowledge building and practical skills development for staff that are moving into leadership positions and for those who are currently managing others in the field.

For those making the transition into leadership roles such as Project Manager and Superintendent for the first time, this program is an opportunity to build confidence and skills to take on the management role. This training program covers the fundamentals of leading and working in a team environment and to assist with refining and enhancing one's ability to manage and motivate individuals and groups.

**Module 1:** Frontline Superintendent - Role of the Supervisor

**Module 2:** Communication Styles - Effectively Communicating to Others

**Module 3:** Effective Listening Skills - Ensure Understanding

**Module 4:** Training and Orientation - Transferring Skills to Others

**Module 5:** Turnaround Intervention - Dealing with Problem Behaviour

**Module 6:** Building a Respectful Workplace

**Module 7:** Managing Conflict on the Job

**Module 8:** Building Accountability in Others

**Module 9:** Working the Schedule and Prioritizing Tasks

**Module 10:** Effectively Coordinating the Project Teams

**Facilitator(s):** Rick Fair, BA, B.Ed.  
Fairwinds Training & Development

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Module 1: Frontline Managers and Superintendents - The Role of the Supervisor

**Date(s):** Nov. 6, 2015

**Duration:** Half day session

**Time:** 8:30 am – 12:00 pm

**Member Price:** \$225.00 + HST

**Non-Member Price:** \$293.00 + HST

**Who Should Attend:** Project Managers, Project Coordinators, Supervisors, Foremen, and Lead Hands.

In the modern work era the role of the manager and superintendent has changed. At one time, they were feared, known as order-givers, who told employees what to do, and how to do it. This approach to leadership resulted with high levels of turnover in the field and low productivity.

Today, successful leaders are those that can coach and motivate others. They are also well respected by their team members.

In this course participants will discover what makes a good leader and begin to develop their knowledge and skills so they can create a productive team that is committed to them, the project and the company.

**Topics:**

- Working with the frontline staff more effectively to improve performance, compliance, and productivity
- Defining the role of a manager and superintendent
- Importance of developing a climate of self-motivation, improved attitude, and job satisfaction for the front line worker
- Becoming team oriented

**Facilitator(s):** Rick Fair, BA, B.Ed.  
Fairwinds Training & Development

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Module 2: Communication Styles - Effectively Communicating to Others

**Date(s):** Nov. 6, 2015

**Duration:** Half day session

**Time:** 1:00 pm – 4:00 pm

**Member Price:** \$225.00 + HST

**Non-Member Price:** \$293.00 + HST

**Who Should Attend:** Project Managers, Project Coordinators, Supervisors, Foremen, and Lead Hands.

Communication is essential when building functioning teams in the field. It is important as a leader to have open dialogue on the ground. However, this is not always an inherited skill. Successful leaders can learn how to effectively communicate in order to achieve open dialogue with their team.

Learn how to use the skills you have and adopt new techniques to enhance your communication style in the construction industry. This course will lead you to be a more effective communicator so that any instruction is both accepted and acted upon.

### Topics:

- Exchanging thoughts and ideas for mutual action
- Understanding your dominant style
- Developing a style that is effective
- Overcome barriers to effective communication
- Allow effective communication to build team morale

**Facilitator(s):** Rick Fair, BA, B.Ed.  
Fairwinds Training & Development

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Module 3: Effective Listening Skills to Ensure Understanding

**Date(s):** Nov. 13, 2015

**Duration:** Half day session

**Time:** 8:30 am – 12:00 pm

**Member Price:** \$225.00 + HST

**Non-Member Price:** \$293.00 + HST

**Who Should Attend:** Project Managers, Project Coordinators, Superintendent, Foremen, and Lead Hands.

Poor listening skills often result with making bad decisions and mistakes in organizations. Listening is more than just hearing someone talk. It is being actively involved and showing a sincere interest in what the other person is saying. Frontline superintendents must want to develop the habit of being an active listener; it is part of the job and one of the inherent responsibilities of being an effective team leader.

### Topics:

- Various levels of listening
- Identify barriers to listening
- Hearing and interpreting the message
- Developing authentic and sincere interest in the speaker
- Acceptance of messages
- Feedback essential to completing the communication cycle

**Facilitator(s):** Rick Fair, BA, B.Ed.  
Fairwinds Training & Development

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Module 4: Training and Orientation - Transferring Skills to Others

**Date(s):** Nov. 13, 2015

**Duration:** Half day session

**Time:** 1:00 pm – 4:00 pm

**Member Price:** \$225.00 + HST

**Non-Member Price:** \$293.00 + HST

**Who Should Attend:** Project Managers, Project Coordinators, Superintendent, Foremen, and Lead Hands.

A new challenge for today's employee requires they manage multiple tasks. As a Manager in the field you are expected to facilitate training and orientation programs for workers. This course will provide you with the skills and tools needed to deliver training, have proper orientation, and create knowledge transfer as it applies to adult learning.

### Topics:

- Explain the adult learning process
- Using a learner centered approach
- Understand group dynamics for holding better training sessions
- Understanding barriers to learning
- Overcoming roadblocks and resistance
- Evaluation of the learning

**Facilitator(s):** Rick Fair, BA, B.Ed.  
Fairwinds Training & Development

**Location:** Construction Association of  
Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Module 5: Turn Around Intervention - Dealing with Problem Behaviour

**Date(s):** Nov. 26, 2015

**Duration:** Half day session

**Time:** 8:30 am – 12:00 pm

**Member Price:** \$225.00 + HST

**Non-Member Price:** \$293.00 + HST

**Who Should Attend:** Project Managers, Project Coordinators, Supervisors, Foremen, and Lead Hands.

This course will help Managers and Superintendents manage behaviour issues more effectively. You will learn through this course corrective coaching calls and approaches in making successful interventions. Our focus will be on rehabilitation versus punishment for behaviour issues.

This course will enable team leaders to be more consistent in their approach to performance issues. Any leader at any level can benefit from the practical skills learned in this workshop. As well, the concepts learned here can be applied to other leadership or supervisory positions within the organization.

### Topics:

- Dealing with behaviour issues
- Offering guidance to problem performers
- Using the corrective coaching call process
- Responding to difficult situations
- Understanding progressive discipline
- Legal implications
- Personal implications (employee and manager)
- Documentation requirements

**Facilitator(s):** Rick Fair, BA, B.Ed.  
Fairwinds Training & Development

**Location:** Construction Association of  
Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Module 6: Building a Respectful Workplace

**Date(s):** Nov. 26, 2015

**Duration:** Half day session

**Time:** 1:00 pm – 4:00 pm

**Member Price:** \$225.00 + HST

**Non-Member Price:** \$293.00 + HST

**Who Should Attend:** Project Managers, Project Coordinators, Superintendent, Foremen, and Lead Hands.

In today's multicultural workplace, a lack of awareness or insensitivity can generate serious ramifications for any organization. Individuals who transgress in these areas become a potential source of serious liability for a company from the internal perspective and a serious loss of business from the customer perspective.

