

Mechanical Contractors Association of Canada Information Guide 2014



Mechanical Contractors Association of Canada
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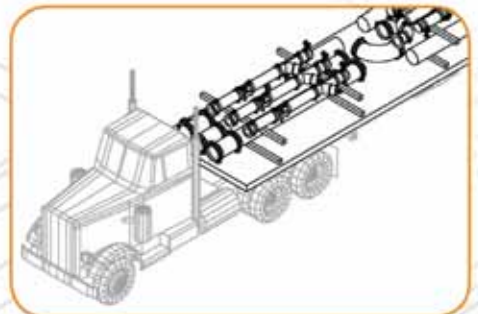
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MCA's Mission Statement:

To coordinate and develop policies and programs which are National in nature, of common interest to the members in all of the Provincial Affiliate Associations, and which will enhance the productivity and profitability of mechanical contractors.



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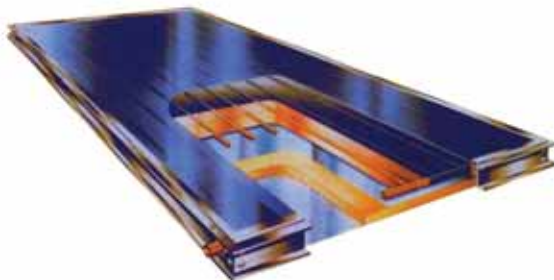
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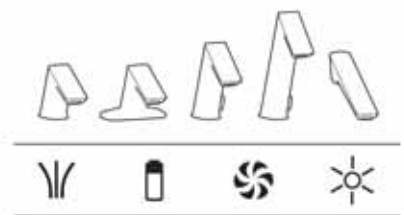
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Mechanical Contractors Association of Canada Product & Publications Catalogue

PUBLICATIONS AND PROMOTIONS

New Change Order Protocol – Now Available for Download

MCA Toronto and their Industry Partners recently completed work on a new Change Order Protocol. MCA Toronto Executive Director, Brian McCabe said that “changes in the scope of work on a project have become an inevitable part of the construction process. The size and number of changes on a particular project can significantly alter the cost of the project. If handled improperly, changes can also lead to disputes and even litigation between the various parties on a project. The purpose of this Change Order Protocol is to provide a fair and reasonable process for the costing and pricing or change orders.

The new protocol is now available in a PDF format to download from the CMCEF web site – www.cmcef.org – as well as MCA Toronto’s web site at www.mcat.on.ca. MCA Canada would like to thank and recognize MCA Toronto for their efforts and generosity in sharing this document with the industry.

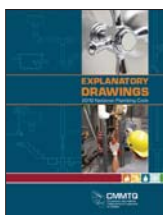
Item # MCAC-1005

FREE

GUIDES

2010 National Plumbing Code Explanatory Drawings

The Corporation of Master Pipe-Mechanics of Quebec (CMMTQ) offers its expertise to our member plumbing contractors and industry professionals with this publication. The clear and simple drawings will assist users visualize and understand the acceptable solutions contained in the key articles of the 2010 edition of the National Plumbing Code.



Item# CMMTQ100

\$54.00 (Members) / \$72.00 (Non-members)

Job Site Journals

Helps to avoid costly claims by tracking delays and progress of jobs through Daily and Weekly Reports. The Daily Report records work site conditions and progress. Weekly reports detail delays with space available for specific explanation of the week’s progress. New 8-1/2- x 11-inch format. Available in English or French.

Item# MCAC-1106e (English)

\$11.50 (Members) / \$14.50 (Non-members)

Item# MCAC-1106f (French)

\$9.60 (Members) / \$13.50 (Non-members)

Shop Drawing Title Submittal Sheets

Form consists of six copies, one each of Master (white), General Contractor (blue), Mechanical File (green), Architect (canary), Engineer (pink), and a file copy (gold). Reverse side contains detailed instructions for submitting.

Item# MCAC-1110

\$2.22 (Members) / \$3.00 (Non-members)

Best Practices for Trade Contractors

This guide identifies potential areas where trade contractors may want to exercise caution and take appropriate steps to ensure that best interests are maintained.

Item # NTCCC-1001

FREE

GUIDES ... continued

Guide to CCA’s Stipulated Price Subcontract

This guide is intended to highlight many of the contractual terms and conditions contained within the standard industry subcontract and to explain, in layman’s terms, why these clauses are important and how they may have a real impact on you. Available in English (e) or French (f).

Item# NTCCC-1003e

\$4.80 (Members) / \$7.50 (Non-members)

Item# NTCCC-1003f

\$4.80 (Members) / \$7.50 (Non-members)



Plumbing Heating Cooling Contractors National Association

Prices Quoted in U.S. Funds

BUSINESS MANAGEMENT

MANUALS, SOFTWARE & EDUCATIONAL COURSES

Managing a Construction Firm on Just 24 Hours a Day

This detailed overview of the construction contracting business delivers an invaluable collection of best practices, forms, templates and checklists designed to reduce risks and increase profits. Contractors will learn everything they need to know about the make-or-break areas of estimating, pricing, bidding, project management and financial management. The author is industry expert Matt Stevens of Stevens Construction Institute.

Item# PHCC-1316

\$44.40 (Members) / \$66.00 (Non-members)

The Business Management Reference Manual

A comprehensive reference manual dealing with a wide range of business management topics: departmentalization, different types of organizational structure, insurance, credit and collection, equipment and tools, employee relations, advertising, purchasing, material controls, guidelines on legal issues, financial planning, banking, taxes, contracts, inventory control, financial statement, bonds and estimating.

Item# PHCC-3001

\$42.00 (Members) / \$63.00 (Non-members)

Outline for Establishing Policy and Work Rules

Provides sample wording for 57 employee policies. This book will

Continued On Page 16



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Plumbing Heating Cooling Contractors National Association

MANUALS, SOFTWARE & EDUCATIONAL COURSES ... *continued*

aid in establishing standardized company employee procedures.

Item# PHCC-3005

\$25.20 (Members) / \$38.40 (Non-members)

Labour Calculator

The PHCC Educational Foundation's Labour Calculator is a software reference tool that lists averages for the time needed to complete plumbing and HVAC material installation. Its labour times are based on proven figures recognized by professional contractors as the industry standard. The Labour Calculator includes time information on more than 24,000 items, including labour times for HVAC ventilation, plumbing, piping; industrial work; utility work; and many others. This program is only available on-line in an electronic format.

