



The Skilled Trades Adv[✓]antage.

2011 BTA CONFERENCE/CONVENTION

CONFERENCE SESSIONS SUMMARY REPORT

TRIPARTITE. . . NOW is the Time... NEVER a better opportunity

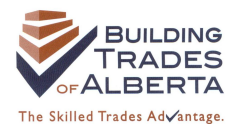


TABLE OF CONTENTS

WORKSHOP #1: EXPLORING TRIPARTITE – WAYS TO WORK TOGETHER.....	pg.4
Case Study #1 – A Tripartite Approach to Improved Performance at SERP (Syncrude.....	pg.4
Emissions Reduction Project)	
Case Study #2 – Shell Scotford Tripartite Safety Leadership Initiative.....	pg.5
Case Study #3 - Alberta Council of Turnaround Industry Maintenance Stakeholders.....	pg.6
(ACTIMS) & Construction Industry Stakeholders Association of Alberta (CISAA)	
Small Group Dialogue Session	
- Themes from group discussion – Future Tripartite Initiatives.....	pg.7
WORKSHOP #2: EXPLORING BIPARTITE.....	pg.9
SETTING THE STAGE FOR SUCCESSFUL TRIPARTITE APPROACHES	
Session 1: - Joint Approaches to Progress.....	pg.9
Session 2: - Initiatives from the 2010 Conference.....	pg.12
- Supervision Initiatives.....	pg.12
- Communications Initiatives.....	pg.14
EVENING KEYNOTE SPEAKER – Mr. Neil Camarta.....	pg.16
WORKSHOP #3: EXPLORING THE FUTURE.....	pg.17
CHALLENGES AND OPPORTUNITIES FOR CHANGE	
Small Group Dialogue – Challenges and Opportunities for:	
- Use of Technology	pg.17
- Creating a “high performance” workplace	pg.18
- Creating a “high performance” workplace culture.....	pg.18
- Supervision Development	pg.19
- Workforce Recruitment Retention	pg.20
Food for thought – Some final comments by Mark Breslin on these Issues:.....	pg.21
ACKNOWLEDGEMENTS AND SUMMARY OF PARTICIPANT FEEDBACK	pg.22

SUMMARY REPORT - 2011 BTA CONFERENCE AND CONVENTION

On September 20th, 2011, over 200 Building Trade's colleagues, invited guests and presenters came together for the 2011 Building Trades of Alberta Conference and Convention. This document is prepared chiefly for those attending the session and provides a summary of the presentations and discussions of the "Conference" segment where participants explored topics relating to the conference theme:

TRIPARTITE. . . NOW is the Time... NEVER a better opportunity

CONFERENCE KICK-OFF

Welcome by Richard Wassill – Conference Chair and Interim Executive Director of the BTA Executive Board:

With the accelerating pace of change everywhere in our world, and increasing complexity in the challenges we face, it has never been more important to work collaboratively. We share a common interest in building a high performance industry that provides a return on investment for all of us: Owners, Building Trades, and Contractors.

This conference is designed to help us explore collaboration and change through interesting case studies, informative presentations and dialogue and idea sharing.

We are looking forward to some great discussions and learning.

If you change the way you look at things, the things you look at change.

Dr. Wayne Dyer

Performance Moment:

U Tube video by Dr. Don Camont the two secrets to creating "pride in workmanship" are ownership of purpose – why you do your work – how it fits – its value and ownership of process: the freedom to bring creative energy to how the work is done.

(Click on <http://www.youtube.com/user/drcarmont#p/a/u/1/EJwW1qqG9XM> to view)

Opening Comments by Mark Breslin – Conference Leader:

In 2010 we looked at our performance and determined it was not good enough. We identified obstacles to moving forward and what we needed to do to get them out of the way.

This effort requires a consistent commitment going forward – we need to consider the need for and the pace of change – not focusing just on firefighting and the problems of the moment. Successful change management involves focusing on what we can control and managing expectations.

In this conference we are going to explore Tripartite relationships - Tripartite is about value creation – working together to achieve benefits for all players.

It is a shared mind set where we look at and account for what all of us need – self-interest is everyone's interest.

In Workshop #1 we will look at what successful tripartite initiatives look like – examples from Alberta that we can all learn from.

WORKSHOP #1 EXPLORING TRIPARTITE

Ways to Work Together

Case Study # 1 - A Tripartite Approach to Improved Performance at SERP (Syncrude Emissions Reduction Project):

Presented by:

Iain Howieson, Syncrude Emissions Reduction Project

Niels Frederiksen, Jacobs Industrial Services Ltd.