Many of the front line leaders, Managers, and Superintendents that work for the organization are basically good-willed persons who, through lack of knowledge, engage in offensive behaviours or discussions that can often result in negative and seriously damaging consequences.

This course explores potential harassment situations, what it means to create a respectful workplace, and how to promote attitudes and behaviours that will discourage conflict in the workplace.

### Topics:

- Society on the threshold of change
- Understanding proper behavior in the workplace
- Action planning for creating a respectful workplace

**Facilitator(s):** Rick Fair, BA, B.Ed.  
Fairwinds Training & Development

**Location:** Construction Association of  
Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Module 7: Managing Conflict on the Job

**Date(s):** Dec. 3, 2015

**Duration:** Half day session

**Time:** 8:30 am – 12:00 pm

**Member Price:** \$225.00 + HST

**Non-Member Price:** \$293.00 + HST

**Who Should Attend:** Project Managers, Project Coordinators, Supervisors, Foremen, and Lead Hands.

Conflict resolution is a critical competency for all positions and levels of an organization as a coworker, Supervisor or Manager, as well as in dealing with clients and customers.

Discover constructive ways to resolve disputes in your work environment, using approaches that focus on interests rather than positions, collaboration, and mutual respect.

An individual action plan will be developed in the session and used as a means for follow-up. This individual plan should identify key areas of concern, establish goals for overcoming obstacles, target deadlines, and identify the person with whom this plan will be shared as an accountability factor.

### Topics:

- Conflicts happen
  - Negative and positive conflicts
- What causes conflict?
  - Personality as a source of conflict
- Needs, wants and expectations
- Conflict resolution
  - Factors to consider when resolving conflicts
  - Assertive communication
  - De-escalation techniques
- Conflict prevention
  - Thomas-Kilmann model
  - Strategies for managing conflicts

**Facilitator(s):** Rick Fair, BA, B.Ed.  
Fairwinds Training & Development

**Location:** Construction Association of  
Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Module 8: Building Accountability in Others

**Date(s):** Dec. 3, 2015

**Duration:** Half day session

**Time:** 1:00 pm – 4:00 pm

**Member Price:** \$225.00 + HST

**Non-Member Price:** \$293.00 + HST

**Who Should Attend:** Project Managers, Project Coordinators, Superintendent, Foremen, and Lead Hands.

Learn to improve your company's success through furthering personal responsibility through employee accountability.

The idea of accepting responsibility for our own actions, (personal accountability), while not new, sometimes seems almost novel. Organizations have begun linking their success in such areas as customer service, employee retention, reliability and overall goal achievement directly to qualities associated with accountable employees.

Personal accountability is a core foundation to building employee morale, improving employee and team productivity, and enhancing the customer's experiences. This employee accountability course will help you develop a high degree of personal accountability and a more highly accountable and responsible employee group.

**Topics:**

- Stopping the blame game
- Reduce chronic complaining
- Remove entitlement thinking
- Eliminate the soap opera
- Eradicate offensive behaviors and harassment
- Reduce employee discontent or grievances

**Facilitator(s):** Rick Fair, BA, B.Ed.  
Fairwinds Training & Development

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Module 9: Working the Schedules and Prioritizing Tasks

**Date(s):** Dec. 10, 2015

**Duration:** Half day session

**Time:** 8:30 am – 12:00 pm

**Member Price:** \$225.00 + HST

**Non-Member Price:** \$293.00 + HST

**Who Should Attend:** Project Managers, Project Coordinators, Supervisors, Foremen, and Lead Hands.

The most important core responsibility of a Superintendent's job is to ensure everyone is action oriented and doing their jobs in a timely fashion. This calls for proper planning, scheduling and prioritizing tasks in order to control the project at hand. The end benefit is getting more done in less time and controlling the cost over runs that come with getting behind in the schedule.

In this course you will successfully learn how to schedule and prioritize tasks better. With the results being to help the team members to organize their own jobs and work efficiently and effectively.

**Topics:**

- Understanding the critical tasks and priorities
- Planning for results
- Scheduling and organizing the work smarter
- Continuous improvement
- Relationship between quality and productivity
- The 3 C 's – controlling cost constantly

**Facilitator(s):** Rick Fair, BA, B.Ed.  
Fairwinds Training & Development

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia



## Module 10: Effectively Coordinating Project Teams

**Date(s):** Dec. 10, 2015

**Duration:** Half day session

**Time:** 1:00 pm – 4:00 pm

**Member Price:** \$225.00 + HST

**Non-Member Price:** \$293.00 + HST

**Who Should Attend:** Project Managers, Project Coordinators, Superintendent, Foremen, and Lead Hands.

The goal of this module will be to provide front line Superintendents and Managers the ability to include better planning and scheduling techniques. There will be emphasis on the importance of organization of project teams within the existing authority and responsibility structure. The practical hands-on approach will provide Managers with a survival guide for project management.

### Topics:

- Understanding the basics of project management
- Establish lines of authority
- Coordination of projects
- Planning of individual projects
- Development of project administration and tracking systems
- Monitor project teams through execution
- Set-up and assist with the review process

**Facilitator(s):** Rick Fair, BA, B.Ed.  
Fairwinds Training & Development

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia



## Action Oriented Leadership - Full Program

**Date(s):** Jan. 6, 13, 20, 27, 2016  
Feb. 3, 2016

**Duration:** 5 days

**Member Price:** \$1445.00 + HST

**Non-Member Price:** \$1885.00 + HST

**This program is 30 hours.**

**This program is Gold Seal accredited (5 credits) upon completion of all 10 modules.**

**Who Should Attend:** Team Leaders, Managers, Supervisors, Project Managers, and individuals looking to take on a leadership role within a company.

Action-oriented leaders are the self-starters. They take action and produce results. We look to leaders to make decisions and decide the workflow in order to meet the increasing challenges at the job site. Project leaders, site managers and their teams are expected to achieve more individually, while being increasingly involved with their people. The Action Oriented Leadership program looks to ensure that leaders have full command of the necessary skills required to do the job more effectively and efficiently.

**Module 1:** The Role of a Leader

**Module 2:** Leading Through Change  
Management - Minimizing Stress

**Module 3:** Construction Human Resource Planning

**Module 4:** Dealing with Performance Issues

**Module 5:** Time Management and Increasing  
Productivity

**Module 6:** Strategic Planning and Goal Setting

**Module 7:** Communication and Relationship  
Building

**Module 8:** Coaching for High Performance

**Module 9:** Employee Motivators

**Module 10:** Team Building

**Facilitator(s):** Rick Fair, BA, B.Ed.  
Fairwinds Training & Development

**Location:** Construction Association of  
Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Module 1: Introduction to Action Oriented Leadership - The Role of the Leader

**Date(s):** Jan. 6, 2016

**Duration:** Half day session

**Time:** 8:30 am – 12:00 pm

**Member Price:** \$225.00 + HST

**Non-Member Price:** \$293.00 + HST

**Who Should Attend:** Team Leaders, Managers, Supervisors, Project Managers, and individuals looking to take on a leadership role within a company.