Item# PHCC-9322

\$420.00 (Members) / \$630.00 (Non-members)



SAFETY & HEALTH

"Heads Up!" for Safety Video and Training Program

This innovative safety training program presents a teamwork approach to maintaining safety on the job site. Brought to you by PHCC and Federated Insurance, the Heads Up! Program addresses the p-h-c industry's most common safety hazards. The program features an "interactive" training video, a supervisor's train-the-trainer leadership guide and employee training manual. Additional leadership guides and employee training manuals are available. Videotape (22 minutes).

Item# PHCC-4025

\$30.00 (Members) / \$50.28 (Non-members)

*Minimum order of extra guides and manuals is five.

Additional Supervisor Guides

Item# PHCC-4025A

\$3.30 (Members) / \$5.10 (Non-members)

Additional Employee Manuals

Item# PHCC-4025B

\$3.30 (Members) / \$5.10 (Non-members)

PHCC Substance Abuse Program Manual

This manual provides guidelines on how to properly establish a substance abuse program for your company.

Item# PHCC-3007

\$11.76 (Members) / \$17.70 (Non-members)

Supervisor's Safety Manual

Teaches crew leaders how to run safety meetings, make safety checklists and how to prepare for unannounced inspections. Pocket size with sample form and tables.

Item# PHCC-4002

\$16.80 (Members) / \$25.20 (Non-members)

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SAFETY & HEALTH ... *continued***Supervisor's Substance Abuse Handbook**

This manual will assist your company in setting up policies and procedures to keep your employees free from the use, abuse and effects of chemical substances.

Item# PHCC-4004

\$5.10 (Members) / \$7.80 (Non-members)

Employee Substance Abuse Handbook

With this handbook, used with the Supervisor's Substance Abuse Handbook, employees are trained on the importance of a drug-free workplace. Pocketsize.

Item# PHCC-4005

\$5.10 (Members) / \$7.80 (Non-members)

Emergency Response Safety Kit

The OSHA Standard for Bloodborne Pathogens requires all p-h-c contractors to provide protective measures and trainings to all workers who have a risk of exposure to bloodborne pathogens and other infectious materials. This kit contains the protective equipment to supplement your first aid kit. Stored in a handy zipper poly bag. Recommended for each service vehicle.

Item# PHCC-4007

\$20.16 (Members) / \$30.30 (Non-members)

Emergency Response Safety Clean-up Kit

Complete system of personal protection and biohazard spill clean-up. Available in a wall-mountable, durable, plastic case or disposable, sealed plastic bag that also serves as a refill for the case. Kit contains: safety shield, apron, gloves, Nochar's A680 Bio-Haz Bond (solidifies liquid wastes), scoop with scraper, waste bag, germicidal disinfectant wipe, anti-microbial hand wipe, ID tag and instructions.

Kit in Case

Item# PHCC-4008

\$50.34 (Members) / \$75.48 (Non-members)

Refill Kit

Item# PHCC-4009

\$33.60 (Members) / \$50.28 (Non-members)

The PHCC Safety Program

This updated PHCC Safety Program offers valuable guidelines for the development and/or expansion of safety training programs. The program's information is based on various state and federal laws and the collective experience of loss control professionals. Topics covered include Management / Leadership, Enforcement and Disciplinary Action, Hazard Assessment and Control, Communicating the Plan, Safety Planning, Training and Rules, Accident Investigation and Special Programs. Examples of typical safety forms are included throughout the manual. Manual Format.

Item# PHCC-4010

\$84.00 (Members) / \$126.00 (Non-members)

The PHCC Safety Program (CD-ROM)

PHCC's newly-revised Safety Program offers valuable guidelines to develop or enhance your safety-training program. With more than 200 pages, the program covers critical components of construction company safety, including Management Commitment / Employee Involvement, Emergency Action Planning, Workplace Analysis, suggested guidelines for many industry specific safety issues, plus the forms you need to communicate company policy and obtain written acknowledgement of receipt from employees.

CD-ROM Format.

Item# PHCC-4011

\$84.00 (Members) / \$126.00 (Non-members)

What Construction Workers Should Know About Lead Safety

The "lead exposure" standard issued by OSHA requires that employers in the construction industry protect employees from excessive exposure to lead. Part One of the standard is an easy-to-read summary of the hazards of lead and preventing overexposure. Part Two is an in-depth presentation designed to meet the regulation's training requirements. Part Three contains a self-test and list of safety and health guidelines.

Item# PHCC-4015

\$12.60 (Members) / \$18.90 (Non-members)

Continued On Page 18



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Plumbing Heating Cooling Contractors National Association

TECHNICAL

Hazard Communication Employee Training Handbook

A 60-page employee handbook that describes chemical hazards encountered by p-h-c contractor employees.

Item# PHCC-9002

\$11.76 (Members) / \$18.90 (Non-members)

Procedures for Pipewelding

Packed with different welding procedures, this manual's illustrations and charts make it easy to read and understand.

Item# PHCC-1004

\$25.20 (Members) / \$37.80 (Non-members)

Backflow Prevention Assembly Test Methods

This publication presents a few of the most common backflow prevention assembly test procedures and troubleshooting methods.

Item# PHCC-1250

\$16.80 (Members) / \$25.20 (Non-members)

What a Journeyman Should Know About Electricity

This illustrated publication provides information on minor electrical problems frequently encountered by p-h-c contractors.

Item# PHCC-1251

\$5.10 (Members) / \$7.80 (Non-members)

Math for Technicians

This book gives technicians a solid understanding of the basic principles that they will be able to apply in the field. The publication does not teach basic arithmetic. Instead, it concentrates on the math processes that an indoor environmental technician uses. Problem exercises and review included. May be used as a reference or training tool.

Item# PHCC-1306

\$30.30 (Members) / \$45.36 (Non-members)

Safety for the Indoor Environment Technician

This booklet points out all the hazards indoor environment technicians face on the job and how to avoid them. Hazardous materials, scaffolds and work platforms, and safety practices when working with electrical equipment, fans and piping are examples of topics covered in the 110-page booklet.

Item# PHCC-1326

\$35.40 (Members) / \$53.10 (Non-members)

Variable Air Volume Systems

Variable Air Volume (VAV) systems are now widely used for commercial buildings, and you need to understand all the different types. You'll learn about seven different VAV Systems in this 94-page booklet: cooling-only, reheat, fan-power reheat, induction, bypass, dual duct and changeover-bypass.