Bob Blakely, Canadian Building and Construction Trades Dept., AFL-CIO

Summary:

Productivity on the Syncrude Emissions Reduction Project was a concern. Earlier quantitative “Time on Tools” studies had indicated high craft travel, low direct activity and qualitative views had indicated low levels of foreman time at the workplace. In the fall of 2010, the Building Trades were approached by Syncrude to assist in funding a study on “Foreman Time at the Workface”. A Tripartite study was jointly funded by Syncrude, Jacobs, and the Alberta Building Trades which was conducted by Productivity Enhancement Resources Inc. A baseline study was conducted in Jan/11 and a follow-up study in May/11th involving a joint workface study and improvement initiatives with exciting performance gains in many areas.

Summary of Findings:

- Higher field presence of foreman at the workface has a direct relationship to increased craft work activity and to decreased craft travel.
- Improved safety and productivity performance on SERP during the study phase can be partially attributed to increased field presence of foreman at the workface.
- Joint participation and ownership of results by Owner, Contractor and Labour is key in improving the foreman time at the workface.
- Improved foreman training, role definition, and accountability is required to continuously improve craft performance.
- Implementation of efficiency metrics (Time on Tools) as a supplement to traditional execution measures has proven to be an effective tool in continuous improvement of overall project productivity.

One of the key learnings noted is that tripartite approach to problem resolution can create significant performance improvement if all sides are aligned to a common goal.

The Power Point Presentation of Case Study #1 in pdf format is available from the BTA site or by clicking on this link:

[A Tripartite Approach to Improved Performance at SERP \(Syncrude Emissions Reduction Project\)](#)

Case Study # 2 - Shell Scotford Tripartite Safety Leadership Initiative:

Presented by:

Hans Boerstra, Manager Operational Safety Heavy Oil - Shell Canada Limited

Darrell Yarusiewich, Shell Site Manager - Jacobs Industrial Services Ltd.

Bob Blakely, Canadian Building and Construction Trades Dept., AFL-CIO

Summary:

In late 2010, Shell and Building Trades representatives started talking about how to move safety at Shell to another level. The target was to strengthen and deepen everyone's awareness of, and commitment to Shell's Safety program referred to as "Goal Zero".

The group felt the key was trying to create a real culture change – and this required a collaborative (Tripartite) effort involving Shell, Contractor and Building Trades leadership. A tripartite steering and working group was formed and they developed a strategy focused on engaging Foremen as follows:

- Inviting senior Building Trades Leaders (Alberta-Canada-North America) to come to Scotford; meet with the General Manager; walk the plant (*The Leadership Team*).
- This team would hold a dialogue session with General Foreman\ Foremen\Job Stewards to explore:
 - The Leadership role of supervisors, GF\Foremen and how it influences safety.
 - What could be done to make the biggest\lasting difference to improve safety?

This one day session was hosted on a trade by trade basis, a session to be held every 3-4 months until all trades groups were engaged. The first session was piloted with UA in February 2011, the second session was held in June 2011 with Carpenter\Scaffolders; Millwrights and Insulators and a third session is set for late 2011 with remaining building trades on site.

A working group gathered ideas from each session and developed an action list for safety improvements on the site – the idea was that each session would build on the last.

What we learned:

- Important to build strong relationships with tripartite leaders.
- Leaders need to be visible and engaged to learn about what is going on.
- Program can be replicated elsewhere.
- Crucial to build momentum and show how we are acting on feedback.
- Initiative supports Scotford's drive for Goal Zero.
- Increased visible and felt leadership on site.
- Peak load at turnarounds remains a challenge.

(The Power Point Presentation of Case Study #2 in pdf format is available on request by contacting the BTA office at (780) 421-9400)

Case Study #3 Alberta Council of Turnaround Industry Maintenance Stakeholders (ACTIMS) & Construction Industry Stakeholders Association of Alberta (CISAA):

Presented By:

Shabbir Hakim, Executive Director - ACTIMS and CISAA

Randy Stefanizyn, Manager Corporate Labour Relations Syncrude Canada Ltd. Chair ACTIMS and CISAA

Bob Blakely, Canadian Building and Construction Trades Dept., AFL-CIO

Summary:

ACTIMS and CISAA are recently formed as a Not for Profit Organization that is a success story in tripartite governance.

Labour Providers, Industrial Contractors and Oil sands Owners work together on the following:

Mission: To ensure that the Owners turnarounds and construction projects are fully staffed with skilled, qualified, experienced, professional trades people.