Your title makes you a Manager, but your people will decide if you are a leader. It is imperative that great leaders develop their personal capabilities. This course will help you better understand the responsibilities of a successful leader.

### Topics:

- What is your leadership style?
- Getting work done through your people
- Growing team leadership skills
- Pareto and the 80/20 Rule
- Systematic process of supervision and leadership

**Facilitator(s):** Rick Fair, BA, B.Ed.  
Fairwinds Training & Development

**Location:** Construction Association of  
Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Module 2: Leading Through Change Management - Minimizing Stress

**Date(s):** Jan. 6, 2016

**Duration:** Half day session

**Time:** 1:00 pm – 4:00 pm

**Member Price:** \$225.00 + HST

**Non-Member Price:** \$293.00 + HST

**Who Should Attend:** Team Leaders, Managers, Supervisors, Project Managers, and individuals looking to take on a leadership role within a company.

Projects and programs by their very nature create change. How you manage the impact of change is a key component to realizing the strategic benefits of your project. This course will help you build on foundational standards and assist project, program, and portfolio managers in developing competency in this area. Learn skills for mastering change and managing stress.

### Topics:

- The role of the leader in the change process
- How to lead change and make change successful
- Stress – the causes
- Determining the key causes of stress on the job
- Responses to stress / managing stress
- Responsibility as a leader to help others handle stress

**Facilitator(s):** Rick Fair, BA, B.Ed.  
Fairwinds Training & Development

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Module 3: Construction Human Resource Planning

**Date(s):** Jan. 13, 2016

**Duration:** Half day session

**Time:** 8:30 am – 12:00 pm

**Member Price:** \$225.00 + HST

**Non-Member Price:** \$293.00 + HST

**Who Should Attend:** Team Leaders, Managers, Supervisors, Project Managers, and individuals looking to take on a leadership role within a company.

This session is ideal for those who do not have a human resources background. It will help you develop human resource planning skills, that will help you hire and manage your team. Learn how to become a leader with talent management skills.

### Topics:

- Finding and hiring good people
- Behaviour based interviews
- Developing others through professional development planning
- Developing the organization

**Facilitator(s):** Rick Fair, BA, B.Ed.  
Fairwinds Training & Development

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Module 4: Dealing with Performance Issues

**Date(s):** Jan. 13, 2016

**Duration:** Half day session

**Time:** 1:00 pm – 4:00 pm

**Member Price:** \$225.00 + HST

**Non-Member Price:** \$293.00 + HST

**Who Should Attend:** Team Leaders, Managers, Supervisors, Project Managers, and individuals looking to take on a leadership role within a company.

Most construction leaders have to deal with poor employee performance at some point. But how do you bring to the attention of someone that they are not performing well. You need the right tools.

The purpose of this course is to help identify performance issues, work towards turning the negative into a positive and bring problem areas through a proper document process with a corrective action plan.

Learn to manage others well and decrease performance issues through the development of a performance process.

### Topics:

- Performance issue documentation
- Diagnostic analysis
- Getting the commitment
- Holding equitable performance discussions
- Dealing with conscious non compliance
- Sell the need to change and perform
- Progressive discipline
- Proper termination

**Facilitator(s):** Rick Fair, BA, B.Ed.  
Fairwinds Training & Development

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Module 5: Time Management and Increasing Productivity

**Date(s):** Jan. 20, 2016

**Duration:** Half day session

**Time:** 8:30 am – 12:00 pm

**Member Price:** \$225.00 + HST

**Non-Member Price:** \$293.00 + HST

**Who Should Attend:** Team Leaders, Managers, Supervisors, Project Managers, and individuals looking to take on a leadership role within a company.

Project leaders, Site Managers and Supervisors are expected to achieve more and influence others to do the same. Managing your time and the productivity of others can be a challenge, however it is a must. The key to achieving your goals is to uncover the behavioral barriers that block productivity. It is imperative that the leader develops their personal capabilities first and then helps others. At this session you will learn how that can be accomplished.

### Topics:

- Essential vs. time-critical
- Weekly planning
- Delegation
- Dealing with interruptions / meeting
- Helping others improve their personal productivity

**Facilitator(s):** Rick Fair, BA, B.Ed.  
Fairwinds Training & Development

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Module 6: Strategic Planning and Goal Setting

**Date(s):** Jan. 20, 2016

**Duration:** Half day session

**Time:** 1:00 pm – 4:00 pm

**Member Price:** \$225.00 + HST

**Non-Member Price:** \$293.00 + HST

**Who Should Attend:** Team Leaders, Managers, Supervisors, Project Managers, and individuals looking to take on a leadership role within a company.

Well organized strategic planning and goal setting involves distinct steps. This course will help participants understand the process of strategic planning and goal setting and how the two will benefit their organization.

### Topics:

- Work smarter not harder
- Deming's model of continuous improvement
- Using SWOT analysis to set priorities
- Working high payoff activities
- Project performance
- Identify obstacles to performance

**Facilitator(s):** Rick Fair, BA, B.Ed.  
Fairwinds Training & Development

**Location:** Construction Association of  
Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Module 7: Communication and Relationship Building

**Date(s):** Jan. 27, 2016

**Duration:** Half day session

**Time:** 8:30 am – 12:00 pm

**Member Price:** \$225.00 + HST

**Non-Member Price:** \$293.00 + HST

**Who Should Attend:** Team Leaders, Managers, Supervisors, Project Managers, and individuals looking to take on a leadership role within a company.

Communication happens at many levels within the organization, both formally and informally. It is essential for good leaders to communicate effectively in both settings. This workshop is designed to prepare you to create better work relationships and improve communication at all levels within an organization.

### Topics:

- Guiding the organization
- Communication styles
- How to walk the talk
- The platinum rule
- Dealing with conflict face to face
- How to spot deception

**Facilitator(s):** Rick Fair, BA, B.Ed.  
Fairwinds Training & Development

**Location:** Construction Association of  
Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia



## Module 8: Coaching for High Performance

**Date(s):** Jan. 27, 2016

**Duration:** Half day session

**Time:** 1:00 pm – 4:00 pm

**Member Price:** \$225.00 + HST

**Non-Member Price:** \$293.00 + HST

**Who Should Attend:** Team Leaders, Managers, Supervisors, Project Managers, and individuals looking to take on a leadership role within a company.

Organizations are utilizing coaching methods as a way to develop their team as quickly as possible. As people become trained they become more responsible and hopefully more accountable for their results. Managers need be equipped with the skills, tools, and mindset of world-class coaches. At this workshop you will learn how to coach others to create a high performance team.