Item# PHCC-1327

\$35.40 (Members) / \$53.10 (Non-members)

Fans and V-Belt Drives

Here's every practical thing you need to know about fans and V-belts. Learn to calculate the fan speed to get the CFM you need. You will know how to change V-belts properly and safely – and to extend the life of the belt. You'll also learn about V-belt drives – pitch diameter, nominal length, pitch length, belt horsepower.

Item# PHCC-1328

\$35.40 (Members) / \$53.10 (Non-members)

Soldering and Brazing Copper Tube

While Quantities Last

Basic techniques of soldering and brazing are covered in this training video that includes: descriptions of copper tubing, solders, brazing alloys, assembly tools and equipment. The program is designed for either initial instruction or as a review for mechanics involved in the installation of plumbing systems. Videotape (18 minutes).

Item# PHCC-1505

\$50.34 (Members) / \$75.48 (Non-members)

PLUMBING

Backflow Prevention Manual

This is the industry's most comprehensive reference manual on backflow prevention. It contains information and full-colour illustrations on all subjects relating to backflow prevention including installation, testing, cross-connection control, repair, inspections and more.

Item# PHCC-1320R

\$126.00 (Members) / \$234.00 (Non-members)

HVAC

Heating and Cooling Technical Manual

Teaches you how to sell and install heating, A/C and refrigeration systems. Details topics such as heat loss calculations, boiler sizing, service hints, cooling system design and installations of snow melting systems.

Item# PHCC-1302

\$117.60 (Members) / \$176.40 (Non-members)

The Responsible CFC Technician's Handbook

Developed in response to the industry's need for education and training in the handling of ozone depleting chemicals, this comprehensive manual includes information on techniques for recovery, recycling and reclamation of CFCs, as well as background information.

Item# PHCC-1304

\$33.60 (Members) / \$50.40 (Non-members)

Indoor Air Quality

Everyone in HVAC needs to know IAQ because they are working with HVAC systems, and they are the major controller of indoor air quality. Learn how duct systems can spread contaminants and why outside air intakes are important. You need to know how airflow

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HVAC ... continued

affects a space, and how occupants' attitudes can make an HVAC system seem bad. Air contaminants; air filters and cleaners; HVAC system problems; and finding solutions are covered in the 116-page booklet.

Item# PHCC-1325

\$35.40 (Members) / \$53.10 (Non-members)

Layout for Duct Fittings

Computerized layout machines are so efficient that sheet metal pattern drafting is becoming a lost art. However, the smaller shops, without layout machines, still have a need for lay-out knowledge. This 116-page soft-bound booklet teaches how to lay-out duct fittings and covers areas such as triangulation, rectangular transitions, S offsets, rectangular duct elbows, square-to-round tapers, etc.

Item# PHCC-1329

\$35.40 (Members) / \$53.10 (Non-members)

Instruments or HVAC Work

This softbound booklet describes the instruments commonly used in the HVAC industry, as well as how to properly care for and use them. Frequently used terms; temperature and humidity; airflow, pressure and velocity; water pressure and flow; and electrical are covered in the 92-page booklet.

Item# PHCC-1330

\$36.00 (Members) / \$60.00 (Non-members)

HVAC Technician's Handbook

You can use this HVAC Technician's Handbook as a quick reference. PHCC has made it small enough to fit into a tool kit so that it can be carried on the job. It includes practical information such as, how many GPM can 1/2" pipe normally handle? How many CFM will a particular duct deliver? This HVAC Technician's Handbook is for technicians in all fields of the HVAC industry – duct fabricators, duct installers, TAB (testing, adjusting and balancing) technicians, IAQ (indoor air quality) technicians, energy management technicians, service technicians and others who work with HVAC systems. It is not intended to provide the precise calculations needed for design work.

Item# PHCC-1331

\$35.40 (Members) / \$53.10 (Non-members)

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Kindred sink QSLF2020/10 shown with KFPD1150 faucet.

Air Flow & Ducts

This 122-page paperback provides the basic principles that a technician applies in the field. Sample chapters: "Basics of Airflow," "Calculating Duct Sizes," "Air Quantity and Velocity," and "Measuring Airflow."

Item# PHCC-2220

\$30.30 (Members) / \$45.36 (Non-members)



Mechanical Contractors Association of America

Prices Quoted in U.S. Funds

ENERGY EFFICIENCY

Energy Efficiency Manual

This easy-to-use, step-by-step technical guide will help you in every aspect of energy efficiency whether you're in new construction or service. Illustrations, ratings, examples and tips help you estimate energy savings, cost and payback period. Published in 2001.

Item # MCAA-EM1

\$334.50 (Members) / \$501.48 (Non-members)

INFORMATION TECHNOLOGY

Build for a Business Advantage: Accounting and Job Cost Software Selection Strategies That Work

This White Paper will help you take the pain out of your next accounting/job cost software upgrade and turn the process into one of the most valuable that your company will ever undertake. Published in 2006.

Item # MCAA-IT2

FREE On-Line

Continued On Page 20

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Mechanical Contractors Association of America

INFORMATION TECHNOLOGY

Management Strategies for Information Technology

Find practical management techniques in straightforward language in this manual designed for employees who are not IT specialists and for IT professionals with little or no experience in mechanical construction. Published in 2003.

Item# MCAA-IT2 \$84.00 (Members) / \$126.00 (Non-members)

SAFETY & HEALTH

PCA Toolbox – Safety Talks

Covers the basics in avoiding and preventing the most common work-related accidents and injuries encountered by plumbing contractors. Published 2000.

Item # MCAA-PSE4 \$16.80 (Members) / \$33.60 (Non-members)

Toolbox – Safety Talks (Volume I)

Train mechanical construction workers to reduce job-related accidents and injuries. Teach basic procedures to prevent or avoid safety risks for hazards encountered on the job and to reduce the costs associated with accidents and injuries. Published 1997.

Item# MCAA-SE2 \$50.40 (Members) / \$75.60 (Non-members)

MCAA Safety Manual for the Mechanical Construction Trades

This comprehensive, user-friendly revision of the popular MCAA Safety Manual for the Mechanical Trades was designed specifically for the mechanical industry. Existing safety sections have been re-written and several pertinent safety sections have been added. Colour illustrations have been added to highlight key points and enhance the reader's ability to find information. Published in 2006.