Goal: To employ skilled, qualified, experienced, professional trades people from:

- Alberta First
- Rest of Canada next
- USA
- Other countries

Tangible Payoffs

- Dialogue amongst stakeholders has resulted in mobilizing of workers from other Provinces, resulting in a handful of TFWs that were brought in from the USA during the inaugural year 2010, versus the original forecasted requirement of approximately 3000 additional trades people.
- Collaboration has resulted in effective policies and practices being implemented, some examples are:
 - Resource mobility under the Group of Employers (GOE) pilot program rules and provisions.
 - Mobility of 'C' provisional welders under the GOE.
 - Acceptance of safety boots for workers from the USA and Europe, following extensive research by ACTIMS and approval of the Alberta government.
 - Training of apprentice welders for 'C' ticket, via tripartite committee, with support from AIT and ABSA
 - Acceptance of the MOST program under RSAP, via collaboration with the CLRA.
 - Engaging all parties has resulted in a better understanding of the demand and supply picture, and supports the delivery of a human resource plan that provides the overall direction and justification of the TFW requirement.

The Power Point Presentation of Case Study #3 in pdf format is available from the BTA site , and also at www.actims.ca or by clicking on this link

[Alberta Council of Turnaround Industry Maintenance Stakeholders \(ACTIMS\) & Construction Industry Stakeholders Association of Alberta \(CISAA\)](#)

Small Group Dialogue Session:

Conference participants were organized at small group tables – with guests and delegates mixed to create some diversity of background and perspectives – the groups explored the question:

What Ideas Do You Have for Working Together (Tripartite) That Would Benefit All of Us?

The following lists the top 3 ideas generated by the 21 discussion groups in the themes that seemed to surface. . .



THEMES FROM GROUP DISCUSSION: FUTURE TRIPARTITE INITIATIVES		
<p>TRAINING\Mentoring</p> <ul style="list-style-type: none"> • Training: Stewards, Foremen, Business agents • Increase training capacity • Mentoring • Develop tools for assessment of journey person competency • Industry data base on trade skills sets and ticket qualifications • Standardize and increase training • Accessing Training Centers for upgrading and training 	<p>COMMUNICATION</p> <ul style="list-style-type: none"> • Best practices in communication models between groups • Consistent Communication at ALL levels • Schedule regular Communication and have the right people participate • Communication focus- full commitment of all parties • Social networking-multi level – multi generational – multicultural • Sharing information • Increase awareness and training – public advertising • Communicate Tripartite to expanded groups • Bottom up feedback model to enhance job performance • The education top to bottom and bottom up is proven through results\commitment to the workforce 	<p>PLANNING\PRODUCTIVITY</p> <ul style="list-style-type: none"> • Tripartite before projects begin • Build on SERP Case study and implement elsewhere • Case studies (today's) have shown the benefits to all parties and need promotion and continue these on other sites • Prevent overcrowding by trades on sites through proper planning • Lean Construction Institute (Toyota model) • Workforce readiness – material – tools, manpower – training • Research in constructability • Sharing demand picture-supply resources • Project economics – education-supervisor training and selecting • Improved methods –cutting costs – increased production e.g. scaffolding • How to better utilize Apprentices-access to maintenance projects to gain experience • Absenteeism
<p>SUPERVISION</p> <ul style="list-style-type: none"> • Mandatory Supervisor Training • Supervision Training i.e.: LSE and BSV • Promote Better Supervision thru mentorship, clear expectations, training, and communication • Improve quantity & quality of supervision for hard & soft skills • Supervision – improve training and selection 	<p>INFRASTRUCTURE</p> <ul style="list-style-type: none"> • Infrastructure-camps, highways • Camp requirement to attract resources • Recognize lifestyle needs and enhance recreation opportunities in camps. 	

THEMES FROM GROUP DISCUSSION: FUTURE TRIPARTITE INITIATIVES

WORKFORCE SUPPLY /ATTRACTING MORE PEOPLE TO THE TRADES\APPRENTICES

- Youth recruitment –Apprenticeship Initiatives.
- Build consistency of respect in the industry- diversity and attract younger people to the industry.
- Educate educators on trades.
- Apprentice opportunities on Industrial projects.
- What needs to be done to attract Alberta people to northern projects.
- Maintain apprentice ratios and TFW conditional –continued training on projects.
- Improve system for qualifying out of province\country workers.
- Work life balance-immigration-attraction and retention.
- People with more than one trades qualification go on more than one list.

OTHER AREAS:

- A common goal to all levels - Vision/Mission/Values statement.
- How to include all player organizations in tripartite process (Big & Small) including Industry promotion & mentorship.
- Listening to other ideas.
- Safety Standards – COAA and OSSA need to work together –emphasize practical not paperwork.
- Safety standards competency.
- Standardization across all owner sites - standardization of rules between all parties on site.