### Topics:

- The High Performance Matrix
- Coaching your high performance team
- Coaching styles that get results; coercive, authoritative, facilitative, democratic, pacesetter, coaching
- Weighing the response

**Facilitator(s):** Rick Fair, BA, B.Ed.  
Fairwinds Training & Development

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Module 9: Employee Motivators

**Date(s):** Feb. 3, 2016

**Duration:** Half day session

**Time:** 8:30 am – 12:00 pm

**Member Price:** \$225.00 + HST

**Non-Member Price:** \$293.00 + HST

**Who Should Attend:** Team Leaders, Managers, Supervisors, Project Managers, and individuals looking to take on a leadership role within a company.

To provide someone with a motive is to give them a reason to “make me want to do it.” Learn how to motivate individuals to willingly expend effort on a task. Through this workshop you will develop a toolbox of motivational skills to take away with you and apply to the field.

### Topics:

- Types of motivation
- Motivation through needs / Maslow
- Motivation through job satisfaction / Herzberg
- Developing and maintaining job satisfaction
- Performance and appropriate behaviour

**Facilitator(s):** Rick Fair, BA, B.Ed.  
Fairwinds Training & Development

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Module 10: Team Building - Creating Synergy

**Date(s):** Feb. 3, 2016

**Duration:** Half day session

**Time:** 1:00 pm – 4:00 pm

**Member Price:** \$225.00 + HST

**Non-Member Price:** \$293.00 + HST

**Who Should Attend:** Team Leaders, Managers, Supervisors, Project Managers, and individuals looking to take on a leadership role within a company.

There are individual work groups, teams and dynamic work teams. They commit to produce results that seem impossible, and they do this in such a way that the team members and team leaders both experience pride and a feeling of belonging, rather than resentment, burnout, frustration and anger.

This workshop focuses on the importance of having leaders recognize their inherent job responsibilities, as well as the need to maintain balance between the needs of the organization and those of team members.

Learn to build a team that creates synergy.

**Topics:**

- Building effective work teams
- Functional teams
- Why some teams fail
- The Tuckman model

**Facilitator(s):** Rick Fair, BA, B.Ed.  
Fairwinds Training & Development

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia



## Executive Certificate in Construction Leadership

Get world-class leadership development training right here in Nova Scotia!

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Once completed, participants will qualify for 25 educational credits towards Gold Seal Certification.

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**For more information contact:**

Nancy Thompson  
Industry Education and Training Lead  
(902) 468-2267 ext. 706  
nthompson@cans.ns.ca

## THESE COURSES ARE PRESENTED JOINTLY BY CONSTRUCTION SPECIFICATIONS CANADA ATLANTIC CHAPTER AND CANS

### Construction Contract Administration (CCA)

**Date(s):** Sept. 18, 25, 2015  
Oct. 2, 9, 16, 2015

**Duration:** 5 days

**Time:** 8:30 am – 4:00 pm

**Price:** \$825.00 + HST

**This course is Gold Seal accredited (5 Credits)**

*\*Successful completion of the Principles of Construction Documentation Course is a prerequisite for this course.*

**Who Should Attend:** Designers, Consultants, Contractors, and Suppliers.

Contract administration involves making decisions and the timely flow of information and decisions to enable completion of the project as required by the contract documents including review and observation of the construction project.

This advanced level course will take the individual beyond the concepts previously introduced in the PCD course. The objective of the CCA program is to improve construction contract administration by providing education related to the administration and enforcement of contract requirements during the construction phase of the project.

**Topics:**

- Construction industry participants
- Bidding requirements and process
- Alternatives and substitutions
- Standards and regulatory influences
- Site activities
- Execution of the work
- Certificate of payment
- Changes in the work
- Dispute resolution
- Construction insurance
- Construction surety bonds
- Guaranties and warranties
- Project submittal
- Field services and quality control
- Clerk of the works
- Contract close-out
- Commissioning
- Definitions and Resources

\* This course is a requirement for the Certified Construction Contract Administrator (CCCA) designation.

**Facilitator(s):** Walter Strachan, RSW, PQS (F), (F) CSC

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

### Principles of Construction Documentation (PCD)

**Date(s):** Mar. 31, 2016  
Apr. 7, 14, 21, 28, 2016

**Duration:** 5 days

**Time:** 8:30 am – 4:00 pm

**Price:** \$750.00 + HST

**This course is Gold Seal accredited (5 Credits)**

**Who Should Attend:** Designers, Consultants, Contractors, and Suppliers.

PCD is an introductory course that will enable students to have a better understanding of construction documentation (specifications, drawings and schedules), products, bidding procedures and contracts.

The PCD course is a prerequisite for all other CSC courses and for the Certified Technical Representative (CTR), Certified Construction Contract Administrator (CCCA) and Certified Specification Practitioner (CSP) designations from CSC. Successful completion of the PCD may be credited toward the experience component requirements for the Registered Specification Writer (RSW) designation.

**Topics:**

- Construction process
- Production of construction documents
- Forms of contract
- Codes and standards
- Risk managements issues
- Legal issues
- Building science
- Contract administration
- Communications
- Trends in the construction industry

**Facilitator(s):** Walter Strachan, RSW, PQS (F), (F) CSC

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

Presented jointly with:



Atlantic Chapter

## Advanced Manager and Superintendent - Full Program

**Date(s):** Feb. 17, 24, 2016  
Mar. 2, 9, 16, 2016

**Duration:** 5 days

**Time:** 8:30 am – 4:00 pm

**Full Program Member Price:** \$1445.00 + HST

**Full Program Non-Member Price:** \$1850.00 + HST

**This program is 30 hours.**

**This Program is Gold Seal Accredited (5 Credits) upon completion of all 10 modules.**

**Who Should Attend:** Experienced Foremen, Superintendents, and new Project Managers.

If you are a Senior Project Manager or Superintendent trying to advance your team to be a more effective group in the field, then this 10 module program is for you. You'll be empowered with new skills and a contemporary perspective on leadership from this leadership excellence course. This program will create more confident, more productive and more effective leaders, driving their teams forward towards the organization's goals.

It's your time, your chance to revitalize your career and step forward and be a better leader in the field. Give yourself every advantage with experienced executive coaching that will have immediate and practical application.

This course offers further study into leading people to work in an effective and efficient manner with a focus on developing strong interpersonal skills.