Item# MCAA-SE7 \$10.20 (Members) / \$15.30 (Non-members)

Job Site Safety Inspection Checklist

Do you find it hard sometimes to keep track of what you have / have not inspected for safety on your company's job sites? This handy checklist will keep you organized and on track with your safety inspection. Revised 2007.

Item# MCAA-SE8 \$8.40 (Members) / \$12.60 (Non-members)

Sample Safety Incentive Programs

If a mechanical construction or service contractor has created an effective way to motivate employees to practice sound safety procedures while on the job, then the program is probably included in this publication. This 'Sample Safety Incentive Program' was designed to help contractors establish effective safety incentive programs in the industry to keep employees alert to hazards and adept at avoiding them. Published 1998.

Item # MCAA-SE9 \$11.76 (Members) / \$17.70 (Non-members)

Safety Orientation for Mechanical Construction

There is no time like the present to train your employees on basic safety practices in mechanical construction projects, and this kit will help you get started. A training videotape, a set of 20 pocket guides with reminders and safety tips for your staff, and a training documentation system focus on the most common hazards facing employees in mechanical construction. Published 1998.

Basic Kit (includes all three items)

Item# MCAA-SE10 \$144.00 (Members) / \$214.80 (Non-members)

Documentation System

Item# MCAA-SE10D \$10.20 (Members) / \$15.30 (Non-members)

Pocket Guides

Item# MCAA-SE10P \$25.20 (Members) / \$38.40 (Non-members)

DVD – Starting Out Right

Item# MCAA-SE10V \$109.20 (Members) / \$163.80 (Non-members)

SAFETY & HEALTH ... continued

Safety & Loss Prevention Program

Losses do not have to be a fact of business life for mechanical contractors. With the right training and the right attitude, mechanical contractors can significantly reduce their losses and associated costs, and this model can help make it possible. Instructional materials explain why implementing sound safety and loss prevention strategies will yield significant benefits (especially financial ones) and how to prevent the most common losses in mechanical construction. The model comes in a binder and on CD-ROM (for company-specific customization), and includes all six model programs. Published 1998. Revised 2001.

Item# MCAA-SE11A \$378.00 (Members) / \$810.00 (Non-members)

The Profitability of Safety – [DVD]

This video explains the relationship between construction safety and reduced costs. When companies dedicate time and resources to establishing and maintaining safe work practices, they will realize significant profits from cost-savings on accident-related expenses. Video (15 minutes). Produced 1998.

Item# MCAA-SE11V \$109.20 (Members) / \$163.80 (Non-members)

Fall Protection for Mechanical Construction

Falls, either on the ground or from up high, can cause serious injury to the victim. The 'Fall Protection Training Kit for Mechanical Construction' is designed to help mechanical construction workers avoid those hazards. Information you'll need to train your workers to protect themselves from falls is included in this kit: a training videotape, a set of 20 pocket guides with helpful safety reminders about avoiding falls, and a training documents system. Published 1998.

Basic Kit (includes all three items)

Item# MCAA-SE13 \$144.00 (Members) / \$214.80 (Non-members)

Documentation System

Item# MCAA-SE13D \$10.20 (Members) / \$15.30 (Non-members)

Pocket Guides

Item# MCAA-SE13P \$25.20 (Members) / \$38.40 (Non-members)

DVD – Safety Up Above

Item# MCAA-SE13V \$109.20 (Members) / \$163.80 (Non-members)

Model – Confined Space Entry Program

Minimize the risks from entry into areas not designed specifically for human occupancy – limited space or narrow, short and otherwise hard-to-pass-through areas. Published 1999.

Item# MCAA-SE16 \$35.40 (Members) / \$45.36 (Non-members)

Manual Handling of Materials

Materials that are heavy, sharp-edged or oddly shaped present numerous risks to employees' safety. Protect your mechanical construction workers by training them. Included are a training videotape, a set of 20 pocket guides with safety tips and reminders, and a training documentation system. Published 1999.

Basic Kit (includes all three items)

Item# MCAA-SE19 \$144.00 (Members) / \$214.80 (Non-members)

Documentation System

Item# MCAA-SE19D \$10.20 (Members) / \$15.30 (Non-members)

Pocket Guides

Item# MCAA-SE19P \$25.20 (Members) / \$38.40 (Non-members)

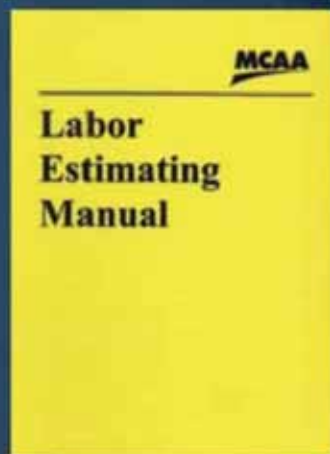
DVD – The Smart Move

Item# MCAA-SE19V \$109.20 (Members) / \$163.80 (Non-members)

Continued On Page 26

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WebLEMSM

An all-new web-based version of
MCAA's popular Labor Estimating Manual

Increase your profitability with a systematic approach to labor estimating

An all-new web-based version of MCAA's popular Labor Estimating Manual

Increase your profitability with a systematic approach to labor estimating

What is *WebLEM*?

WebLEM is the next generation of the popular *Labor Estimating Manual (LEM)*, considered the industry's most reliable, authoritative source for comprehensive labor units for typical project tasks. This new, web-based product contains the detailed labor data contractors have come to depend on. With the *WebLEM*, you can quickly search for and retrieve information. The *WebLEM* also offers you the capability to export data into Microsoft Excel or CSV format for added flexibility. Data in the *WebLEM* is reviewed and updated periodically to reflect the latest products and joining methods.

Special Rates for MCA Canada Members

MCAC has made special arrangements for its members to receive discounted subscriptions to MCAA's new *WebLEM* online *Labor Estimating Manual*, as well as discounted annual renewals. Your initial subscription rate as an MCAC member is only \$425US, a hefty discount off the \$1,995US non-member rate. Your yearly renewal (currently \$145US) is reduced from the non-member rate of \$295US.