WORKSHOP #2: EXPLORING BIPARTITE

Setting the Stage for Successful Tripartite Approaches

SESSION 1: Joint Approaches to Progress

Presented By:

Neil Tidsbury: President of Construction Labour Relations – An Alberta Association (CLR)

Warren Fraleigh: Business Manager – Secretary Treasurer for the International Brotherhood of Boilermakers Local 146

Lyle Kanee: Arbitrator\Mediator

Summary

The group discussed a 3 year journey by Building Trades and Contractors Partners

From 2003 – 2007 there was consensus that a better way needed to be found in managing collective bargaining, terms of agreements and our relationships. It was all about relationship building and communication. Relationships are not a one night stand –we learned that it needed to be an ongoing process –when the parties are willing great things can be achieved. We had some time – and we chose to take advantage. While it was a rocky start with the assistance of facilitators we started moving forward and making progress in working together – some of the key ingredients for doing so included:

- The leaders of the parties needed to be prepared to “buck the system” - be open to change.
- Be prepared to share and really listen (listen to understand) – not rocket science –but a key.
- This is not a 1 night stand – we need to work on issues and relationships over the long term.
- We need structure to carry it through – deadlines and goals and support of third parties.
- The decision makers had to make personal commitments to making the initiative a priority and being present when required.

In Early 2008 we came together in a Joint Initiatives Strategy – focusing on our interests - which included our joint goal of working effectively with our clients

We created a steering group (8 union and 8 contractor reps) and formed subgroups to work on different areas:

- Problem solving group (To work on issues like transportation, scheduling, attendance, retention, infrastructure, etc.)
- Communications and Marketing intelligence group.
- Workforce supply.
- Structure of Collective Bargaining.

We made progress. We worked on developing some viable workforce scheduling alternatives and together we achieved 2 project agreements.

We also learned from some things we tried that didn't work as well – the "Pride and Performance" initiative at the Shell Scotford expansion was one. The problem solving group felt we needed to take ownership of problems with absenteeism and turnover – to figure out how to manage the "boom" culture and we needed a culture change in our industry. We held meetings with Foremen, General Foremen and Job Stewards – as we felt this was our best chance at success. We handed out Pride and Performance stickers and worked at monitoring attendance. Shell allowed us time on site and supported us.

The initiative never reached its full potential. We found it was tough to fix things in the middle of a project – we knew that engagement was key but sometimes when you turn things upside down it doesn't work – we also found that there is no easy way to measure this stuff. The idea was a good one – but perhaps the timing was bad and Foremen may have felt that a lot was "heaped" on their shoulders without a fully developed support plan– we realized we needed a longer term strategy and this in part helped to spur on union accountability programs which are now being implemented.

Framework Bargaining 2010-2011:

With the assistance of Lyle Kanee – we developed a collective bargaining process together because if everyone is part of creating it – they will work hard to make it work. It had the following features:

1. Everyone negotiated Together:

- Not 24 different sets of negotiation - We found that 90% of the terms of these agreements to be essentially the same – bargaining separately was inefficient. May have been the perception that huge time spent on this – however – likely less time than 24 separate negotiations.
- Common issues were negotiated together – we did not want the situation where one group had little choice but to "pick up" terms negotiated by others – they were part of the discussion. Individuals did not run off separately with their own plans.

2. We created clear timelines:

- We didn't want to get hung up with retroactivity issues.
- We made sure we had time we needed to deal with the TOUGH STUFF - to end up with longer lasting solutions.
- We managed risk – If we weren't successful from September – December, people could still go to traditional bargaining processes.

3. Very Detailed Milestones were created – a schedule was followed and a collective bargaining coordinator was hired to track progress and make sure people did what they were supposed to do. We had pre-determined consequences for non-compliance.
4. Interest Based Collective Bargaining Process:
 - The group suppressed the urge to take positions which was challenging – not unlike learning a new golf swing – we can quickly revert to the old swing (former approaches) when the going gets tough.
 - Owners were not part of this – but their interests were dominant in all of our discussions.
5. Clear Rules for Decision Making:
 - Both Unions and Registered Employer Organizations created their own sets of rules for making group decisions so bargaining representatives from each group could make representations they would be held accountable to.
 - A clearly defined process that both groups agreed to held accountable to when working together and making decisions at the framework bargaining table.

In Closing:

- We had to accept risk – forego use of traditional models (use interest based); all parties honoured their commitments and a level of respect between us has never been achieved before – we are true business partners.
- We had committed leaders in place – and each had their own support systems which were important – managing trust – relying on each other.
- We will take our own advice to make sure we keep the ball rolling in future.

(No power point presentation for this session)

SESSION 2: Initiatives from the 2010 Conference

Bipartite Committees were formed after the 2010 Conference to address three priority issues:

Supervision – Communications - Culture Change

The Supervision and Communications committees provided an update and obtain conference participants input on some questions. The Culture Change group hope to be informed by the discussions planned for tomorrow morning.