**Module 1:** Leadership in the field

**Module 2:** Creating a diverse workplace

**Module 3:** Creating work groups and high performance teams

**Module 4:** Effective decision making through problem solving

**Module 5:** Project delivery methods

**Module 6:** Working with design build contracts

**Module 7:** Documents, records & reports (retention)

**Module 8:** Change order management

**Module 9:** General and specialty contractors' dynamics

**Module 10:** Understanding and managing project costs

**Facilitator(s):** Rick Fair, BA, B.Ed.  
Fairwinds Training & Development

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Module 1: Leadership in the Field

**Date(s):** Feb. 17, 2016

**Duration:** Half day session

**Time:** 8:30 am – 12:00 pm

**Member Price:** \$225.00 + HST

**Non-Member Price:** \$293.00 + HST

**Who Should Attend:** Experienced Foremen, Superintendents, and new Project Managers.

Preparing leaders for the construction field in the face of rapid change, is imperative if the leader is to thrive versus just surviving. The influence of globalization, innovative delivery methods, varied organizational structures, and an aging and diversifying construction workforce requires a paradigm shift in how leadership is developed within the industry.

The leader's roles in construction are often very task driven in the field, with demands to meet tight schedules under constrained budgets. However these tasks cannot be completed successfully without strong lines of communication, trust between the members of both the design and construction teams as well as the ability to work through people problems. From that perspective; a strong leader must have strong people skills in order to succeed in the construction industry of the future. The challenge perhaps is giving credence to these more abstract softer skills and traits that enhance the leader's ability to work with people and still meet the demands of project scope, schedules, budgets, safety and customer satisfaction.

Through this program you will increase your ability to lead others in the field more effectively and efficiently.

### Topics:

- A better understanding of the basics of human relations
- Bringing about positive changes in attitude and behaviors
- Improved ability to get along with people
- Getting positive expected results
- Being aware of the many changes happening
- Realize the need to balance job and people skills

**Facilitator(s):** Rick Fair, BA, B.Ed.  
Fairwinds Training & Development

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Module 2: Creating a Diverse Workplace

**Date(s):** Feb. 17, 2016

**Duration:** Half day session

**Time:** 1:00 pm – 4:00 pm

**Member Price:** \$225.00 + HST

**Non-Member Price:** \$293.00 + HST

**Who Should Attend:** Experienced Foremen, Superintendents, and new Project Managers.

Leadership and team diversification is about the creation of a workplace culture that represents the diversity of the customers it serves and fosters a work environment that respects and accommodates the “diversity of all individuals.”

Diversity programs have taken on a huge business connection in North America as well. Several large corporate and/or government initiatives favour companies that include suppliers owned by women, disabled veterans, aboriginals, minorities, and other protected classes. Open minded companies also understand that having a diversity program is increasingly important for growing a sustainable business. Utilizing a supplier base that reflects the growing diversity of Canadian businesses in particular and the population in general makes good business sense.

Diversity programs often start at the top but it is the responsibility of everyone in a management position to play an active role in creating an environment where all employees are respected, encouraged and provided opportunities to achieve their highest potential.

In this course, you will learn how to create a diverse workplace.

### Topics:

- What is diversity?
- Examining stereotypes & biases, how they develop, and gain insights into one’s own perspectives
- Removing barriers to diversity in the workplace
- How to encourage diversity in the team while discouraging and preventing discrimination

**Facilitator(s):** Rick Fair, BA, B.Ed.  
Fairwinds Training & Development

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Module 3: Creating Effective Work Groups and High Performance Teams

**Date(s):** Feb. 24, 2016

**Duration:** Half day session

**Time:** 8:30 am – 12:00 pm

**Member Price:** \$225.00 + HST

**Non-Member Price:** \$293.00 + HST

**Who Should Attend:** Experienced Foremen, Superintendents, and new Project Managers.

There are individual work groups, there are teams, and then there are high performance teams. High performance teams operate at maximum synergy. They commit to produce results that seem impossible, and they do this in such a way that the team members and team leaders both experience pride and a feeling of belonging rather than resentment, burnout, frustration, and anger.

Team training should focus on the importance of team members recognizing their inherent job responsibilities as well as the need to maintain balance and harmony between the needs of the organization and the team member. The outcome of this shift in thinking is the creation of a high performance team.

### Topics:

- Maintain a balance between the group and the satisfaction of individual team members’ needs
- Explore methods of recognition for outstanding results, both as a team and for personal contribution of team members
- Provide effective, specific feedback to team members in order to reinforce positive behaviors, and to assist them in their growth
- Determine team members’ specific methodology for handling conflict situations
- Clarify both expectations that team members have of each other’s roles and conceptions that team members have of their own roles
- Work together to establish genuinely shared overlapping team goals and objectives

**Facilitator(s):** Rick Fair, BA, B.Ed.  
Fairwinds Training & Development

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia



## Module 4: Effective Decision Making Through Problem Solving

**Date(s):** Feb. 24, 2016

**Duration:** Half day session

**Time:** 1:00 pm – 4:00 pm

**Member Price:** \$225.00 + HST

**Non-Member Price:** \$293.00 + HST

**Who Should Attend:** Experienced Foremen, Superintendents, and new Project Managers.

Much of what a Supervisor, Manager or leader does every day is put out fires, solve problems and make decisions.

As a leader you must be in control when you encounter a new problem or come to a decision that must get made. The Supervisor must know how to react and how to work it out using other people to solve the problem.

Good problem solvers tend to use proven and systematic ways of dealing with problems. Therefore, as a Supervisor whose job it is to get it right; it is imperative to use an organized, structured approach to problem solving and decision-making using a team.

In this course you learn how to make effective decisions while working through problems with others.

### Topics:

- Using a team approach in areas of problem solving, decision making and crisis management
- Using a systematic approach to assist in problem identification, root causal analysis and problem validation
- Examine the 6 “A” method of solving problems
- Provide a process of arriving at appropriate decisions through force field analysis or decision making trees

**Facilitator(s):** Rick Fair, BA, B.Ed.  
Fairwinds Training & Development

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Module 5: Project Delivery Methods and Supervision

**Date:** Mar. 2, 2016

**Duration:** Half day session

**Time:** 8:30 am – 12:00 pm

**Member Price:** \$225.00 + HST

**Non-Member Price:** \$293.00 + HST

**Who Should Attend:** Experienced Foremen, Superintendents, and new Project Managers.

This course is intended to assist Supervisors in understanding the relationship between the roles and responsibilities of the project supervisor and the chosen method of project delivery. For a Supervisor it is critical to understand the balancing act that comes with project delivery systems and methods because not all stakeholders are concerned about the same things on projects.

Some stakeholders may favor delivery systems and methods that are about getting it done quickly and cheaply while others may favor those that want only the highest quality of work. This can be quite confusing for the team and the supervisor. Therefore the success of the project will largely depend on how well the project supervisor can communicate the priorities to the team and adapt their own style to the chosen method.