The *WebLEM* also includes basic assumptions that were used to develop the labor hours, correction factors to help you adjust to your individual job situation, and a glossary of abbreviations and terms used throughout the *WebLEM*. Copies of the *Management Methods Manual* bulletins referenced in the *WebLEM* are also included, providing additional information on calculation of delay claims, cost of overtime, impact of shift work, and factors affecting productivity. A section on computerized estimating lists contact information for firms that have license agreements to include the labor units in the *WebLEM* in their estimating software.

What Labor Units are Covered?

The *WebLEM* is a reference document on labor hours for assembly of the following products:

- Branch Connections
- Cleanroom Piping & Procedures
- Excavation & Backfill
- Fittings
- Flanges
- Hangers, Sleeves & Inserts
- HVAC Equipment
- HVAC Hook-Ups
- HVAC Specialties
- Instrumentation
- Miscellaneous Labor Operations
- Nipples
- Pipe
- Plumbing Equipment
- Plumbing Fixtures
- Plumbing Hook-Ups
- Plumbing Specialties
- Refrigeration Equipment
- Refrigeration Specialties
- Treatment Plant Equipment
- Valves



**Are estimates taking too long and cutting into
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MCAA's *WebLEM* can save you time by giving your estimators immediate 24/7 access to a systematic approach to labor estimating that's proven successful for hundreds of mechanical contractors in generating hundreds of millions of dollars in annual construction.

Are the *WebLEM* Labor Units Available for My Estimating Software?

Several estimating software providers are licensed to include MCAA labor units in their software packages. To find out if your vendor is included on this list, visit www.mcaa.org/weblem.

How to Order the *WebLEM*?

Please follow these instructions when ordering so that we may properly record your company's discounted subscription.

1. Complete the *WebLEM*™ Sponsored Non-Member Subscription Form available from the MCAC.
2. Return your completed form and your payment in U.S. dollars (made payable to MCAA) to the MCAC.
3. MCAC will sign the form to verify that you are an MCAC member.
4. MCAC will forward the signed agreement and payment to MCAA.
5. MCAA will process your order, activate your company's *WebLEM* subscription and send your company's username and password.

	MCAC Members	Non-Members
Subscription Cost	\$425.00 US	\$1,995.00 US
Annual Maintenance Fee	\$145.00 US	\$295.00 US

How Often is the *WebLEM* Updated?

Data in the *WebLEM* is reviewed and updated periodically to reflect the latest products and joining methods.

My *WebLEM* Subscription Expired. Can I Reactivate It?

In order to reactivate your subscription, you must pay any overdue maintenance fees. Please contact MCAA at publications@mcaa.org or 301-990-2200 if you need a replacement invoice.

Please Note: *WebLEM* replaces printed/manual format of MCAA's Labour Estimating Manual. Printed/manual format is no longer available.



What if I Have a Question or Suggestion About the *WebLEM*?

MCAA is committed to producing a high-quality product that helps you excel in your business. If at any time you have questions or suggestions for future editions, we want to hear from you. Please e-mail publications@mcaa.org or call 301-990-2200 with general questions/suggestions.

If your questions/suggestions involve the content and functionality of the *WebLEM*, please e-mail nnikpourfard@mcaa.org or call 301-990-2211.

Terms and Conditions

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MECHANICAL CONTRACTORS ASSOCIATION OF CANADA

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Ottawa, Ontario

K1P 5G8

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About MCAA's Labor Units

How is a Labor Unit Expressed?

A *WebLEM* labor unit is expressed in terms of manhours to install a unit of material (such as a foot of pipe) or an individual item (such as a fitting or valve).

What is Included in a Unit of Labor?

A labor unit includes labor hours for receiving, unloading, stockpiling, distributing, handling and erecting, fitting and joining, and normal pressure testing.

Do the Labor Units Include X-ray Quality Welds?

Labor to perform X-ray quality welding is not included in the labor units and must be taken into consideration separately when estimating.

Do the Labor Units Include Purge?

The labor units do not include purge, which must be taken into consideration separately.

Can the Labor Units be Applied to Pre-fabrication?

Labor units are developed based on field assembly. Any savings resulting from shop fabrication would have to be reflected by adding a productivity multiplier to the labor units.

Do I Have to Add Labor Units for Cutting, Beveling, and Threading or Welding a Standard Length Pipe?

The labor unit for installing pipe includes one joint, which includes the cutting, beveling, and threading or welding. Therefore, no additional labor per standard length of pipe is required.

Do the Labor Units Include the Installation of the Coupling?

Yes, the labor units include the installation of the coupling.

Do the Labor Units Include the Installation of the Hanger?

The pipe installation labor units do not include the installation of hangers. The labor unit to install the hangers must be taken into consideration separately.

Sponsored Non-Member Subscription Agreement for the MCAA WebLEM



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<p>I recommend that the following company receive a discounted subscription to <i>WebLEM</i>.</p> <p>The company has been advised of the fee charged for maintaining its <i>WebLEM</i> subscription, and it is agreed that this fee will be paid by: <input type="checkbox"/> Company <input type="checkbox"/> Local MCA</p> <p>Sponsor Name: _____</p>	
<p>Executive Office Name (Please Print)</p> <p>_____</p>	<p>Name of Local MCA</p> <p>_____</p>
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Mechanical Contractors Association of America

SAFETY & HEALTH ... continued

Personal Protective Equipment Training Kit

There's a right and a wrong way to do everything, but when a mechanical construction contractor or service employee wears protective equipment incorrectly, the consequences can be serious, even life-threatening. This kit will help you train your employees to use their personal protective equipment correctly. Kit includes a training videotape, a set of 20 pocket guides with helpful hints and safety reminders, and a training documentation system. Published 1999.

Basic Kit (includes all three items)

Item# MCAA-SE20 \$144.00 (Members) / \$214.80 (Non-members)

Documentation System

Item# MCAA-SE20D \$10.20 (Members) / \$15.30 (Non-members)

Pocket Guides

Item# MCAA-SE20P \$25.20 (Members) / \$38.40 (Non-members)

DVD – Equipped For Safety

Item# MCAA-SE20V \$109.20 (Members) / \$163.80 (Non-members)

MSDS Binder Works

MSDS BinderWorks is an MSDS service provided jointly by MCAA and the MCA of Iowa. The only service of its kind, MSDS BinderWorks provides the user with access to mechanical industry-specific MSDSs in electronic and hard copy formats as desired. For a copy of the subscription form, please contact MCA Canada.