Supervision Initiative:

Presented By: Ron Cherlet: CLR-A and Ray Matthews IBEW Local 424

Supervision Initiative Committee Members:

Ron Cherlet, CLRA - Bill Wilson, UA Local 488 - Rick Carter, Sheet Metal Local 8 - Greg Reid, Building Trades of Alberta - Dave Hagen, Chemco Electric; Ray Matthews, IBEW Local 424

The objectives of the Supervision initiative are to:

- To raise quantity, quality and capacity of field leaders and supervisors.
- To create uniform standards of training and expectation.
- To professionalize supervision at the site of construction.

Some key strategies identified by the committee to date are:

1. All existing Foremen obtain Industrial Construction Crew Supervisor Certification (ICCS).
2. All potential Foremen take Foremen training.
3. Ongoing training of Foremen (upgrading).
4. Implementation of training at field level.
5. Collect information about supervisor experience, skills and training.

The presenters reviewed how to achieve ICCS Certification and the upcoming changes to the Better Supervision Program which would incorporate e-learning components and refocus class time on application and real workplace situations. This would improve access to and efficiency of program delivery.

(The Power Point presentation of the Joint BTA\Contractor Supervision Initiative in pdf format is available from the BTA site or by clicking on this link:

[Joint BTA\Contractor Supervision Initiative](#)

Small Group Discussion: Questions posed and summary of group responses:

Q: DOES YOUR GROUP APPROVE OF THE RECOMENDATION TO HAVE ALL INDUSTRY FOREMEN ICCS CERTIFIED? Response Summary:

Yes – to ICCS Certification :	No to ICCS Certification
20 groups	1 group

↓ If “Yes”

Q: What should our targets be for number of Foremen Certified?	In 2 years	In 5 Years
Range of Responses	7.5% – 50%	10%-100%
Average (out of 20 groups)	23%	58%

↓ If “Yes”

Q: If we were the group responsible for achieving these goals – what would be the most critical things we would need to do or to have happen in order for the greatest chance of success?

The following outlines some of the key themes emerging from the discussion and ideas generated:

- **GET BUY – IN \COMMITMENT OF ALL PARTIES:** (member, owner, union and contractors)
- **ACCESS TO TRAINING\CERTIFICATION :** More on-line and modular courses\exams; Capacity to offer in camp settings; More standardization of training; Flexibility in time to complete; training into journeyman or OHS training; A strong pool of Instructors and access to training facilities; A way to effectively address equivalencies; Exam access to out of province applicants; Incorporate
- **TRAINEE SUPPORTS\INCENTIVES:** Give time on the job; more mentoring; cover costs of courses\exams; a way to identify natural leaders; Incentives linked to wages.
- **COMMUNICATE IT:** Get information about ICCS to work camps; marketing\promotion strategy; joint effort on advertising campaign; Emphasize importance to each trade; members see the value.
- **TRACK OUR PROGRESS:** Phase this in; include formal review of supervisory performance; Registry of Foremen; Follow-up – is it being applied-working?

Communications Initiatives:

Presented by Valerie Rendell CLR-a

Communications Initiative Committee members:

Valerie Rendell, CLR-a - Bill Stewart, IUOE Local 955 - Kevin Levy, IBEW Local 424 - Len Tucker, Boilermakers Contractors Association - Don Cameron, Bird Construction

A key strategy of the committee is to determine how communications are working now – what are the key messages we need to communicate? – how are they being communicated and what do the various players in our industry feel should be communicated?

HOW ARE COMMUNICATIONS DELIVERED TO YOU? HOW SHOULD COMMUNICATIONS BE DELIVERED TO YOU?

A: Currently, the 3 most commonly used communication tools in my work environment are (i.e. phone call, e-mail, mail, website, social media,):

B: What communication tools would you like to see more commonly in your work environment (i.e. phone call, e-mail, mail, website, and social media)?

WHAT MESSAGES ARE BEING COMMUNICATED TO YOU? WHAT MESSAGES SHOULD BE COMMUNICATED TO YOU?

A: The three most commonly communicated categories of information in my work environment are (i.e. safety statistics, training information, owner/employer policy changes, industry news, economic indicators):