### Topics:

- What are project delivery methods and why are they important?
- The most common project delivery methods
- Factors to consider when selecting the project delivery method
- Understanding how time and cost are impacted by the project delivery method
- Working and collaborating with design teams

**Facilitator(s):** Donna Hoar, GSC  
Project Manager  
Aecon Buildings Atlantic

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Module 6: Working with Design Build Contracts

**Date(s):** Mar. 2, 2016

**Duration:** Half day session

**Time:** 1:00 pm – 4:00 pm

**Member Price:** \$225.00 + HST

**Non-Member Price:** \$293.00 + HST

**Who Should Attend:** Experienced Foremen, Superintendents, and new Project Managers.

In the last decade, the Design Build (DB) method of contracting has been increasing steadily. Since 1982, the volume of domestic DB contracts has grown tenfold and now represents 23 percent of the non-residential market. Both private and public owners are using this method to accrue savings in both costs and time by streamlining the project delivery process.

Like all construction methods, design build can have its disadvantages and problems. If all parties involved have misunderstandings and disputes about roles and responsibilities spelled out in the contract, the risk is escalation of claims against the contractual partners.

**Topics:**

- Benefits of Design Build
- Differentiating the design services and the actual work
- Defining role, responsibilities and the parties requirements
- Contract documents and statements of service requirements
- Understanding risks and flow down liabilities
- Overcoming conflicts and disputes within the contract

**Facilitator(s):** Donna Hoar, GSC  
Project Manager  
Aecon Buildings Atlantic

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Module 7: Documents, Records, and Reports (Retention)

**Date(s):** Mar. 9, 2016

**Duration:** Half day session

**Time:** 8:30 am – 12:00 pm

**Member Price:** \$225.00 + HST

**Non-Member Price:** \$293.00 + HST

**Who Should Attend:** Project Managers, Estimators, Project Coordinators, Specification Writers, Superintendents, Owners/Contracting Authorities, Architects, and Engineers.

Document, document, document - it is the necessary evil to construction project risk management. But what do we do with all the documents? How long should we keep them? What are the legal requirements around document retention and claims defense?

**Topics:**

- Legal requirements: statutory and regulatory retention policies
- Electronic documents and hand held devices
- Email
- Proper document destruction
- Privacy

**Facilitator(s):** Michael Murphy, LL.B.  
McInnes Cooper

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Module 8: Change Order Management

**Date(s):** Mar. 9, 2016

**Duration:** Half day session

**Time:** 1:00 pm – 4:00 pm

**Member Price:** \$225.00 + HST

**Non-Member Price:** \$293.00 + HST

**Who Should Attend:** Experienced Foremen, Superintendents, and new Project Managers.

Changes happen. It is almost assumed some form of the contract will need to adjust due to several reasons. These changes may be attributed to clarification of drawings and specifications that dramatically affect the scope of a project. Change is a normal part of the construction process. Everyone needs to be aware of the changes: The Owner, Architect/Engineer and Contractor must all be made aware of the change. The process is specific and defined in the contract documents.

This session will review the details you need to ensure the process is accurate and everyone is paid and meets contractual agreements.

**Topics:**

- Owner initiated changes
- Contractor initiated changes
- Notice requirements
- Quantification methods of cost/price

**Facilitator(s):** Aidan Meade, LL.B.  
McInnes Cooper

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Module 9: General and Specialty Contractors' Dynamics

**Date(s):** Mar. 16, 2016

**Duration:** Half day session

**Time:** 8:30 am – 12:00 pm

**Member Price:** \$225.00 + HST

**Non-Member Price:** \$293.00 + HST

**Who Should Attend:** Experienced Foremen, Superintendents, and new Project Managers.

This course addresses the use of construction management and design-build/fast track from the perspective of specialty trade contractors. Specialty Trade Contractors are those whose construction work requires special skill and whose principal contracting business involves the use of specialized building trades.

Participants will assess the various specialty build contracts and the typical types of risk inherent to this type of construction process. The participants will also develop an understanding of differences in contract administration practices that must be made to implement the various project delivery methods. The training will involve discussion on the assessment of roles, relationships and responsibilities of the contracting parties that may vary considerably for each methodology.

**Topics:**

- Construction systems and methods
- Contractual relationships
- Value, impact, and quality of specialty contractors
- Selecting a specialty contractor
- Importance of open communication

**Facilitator(s):** Donna Hoar, GSC  
Project Manager  
Aecon Buildings Atlantic

**Location:** Construction Association of Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## Module 10: Understanding and Managing Project Costs

**Date(s):** Mar. 16, 2016

**Duration:** Half day session

**Time:** 1:00 pm – 4:00 pm

**Member Price:** \$225.00 + HST

**Non-Member Price:** \$293.00 + HST

**Who Should Attend:** Experienced Foremen, Superintendents, and new Project Managers.

Most Supervisors are rarely aware of the process that proceeds the construction phase of any project. But, because they are usually responsible for managing and controlling costs, it is important to understand how the budget was established and the impact of cost changes on all parties.

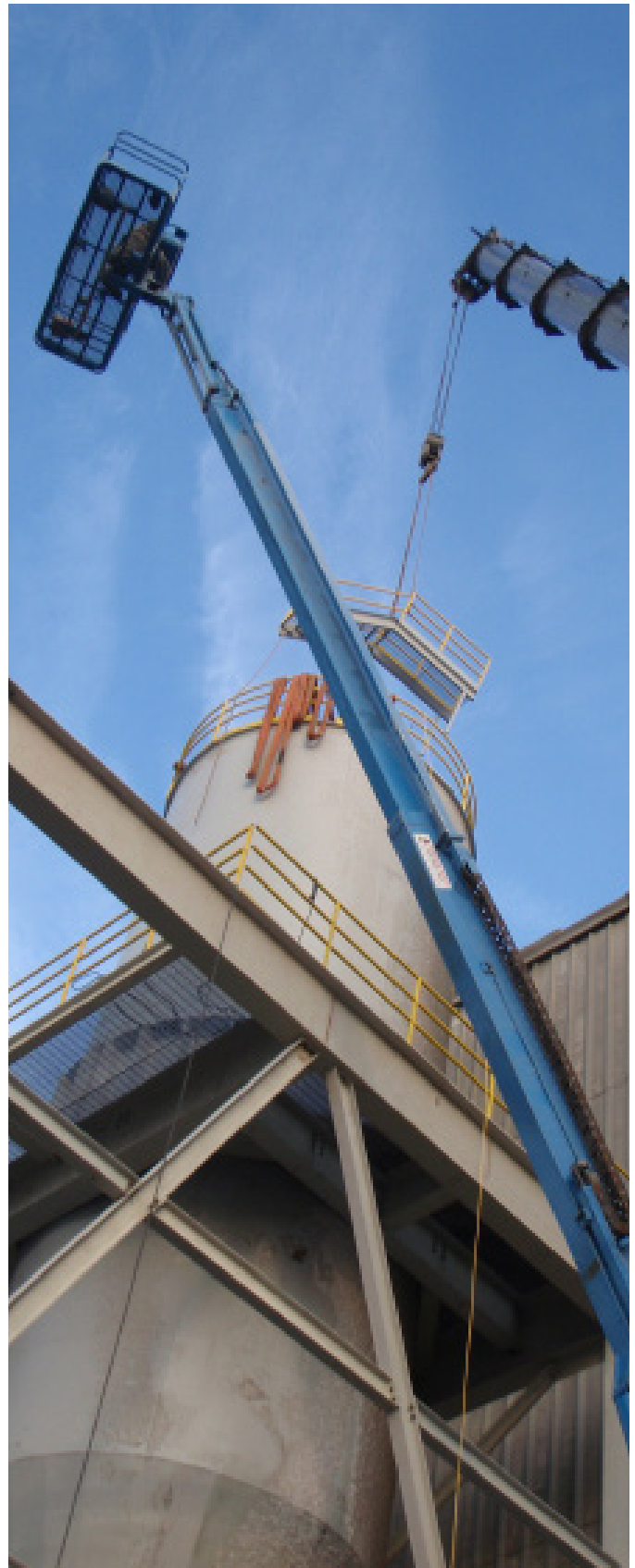
This module covers the pre-construction process and how project estimates are compiled, how to compare actual project costs with those estimated, and how to control costs to meet the estimate. Participants will also learn the value of effective supervision of workers to improve the Supervisor's ability to manage costs in the construction process. The learning group will also review construction estimates, who controls project costs, reporting and analyzing actual costs, labor cost variances, working with project partners and the importance of risk management.