Item# BinderWorks One Year \$510.00 (Members) / \$780.00 (Non-members)

Two Year (save \$50) \$960.00 (Members) / \$1,500.00 (Non-members)

Safety Orientation for Plumbers

Plumbing contractors who are committed to improving their employees' safety procedures need this kit. It includes the basics required for an intensive, comprehensive training seminar or workshop. Kit includes a training videotape, a set of 20 pocket guides (one for each trainee) that serve as handy reminders about how to avoid specific hazards, and a training documentation system. Published 2000.

Basic Kit (includes all three items)

Item# MCAA-SE24 \$144.00 (Members) / \$214.80 (Non-members)

Documentation System

Item# MCAA-SE24D \$10.20 (Members) / \$15.30 (Non-members)

Pocket Guides

Item# MCAA-SE24P \$25.20 (Members) / \$38.40 (Non-members)

DVD – Think It Through

Item# MCAA-SE24V \$109.20 (Members) / \$163.80 (Non-members)

Excavation Safety Training Kit

Collapsing walls, cave-ins, falling debris – these are just some of the hazards that mechanical contractors may find while working on projects involving excavation. Avoiding these hazards requires special safety training. Kit includes a training videotape, a set of 20 pocket guides for each employee participating, and a training documentation system. Published 2000.

Basic Kit (includes all three items)

Item# MCAA-SE25 \$144.00 (Members) / \$214.80 (Non-members)

Documentation System

Item# MCAA-SE25D \$10.20 (Members) / \$15.30 (Non-members)

Pocket Guides

Item# MCAA-SE25P \$25.20 (Members) / \$38.40 (Non-members)

DVD – Don't Let Safety Slide

Item# MCAA-SE25V \$109.20 (Members) / \$163.80 (Non-members)

Eye Injury Prevention Safety Training Kit

Eye injuries are a fact of life for mechanical contractors, but they can be prevented with the right training. This program helps mechanical construction, service and plumbing contractors train their employees to protect their eyes from the job-related hazards that can lead to injuries. Kit includes a training video that teaches employees eye injury prevention practices, a set of 20 pocket guides with helpful safety tips and reminders, and a training documentation system. Published 2000.

Basic Kit (includes all three items)

Item# MCAA-SE26 \$144.00 (Members) / \$214.80 (Non-members)

Documentation System

Item# MCAA-SE26D \$10.20 (Members) / \$15.30 (Non-members)

Pocket Guides

Item# MCAA-SE26P \$25.20 (Members) / \$38.40 (Non-members)

DVD – Use The Right Tool

Item# MCAA-SE26V \$109.20 (Members) / \$163.80 (Non-members)

Model – Fall Protection Program

Need help developing a written fall protection program? This program can do the job. Designed for mechanical construction and service contractors. Published 2001.

Item# MCAA-SE30 \$30.30 (Members) / \$45.36 (Non-members)

Toolbox – Safety Talks (Volume II)

Designed for additional training of mechanical construction workers. Published 2001.

Item# MCAA-SE31 \$58.80 (Members) / \$88.20 (Non-members)

Bloodborne Pathogens Safety Training Kit

Teach your mechanical construction and service workers to identify areas where bloodborne pathogens could be present and how to work safely in those areas. Published 2001.

Basic Kit (includes all three items)

Item# MCAA-SE32 \$144.00 (Members) / \$214.80 (Non-members)

Documentation System

Item# MCAA-SE32D \$10.20 (Members) / \$15.30 (Non-members)

Pocket Guides

Item# MCAA-SE32P \$25.20 (Members) / \$38.40 (Non-members)

DVD – Precautions Pay

Item# MCAA-SE32V \$109.20 (Members) / \$163.80 (Non-members)

Confined Space Entry Safety Training Kit

This training kit will show mechanical construction service workers how to identify confined spaces and how to enter and work in them safely. Published 2001.

Basic Kit (includes all three items)

Item# MCAA-SE33 \$144.00 (Members) / \$214.80 (Non-members)

Documentation System

Item# MCAA-SE33D \$10.20 (Members) / \$15.30 (Non-members)

Pocket Guides

Item# MCAA-SE33P \$25.20 (Members) / \$38.40 (Non-members)

DVD – The Smart Move

Item# MCAA-SE33V \$109.20 (Members) / \$163.80 (Non-members)

Material and Scissor Lifts Safety Training Kit

Mechanical construction and service workers will learn how to work safely with aerial and scissor lifts. Published 2001.

Basic Kit (includes all three items)

Item# MCAA-SE34 \$144.00 (Members) / \$214.80 (Non-members)

Documentation System

Item# MCAA-SE34D \$10.20 (Members) / \$15.30 (Non-members)

Pocket Guides

Item# MCAA-SE34P \$25.20 (Members) / \$38.40 (Non-members)

DVD – Moving On Up

Item# MCAA-SE34V \$109.20 (Members) / \$163.80 (Non-members)

Continued On Page 28

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SAFETY & HEALTH ... continued

MCAA Safety Training Kits – Test Series

Test your workers to make sure they understand key points covered by MCAA's safety training kits. Includes a 20-question multiple choice test for each safety training kit. Updated for each new safety training kit; please call for updates if you have not received them. Published 2002.

Item# MCAA-SE37 \$67.20 (Members) / \$100.80 (Non-members)

The Right Approach: Accident Investigation for the Mechanical Trades [DVD]

Get step-by-step instruction on how to conduct a thorough accident investigation and understand why accident investigations are so valuable. Running time: 10 minutes. Produced 2002.

Item# MCAA-SE38V \$109.20 (Members) / \$163.80 (Non-members)

Forklift Safety Training Kit

Provide the basic safety training every forklift operator needs. From pre-trip inspections, load capacity instruction and learning about the stability triangle to lifting, moving and unloading cargo, your workers learn to operate forklifts safely. Published 2002.

Basic Kit (includes all three items)

Item# MCAA-SE40 \$144.00 (Members) / \$214.80 (Non-members)

Documentation System

Item# MCAA-SE40D \$10.20 (Members) / \$23.70 (Non-members)

Pocket Guides

Item# MCAA-SE40P \$25.20 (Members) / \$38.40 (Non-members)

DVD – Drive it Like a Pro

Item# MCAA-SE40V \$109.20 (Members) / \$163.80 (Non-members)

Scaffold Safety Training Kit

Train your workers to properly evaluate the set-up of a scaffold and recognize potential scaffold hazards. From the basics of safe scaffold set-up to height and capacity limits, safe access, fall prevention and protection, and safe work practices, this kit covers the fundamentals of scaffold safety. Published 2002.