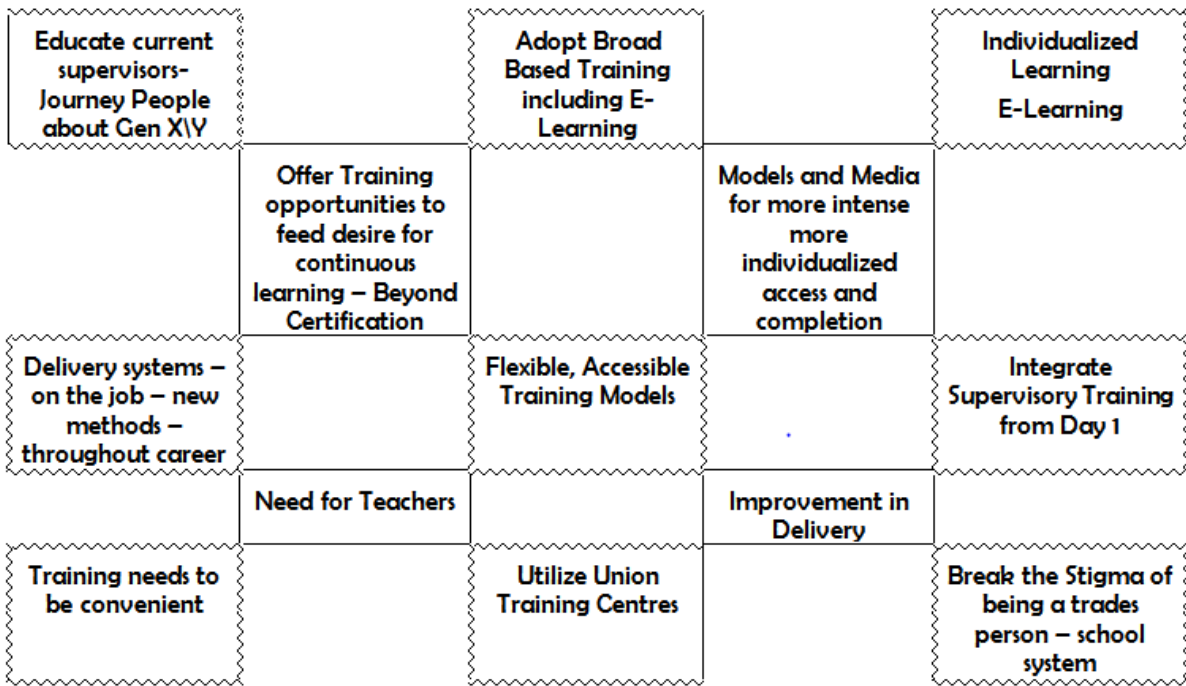
B: The three categories of information I would like to see communicated to me in my work environment are (i.e. safety statistics, training information, owner/employer policy changes, industry news, economic indicators):

GENERALLY -The three improvements I would like to see made as it relates to communication in my work environment are:

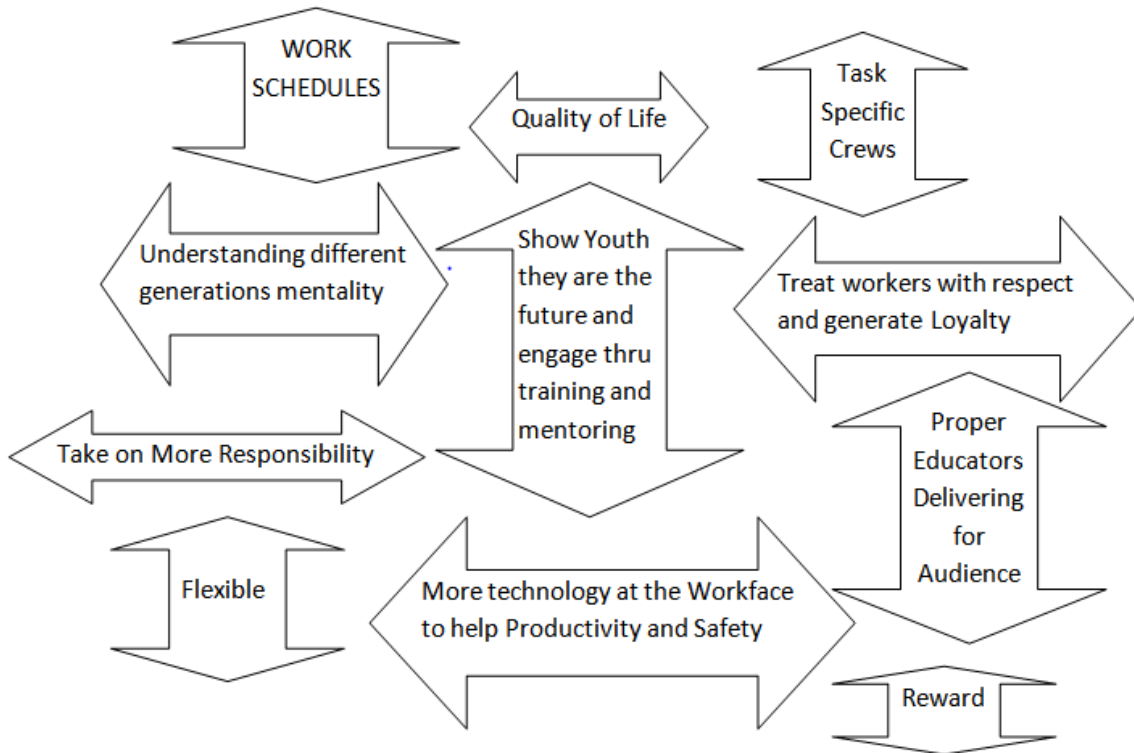
The committee asked each conference participant to complete a communications survey (these individual results will be collected and reviewed by the committee).