**Topics:**

- Construction estimates
- Who controls project costs?
- Reporting and analyzing actual costs
- Planning for cost control
- Cost control strategies

**Facilitator(s):** Donna Hoar, GSC  
Project Manager  
Aecon Buildings Atlantic

**Location:** Construction Association of  
Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia



## Healthcare Construction: Towards Infection Control Compliance

**Date:** Jan. 14, 2016

**Duration:** 1 day

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$475.00 + HST

**Non-Member Price:** \$618.00 + HST

**This course is Gold Seal accredited (1 Credit)**

**Who Should Attend:** Those providing construction services or carrying out construction activities in healthcare facilities, including subcontractors and suppliers. Those in facility management and maintenance personnel would also benefit from this workshop.

This workshop will provide participants with an understanding of why infection control during construction is important in health care buildings. It will also give them practical tools to help them become compliant with CSA Z317.13-12 in their day to day work.

### Topics:

- Know why infection control is important to hospitals / health care facilities
- Infection control from the construction industry perspective: why we should be concerned, industry impacts, legal liabilities
- Know the content of the CSA Z317.13-12 at a high level: application to health care facilities, risk analysis matrix and its component, role of multidisciplinary team and the role of the contractor
- Evaluate a project specification: review a “real project” specification and determine potential hotspots
- Action items for the workplace
- Hands on demonstrations of enclosure construction
- Equipment use and care demonstration

**Facilitator(s):** Gordon Burrill  
P.Eng, FASHE, CHC, CHFM, CCHFM  
Teegor Consulting Inc.

Donna Hoar, GSC  
Project Manager  
Aecon Buildings Atlantic

Ron Rizzo  
Branch Manager  
Power Vac-Belfor

**Location:** Construction Association of  
Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

## CSA: Infection Control - Required for Superintendants

**Date:** Nov. 23, 24, 2015

**Duration:** 2 days

**Time:** 8:30 am – 4:00 pm

**Member Price:** \$1,300.00 + HST

**Non-Member Price:** \$1,545.00 + HST

**This course is Gold Seal accredited (1 Credit)**

This course is offered through CSA certified training persons. In order to meet the requirements, persons are required to attend both sessions.

### Who Should Attend:

- Architects and Design Engineers
- Commissioning Teams
- Contractors
- Construction Managers
- Infection Prevention & Control Personnel
- Facility and Maintenance Managers in Health Care Settings
- Medical and Nursing Staff
- Occupational Health and Hygiene Personnel

### Day 1: Fundamentals of Infection Control During Construction, Renovation and Maintenance of Healthcare Facilities

#### Learning Objectives

Upon successful completion of this course, you will be able to:

- Gain a general understanding of CSA Z317.13
- Identify the risk factors and sources of health care facility infections
- Identify all staff who should be involved in infection prevention and control measures during any aspect of construction, renovation and maintenance activities
- Review effective infection prevention and control procedures during construction, renovation and maintenance
- Understand and effectively apply infection prevention and control measures for renovation and or new construction projects
- Learn about industry best practices and how they can apply to your specific role

#### Course Overview

Construction, renovation, and maintenance of health care facilities bring specific risks associated with potentially fatal infection and illness. Preventing and controlling infection while these activities take place requires the implementation and support of preventive measures intended to protect patients, staff, and visitors from potential harm. Focusing on the application of the CSA 317.13 standard, participants will learn how to address necessary measures and help control infection risk in health care facilities.



## Day 2: Effective Implementation and Practical Applications of Infection Control During Construction, Renovation and Maintenance of Health Care Facilities

### Learning Objectives

- Review and understand all new components that have been added to the 2013 edition of the CSA Z317.13
- Identify and learn to implement effective procedures during construction, renovation and maintenance of health care facilities
- Practice real life application of the standard
- Engage in practical discussions around the appropriate actions to help mitigate risks and implement damage control procedures
- Learn how to apply innovative thinking in the field of infection prevention and control measure for new construction projects and/or significant additions

### Course Overview

Construction, renovation, and maintenance of health care facilities bring specific risks associated with potentially fatal infection and illness. The establishment of a thorough infection control system, along with the necessary procedures to ensure that current, relevant information is maintained, is critical to protecting patients, staff and visitors. Updated to include all the latest elements of the 2013 version of CSA Z317.13 - Infection Control During Construction, Renovation, and Maintenance of Health Care Facilities - this interactive and informative course features newly designed exercises and case studies.

Building on the foundation established by Fundamentals of Infection Control During Construction, Renovation and Maintenance of Health Care Facilities, participants will gain insight into the latest developments and requirements of this critical field and acquire practical knowledge on how to apply the necessary measures to help control risk.

This course is offered through CSA certified training persons. In order to meet the requirements, persons are required to attend both sessions.

**Facilitator(s):** Gordon Burrill  
P.Eng, FASHE, CHC, CHFM, CCHFM  
Tegor Consulting Inc.

**Location:** Construction Association of  
Nova Scotia (CANS)  
260 Brownlow Avenue, Unit 3  
Dartmouth, Nova Scotia

**For more information or to register for courses visit:**

**[www.cans.ns.ca/education](http://www.cans.ns.ca/education)**

## E-LEARNING

Delivered in partnership with BuildForce Canada, CANS' Industry Education and Training program offers a variety of e-learning courses. Designed to accommodate a busy schedule, courses can be completed whenever, from wherever – all that is required is a computer and internet connection. Courses vary in length; however, participants can bookmark and revisit the material from where they left off.