Basic Kit (includes all three items)

Item# MCAA-SE41 \$144.00 (Members) / \$214.80 (Non-members)

Documentation System

Item# MCAA-SE41D \$10.20 (Members) / \$23.70 (Non-members)

Pocket Guides

Item# MCAA-SE41P \$25.20 (Members) / \$38.40 (Non-members)

DVD – The Safe Set-Up

Item# MCAA-SE41V \$109.20 (Members) / \$163.80 (Non-members)

Working Safely Around Heavy Equipment Safety Training Kit

Train your workers to be aware of heavy equipment on the jobsite and to follow simple, safe work practices that help reduce the risk of being involved in a heavy equipment incident. Published 2002.

Basic Kit (includes all three items)

Item# MCAA-SE42 \$144.00 (Members) / \$214.80 (Non-members)

Documentation System

Item# MCAA-SE42D \$10.20 (Members) / \$23.70 (Non-members)

Pocket Guides

Item# MCAA-SE42P \$25.20 (Members) / \$38.40 (Non-members)

DVD – On Guard

Item# MCAA-SE42V \$109.20 (Members) / \$163.80 (Non-members)

Hazard Communication Safety Training Kit

This kit will help you teach your workers to identify and work safely when hazardous material is present. Published 2003.

Basic Kit (includes all three items)

Item# MCAA-SE43 \$144.00 (Members) / \$214.80 (Non-members)

Documentation System

Item# MCAA-SE43D \$10.20 (Members) / \$23.70 (Non-members)

Pocket Guides

Item# MCAA-SE43P \$25.20 (Members) / \$38.40 (Non-members)

DVD – In The Know

Item# MCAA-SE43V \$109.20 (Members) / \$163.80 (Non-members)

Asbestos Awareness Safety Training Kit

This kit will help you teach your workers when they could be exposed to asbestos on a jobsite, how to identify potential asbestos hazards, and how to prevent asbestos exposure. Published 2003.

Basic Kit (includes all three items)

Item# MCAA-SE44 \$144.00 (Members) / \$214.80 (Non-members)

Documentation System

Item# MCAA-SE44D \$10.20 (Members) / \$23.70 (Non-members)

Pocket Guides

Item# MCAA-SE44P \$25.20 (Members) / \$38.40 (Non-members)

DVD – The Safe Approach

Item# MCAA-SE44V \$109.20 (Members) / \$163.80 (Non-members)

Safety Training Guide

This is not a technical guide. The purpose of the guide is to help you learn the most effective methods of teaching safety subjects to workers who may or may not want to learn them. Published 2003.

Item# MCAA-SE45 \$31.20 (Members) / \$45.00 (Non-members)

Toolbox – Safety Talks (Volume III)

Volume III will expand your short-duration, worker safety training library. Published 2004.

Item# MCAA-SE46 \$55.20 (Members) / \$88.80 (Non-members)

Welding and Cutting Safety Training Kit

This kit will help you teach workers about the hazards of welding in the mechanical construction and service industry. Trainees will learn to identify and protect themselves from the welding hazards associated with electrical shocks, burns, fires, etc. This kit includes a training DVD, a set of 20 pocket guides, and a documentation system. Published 2004.

Basic Kit (includes all three items)

Item# MCAA-SE47 \$144.00 (Members) / \$214.80 (Non-members)

Documentation System

Item# MCAA-SE47D \$10.20 (Members) / \$23.70 (Non-members)

Pocket Guides

Item# MCAA-SE47P \$25.20 (Members) / \$38.40 (Non-members)

DVD – When Sparks Fly

Item# MCAA-SE47V \$109.20 (Members) / \$163.80 (Non-members)

Electrical Safety

This kit will help you teach workers about the electrical hazards encountered everyday on the job site. Trainees will learn to identify and protect themselves from the electrical hazards associated with electric arc welding, use of power tools, damp or wet environments, temporary electricity, etc. Published in 2004.

Basic Kit (includes all three items)

Item# MCAA-SE48 \$144.00 (Members) / \$214.80 (Non-members)

Documentation System

Item# MCAA-SE48D \$10.20 (Members) / \$23.70 (Non-members)

Pocket Guides

Item# MCAA-SE48P \$25.20 (Members) / \$38.40 (Non-members)

DVD – Beware the Path of Least Resistance

Item# MCAA-SE48V \$109.20 (Members) / \$163.80 (Non-members)

SAFETY & HEALTH ... continued

Model Mould Prevention Program

This is the ninth program that MCAA developed and produced to address specific safety topics. This model on mould prevention will help contractors establish company procedures to help reduce the risk of litigation, which can occur due to the growth of mould on jobsites. Published 2004.

Item# MCAA-SE49 \$31.20 (Members) / \$45.60 (Non-members)

Model Job Safety Analysis Program

This model program will help you establish a standard procedure for conducting a job safety analysis in your company in a way that is both cost-effective and efficient. Published in 2005.

Item# MCAA-SE51 \$31.20 (Members) / \$45.60 (Non-members)

Model Accident/Incident Investigation Program

Accident/Incident investigation allows you to identify hazards and unsafe behaviour so that you can implement measures to prevent recurrence. This model program will help you establish an effective investigation program for each project

Item# MCAA-SE52 \$31.20 (Members) / \$45.60 (Non-members)

Controlling Energy Sources

Teach your mechanical construction and service workers about the safe control of stored energy on jobsites. Stored energy exposures come from electrical, pneumatic, mechanical, thermal and chemical sources. Published in 2005.

Basic Kit (includes all three items)

Item# MCAA-SE53 \$144.00 (Members) / \$214.80 (Non-members)

Documentation System

Item# MCAA-SE53D \$10.20 (Members) / \$23.70 (Non-members)

Pocket Guides

Item# MCAA-SE53P \$25.20 (Members) / \$38.40 (Non-members)

DVD – Lock-out / Tag-out

Item# MCAA-SE53V \$109.20 (Members) / \$163.80 (Non-members)

Inspecting Material Handling Equipment

Teach your workers how to properly inspect equipment used for lifting, moving, and/or carrying materials used in the mechanical construction industry. Training covers safety inspections for cranes, forklifts, rigging equipment, etc. Published in 2005.