Then each group was asked to discuss their responses and together come up with their key ideas for two of the questions – a summary of this feedback is outlined below:

CHALLENGES\OPPORTUNITIES WITH CREATING A “HIGH PERFORMANCE” WORKPLACE



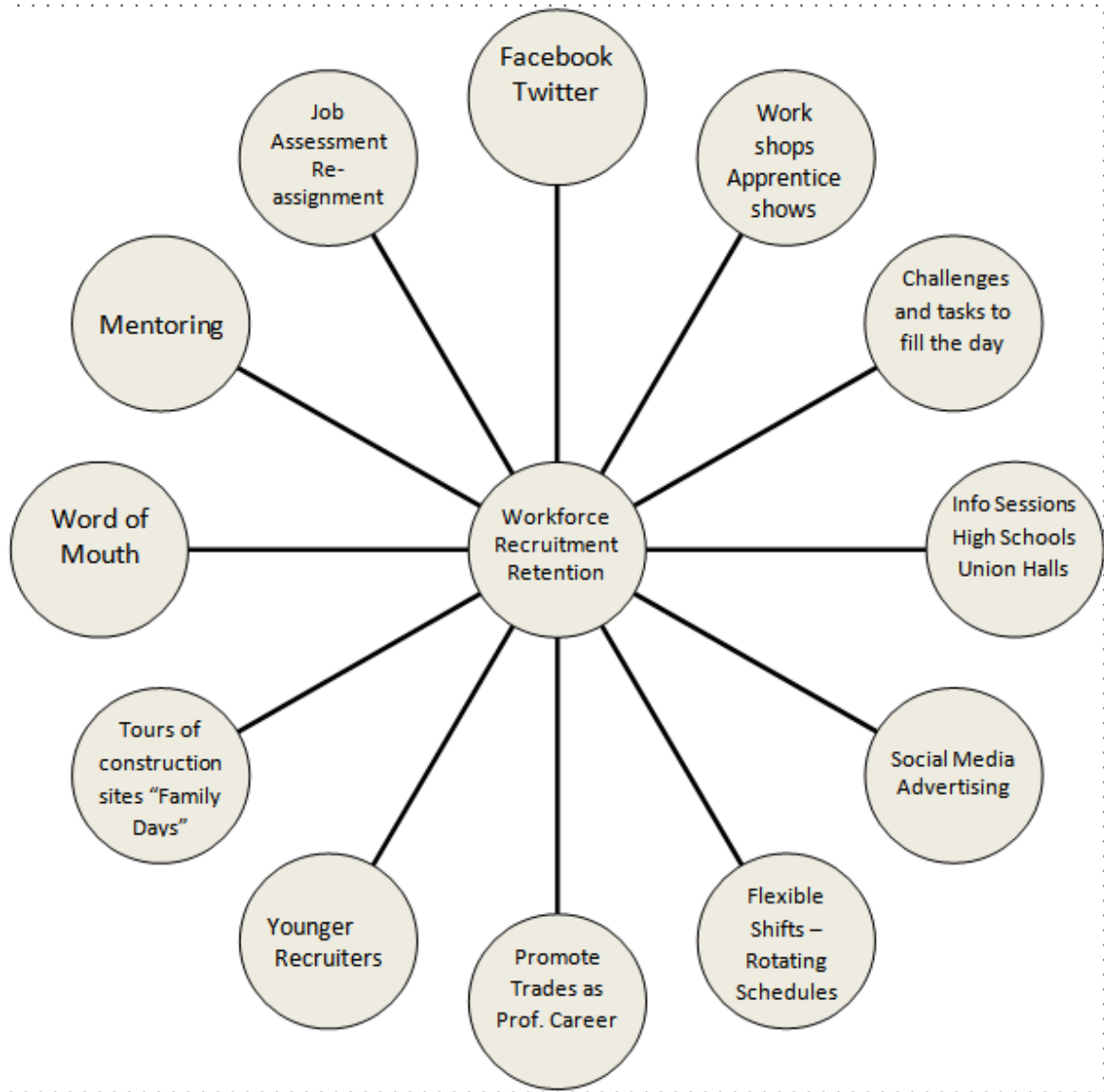
CHALLENGES\OPPORTUNITIES WITH CREATING A “HIGH PERFORMANCE” WORKPLACE CULTURE



LOOKING AT SUPERVISION DEVELOPMENT

<ul style="list-style-type: none">⌚ Recognizing and Recruiting Talent - inability to Identify Ideal Candidates⌚ Shaping Attitudes (Soft Skill Development-Responsible for Discipline)⌚ What's the Incentive?⌚ Different Lifestyle Preferences (.i.e.: 40 hour work week)	<ul style="list-style-type: none">⌚ New Idea's\Perspectives coming in⌚ New training opportunities and technology (ICCS)⌚ Better Knowledge and Resources for New Workers⌚ Multiskilling
<ul style="list-style-type: none">⌚ Ensure recognition of additional skills and abilities (not trade specific) that each Gen Y bring to the job⌚ Offer other skill opportunities (sometimes outside of the box) which can be made appealing to the individual⌚ Include the importance of full competency in the respective trade they are in but still recognizing their unique abilities⌚ Review Reward Mechanisms for Supervision⌚ Re-think current systems\models\structures: e.g. Structured Team Approach - shared responsibility⌚ Adopt collective Agreements to allow for more flexibility⌚ Improved Information Sharing⌚ Soft Skills (Listening - collaboration versus dictatorial - group workshops - mutual respect)⌚ Public Speaking (constant input\feedback-open minded - communication with clarity -new media apps.)⌚ Personal Skills Training (intuition - team building - reading people)	

CHALLENGES\OPPORTUNITIES LOOKING AT WORKFORCE RECRUITMENT –RETENTION



Food for Thought – Some final comments by Mark Breslin on these issues:

Recruitment and Retention

- Gen Y need to feel connected – they are often not good by themselves - Ensure technology access (SKYPE \U-tube)) in camps so they can stay connected
- Go on Facebook and find out what's being said about your industry\organization
- Use Social Media to talk about your industry. "Alberta oilsands" was entered on the internet and minimal information existed on jobs on U-tube. This is a huge source of information for Gen Y

The new generation wants knowledge – they value learning

- Use E-learning and distance learning – this generation are multi-taskers – they can take on-line training and complete certificates during breaks\down time

Capacity is determined by Supervision – How long does it take to train a foreman? (The group's input was an average of 5 years)