**\*\*\*Upon receipt of payment, CANS will issue a PIN number and instructions on how to access the course online.\*\*\***

### Introduction to BIM (Building Information Modeling)

**Date/Time:** Available at your convenience

**Duration:** Self paced

**Member Price:** \$150.00 + HST

**This course is Gold Seal accredited (1 Credit)**

**Who Should Attend:** Employers, Management, Supervisors, Foremen, and Tradespeople. Those who are new to the construction industry, and those who want to learn more about BIM.

As an emerging technology, Building Information Modeling (BIM) is generating a lot of buzz in the construction industry. This course provides an overview of how this technology positively impacts the construction process.

**Topics:**

- Understand what BIM is
- Understand the full potential of BIM technology
- Understand the philosophy behind BIM
- Be aware of how BIM can assist at all stages of a construction project
- Appreciate existing and potential new uses for BIM
- See the value of new technologies such as BIM

**Facilitator:** BuildForce Canada

This national organization is committed to the development of a highly skilled workforce – one that will support the current and future needs of the construction industry in Canada. BuildForce Canada, formerly Construction Sector Council,, created in April 2001 is financed by both government and industry, and is a partnership between labour and business.

### Construction Law

**Date/Time:** Available at your convenience

**Duration:** Self paced

**Member Price:** \$150.00 + HST

**This course is Gold Seal accredited (2 Credits)**

**Who Should Attend:** Those who are new to the construction industry.

Participants will become familiarized with construction contracts and construction law; liabilities and responsibilities of all parties to a contract, compiling and submitting proper extras and claims, and ways and means for leaders to avoid conflict with contracts, owners, trades and labour.

**Topics:**

- Understand construction contracts
- Recognize the different construction roles
- Write contracts
- Identify simple errors in construction contracts
- Understand the claim process
- Learn to solve construction disputes effectively

**Facilitator:** BuildForce Canada

This national organization is committed to the development of a highly skilled workforce – one that will support the current and future needs of the construction industry in Canada. BuildForce Canada, formerly Construction Sector Council, created in April 2001 is financed by both government and industry, and is a partnership between labour and business.

## Communication, Negotiation, Conflict Resolution

**Date/Time:** Available at your convenience

**Duration:** Self paced

**Member Price:** \$150.00 + HST

**This course is Gold Seal accredited (2 Credits)**

**Who Should Attend:** Supervisors, Project Managers, and other personnel who must deal effectively and professionally with employees, sub-trades, Owners, clients, Engineers and employers.

This course has been designed to help improve written, oral and negotiating skills within the construction industry.

### Topics:

- Define conflict
- Identify stages of conflict
- Understand the importance of communication
- Use assertiveness techniques to get their point across
- Deal with difficult people more effectively
- Use identified criteria to be a more effective negotiator
- Understand how power can be used/abused in negotiation
- Know when to close negotiations

**Facilitator:** BuildForce Canada

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## Construction Project Management

**Date/Time:** Available at your convenience

**Duration:** Self paced

**Member Price:** \$150.00 + HST

**This course is Gold Seal accredited (3 Credits)**

**Who Should Attend:** Everyone working in the construction industry.

This course has been designed to help managers administer projects from start to finish.

### Topics:

- Develop business cases
- Develop scope of projects
- Manage project procurement
- Manage project risk
- Manage change process
- Manage project closeout / commissioning

**Facilitator:** BuildForce Canada

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## Introduction to Construction Estimating

**Date/Time:** Available at your convenience

**Duration:** Self paced

**Member Price:** \$150.00 + HST

**This course is Gold Seal accredited (2 Credits)**

**Who Should Attend:** Those who are new to the construction industry. Those who want to become an Estimator.

This training course will provide learners with skills and knowledge related to estimating practices, and help them to understand the importance of estimates as one of the key steps in any construction job.

### Topics:

- How to produce accurate and professional estimates
- Site-specific conditions and regulatory requirements
- How to handle the purchasing and logistics associated with materials on a construction site
- Labour performance and operations
- How to effectively organize and manage current and historical data
- How to assemble bids and meet bid closure deadlines
- On-site equipment and material placement
- Safety and job conditions

**Facilitator:** BuildForce Canada

This national organization is committed to the development of a highly skilled workforce – one that will support the current and future needs of the construction industry in Canada. BuildForce Canada, formerly Construction Sector Council, created in April 2001 is financed by both government and industry, and is a partnership between labour and business.

## First Level Supervisor Training Program

**Date/Time:** Available at your convenience

**Duration:** Self paced

**Member Price:** \$400.00 + HST

**This course is Gold Seal accredited (5 Credits)**

**Who Should Attend:** Foremen and Supervisors who want to become a First Level Supervisor.

Strong supervision skills are key to any construction project. This course offers the critical basic skills and concepts needed to supervise a crew in the residential, institutional, commercial, industrial, and civil construction sectors.

### Topics:

- Build your supervisory skills
- Lead a work crew
- Communicate effectively
- Understand the supervisor's role in safety and due diligence
- Develop and motivate teams
- Address performance issues

**Facilitator:** BuildForce Canada

This national organization is committed to the development of a highly skilled workforce – one that will support the current and future needs of the construction industry in Canada. BuildForce Canada, formerly Construction Sector Council, created in April 2001 is financed by both government and industry, and is a partnership between labour and business.

## Policies and Registrations

### Registration Information

- Registration is on a first-come, first-served basis and must be accompanied by full payment.
- Registration and payment must be received five business days prior to the course date.
- When a course has reached its registration limit, a waiting list will be generated. In the event of another registrant's cancellation, the next person on the waiting list will be contacted, should they wish to participate.
- Registration includes: course presentation and reference materials. A certificate of attendance will be issued upon completion.
- Registration as employees of member companies is intended to benefit the members exclusively. CANS reserves the right to discontinue the membership discount to anyone who registers non-members under the "umbrella" of their company membership.

### Cancellation Policy

- Cancellations must be received no later than 10 business days prior to the course date to be eligible for a 75% refund of registration fees.
- No refunds will be issued after this date.
- If you register for the course and do not attend, you are liable for the full registration fee unless you cancel according to the terms stated above.
- If you are unable to attend after registering you may send a substitute up to and including the day of the course. Please provide a name for name tag and records.
- CANS reserves the right to cancel any course and will, in such an event, provide a full refund of registration fees. Every effort will be made to give registrants a reasonable notice of cancellation.
- No liability is assumed by the organization for changes in course dates, content, speakers, or venue.

### Record Retention

- CANS will maintain information on participant's completion of courses for the benefit of the employee and the employer.
- CANS will use this information for exclusive use in communication about other education related programs.

### Privacy Policy

All personal information collected will be kept strictly confidential unless otherwise specified. Personal information will not be sold, or otherwise disclosed unless consent has been provided. This is in keeping with CANS Policy for Protection of Personal Information and the Personal Information and Electronic Documents Act (PIPEDA) of January 1, 2004 and Canada's Anti-Spam Legislation (CASL), July 2014.

### Intellectual Property

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### Disclaimer

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