- No short term solutions – boomers on the way out – need to identify them now – how about pre-selecting Foremen in 4th year apprenticeship?
- How about a system where Foremen training is integrated into Apprenticeship Training?
- We are not teaching Foremen how to deal with people as people – we need more focus on the soft skills

Mentorship

- How many of us in this room mentor other people? We all need to be prepared to mentor others

What are the 3 most Powerful Motivators?

1: Recognition – We need to be able to provide genuine, specific and meaningful feedback

2: Participation in Decision Making (Ownership)

3: \$\$\$ (can be more of a de-motivator than a motivator at times)

Different Training Approaches

Apprenticeship is “crew” orientated not “classroom” oriented – use role playing as a tool to help prepare Apprentices for workplace situations

Creating a High Performance Culture

Consider apprentice honour court – peers decide who stays and who gets discipline

Acknowledgements:

The Alberta Building Trades would like to thank all our presenters for the time they have taken to share their learning and ideas. We would also like to extend our appreciation to our guests and members for their willingness to participate in the dialogue which was a foundational part of the conference.

Summary of Participant Feedback Form Responses

Respondent Group and # responding		Overall, how worthwhile did you find the conference to be for you? (On a scale of 1-5 with 1: Not Worthwhile 5: Very Worthwhile)	How relevant were the workshop topics for you? (On a scale of 1-5 with 1: Not at all relevant 5: Very Relevant)		
			Workshop 1: EXPLORING TRIPARTITE – Ways to Work Together	Workshop 2: EXPLORING BIPARTITE - Setting the Stage for Successful Tripartite Approaches	Workshop 3: EXPLORING THE FUTURE: Challenges and Opportunities for change (The generations in our workforce)
ALL	117	4.42	4.39	4.18	4.61
Convention Delegates	61	4.35	4.42	4.32	4.59
Owner Guests	4	4.00	4.25	3.25	4.50
Union Board Members	23	4.65	4.33	4.30	4.79
Contractor Guests	19	4.42	4.53	4.00	4.53
Others	10	4.50	4.13	3.89	4.60

What did you like most about the Conference? Most Recurring Responses:

- Mark Breslin presentation on generation X and Y
- Group Discussion – meet/talk to other trades- interact with other groups
- Good Speakers
- Content- New Ideas\Tripartite Theme\examples\today's issues\lessons learned
- Well Organized\Friendly Atmosphere

What would you like to see changed for the next one? Most recurring responses:

- More young Delegates
- Larger room
- Reporting on progress\updates on actions