Basic Kit (includes all three items)

Item# MCAA-SE54 \$144.00 (Members) / \$214.80 (Non-members)

Documentation System

Item# MCAA-SE54D \$10.20 (Members) / \$23.70 (Non-members)

Pocket Guides

Item# MCAA-SE54P \$25.20 (Members) / \$38.40 (Non-members)

DVD – Inspecting Material Handling

Item# MCAA-SE54 \$109.20 (Members) / \$163.80 (Non-members)

Safety Training Library – [DVD]

This DVD features 21 worker safety training programs and two industry supervisor programs. While initially produced for the mechanical construction and service industry, many are readily applicable to general and other specialty trade programs. Produced in 2005.

Item# MCAA-SE55V \$60.00

Twenty Top Hazards: Recognition and Protection Kit

This kit will help viewers identify 20 of the top hazards in mechanical construction and show them how to protect themselves from these hazards. Published in 2007.

Basic Kit (includes all three items)

Item# MCAA-SE61 \$144.00 (Members) / \$214.80 (Non-members)

Documentation System

Item# MCAA-SE61D \$10.20 (Members) / \$23.70 (Non-members)

Pocket Guides

Item# MCAA-SE61P \$25.20 (Members) / \$38.40 (Non-members)

DVD – When Sparks Fly

Item# MCAA-SE61V \$109.20 (Members) / \$163.80 (Non-members)

Toolbox Safety Talks – Volume IV

This DVD features 21 worker safety training programs and two industry supervisor programs. While initially produced for the mechanical construction and service industry, many are readily applicable to general and other specialty trade programs. Produced in 2007.

Item# MCAA-SE62 \$60.00 (Members) / \$120.00 (Non-members)

Fire Safety

Show mechanical construction workers how to help prevent jobsite fires and how to safely contend with them if they do occur. Published in 2008.

Basic Kit (includes all three items)

Item# MCAA-SE63 \$144.00 (Members) / \$214.80 (Non-members)

Documentation System

Item# MCAA-SE63D \$10.20 (Members) / \$23.70 (Non-members)

Pocket Guides

Item# MCAA-SE63P \$25.20 (Members) / \$38.40 (Non-members)

DVD – When Sparks Fly

Item# MCAA-SE63V \$109.20 (Members) / \$163.80 (Non-members)

Twenty More Top Hazards:**Recognition and Protection – Part Two**

This kit covers 20 more of the top mechanical construction industry hazards. Published in 2009. Looking for Part 1? See the listing for *Twenty Top Hazards: Recognition and Protection*.

Basic Kit (includes all three items)

Item# MCAA-SE66 \$144.00 (Members) / \$214.80 (Non-members)

Documentation System

Item# MCAA-SE66D \$10.20 (Members) / \$23.70 (Non-members)

Pocket Guides

Item# MCAA-SE66P \$25.20 (Members) / \$38.40 (Non-members)

DVD – Twenty More Top Hazards

Item# MCAA-SE66V \$109.20 (Members) / \$163.80 (Non-members)

Safety Management for Supervisors [DVD]

This 14-minute DVD for project managers and foremen will cover the critical aspects of project safety management including leadership, pre-task planning, hazard recognition, auditing for compliance, properly addressing safety concerns, regulatory loss control, record-keeping and conflict resolution. September 2009.

Item# MCAA-SE67 \$109.20 (Members) / \$234.00 (Non-members)

Rigging Safety Guide

This user-friendly guide will assist mechanical industry workers in planning for safe rigging operations involving mechanical industry equipment and materials. Information on key safe rigging practices is provided to help workers: prevent rigging/lifting related injuries; prevent damage to equipment, materials and property; and perform their rigging responsibilities more efficiently.

Item# MCAA-SE69PDF \$16.80 (Members) / \$25.20 (Non-members)

Safety Leadership for Mechanical Construction Supervisors

Good safety and health leadership from project managers, foremen and other jobsite supervisors is critical to establishing a successful culture. This 14-minute DVD covers the key leadership skills needed to establish the jobsite safety culture desired by every top-notch company and required by so many owners, GCs and CMs. Produced in 2010.

Item# MCAA-SE70 \$109.20 (Members) / \$163.20 (Non-members)

Toolbox Safety Talks – Volume V

This fifth volume of short duration safety training toolbox talks will further expand your safety training library. These talks will help you remind your mechanical construction workers to identify jobsite safety and health hazards, and protect themselves from those hazards. Published in 2010.

Item# MCAA-SE72 \$60.00 (Members) / \$120.00 (Non-members)

Continued On Page 30

Mechanical Contractors Association of America

SAFETY & HEALTH ... continued

Model Environmental Management Program

Although mechanical construction work does not typically generate the jobsite environmental issues that other trades do, there is a steadily increasing demand from owners, GCs and CMs for all the trades to establish environmental management programs. This model program, which can be quickly and easily tailored to meet your company needs, will help you meet that demand. Published 2010.

Item# MCAA-SE73 \$16.80 (Members) / \$25.20 (Non-members)

MANAGEMENT

Change Orders, Productivity, Overtime –

A Primer for the Construction Industry

Completely revised and updated. Developed to assist construction contractors, their customers and others involved in construction projects in determining the costs associated with unplanned events, circumstances and factors that may impact the outcome, productivity and schedule of those projects. This manual is intended to be a planning tool and not a source of absolute percentages or costs. The printed book includes a CD with the online version of the publication providing full-text search capabilities. Published in 2005. Printed books are available while supplies last. Published 2005 – Revised 2011.

Item# MCAA-M3 \$252.00 (Members) / \$318.00 (Non-members)

Planning for Profitability: Step by Step

Assure your management team that proper planning has been done for each project. This handy booklet will assist you in making an in-depth evaluation of a project before the signing of the contract, thereby reducing risk and enhancing profitability. Also available as a kit with its companion piece – Typical Project Management Flowchart. Published in 2005.

Item# MCAA-M4 \$8.40 (Members) / \$14.40 (Non-members)

Guideline for Drafting, Prefabrication and Material Handling

This guideline provides an overview of the essential steps involved in the prefabrication process, including drafting or purchase of spool drawings; coordinating the drawing with other trades; and delivering and installing the finished product. Published 1994.

Item# MCAA-M5 \$16.80 (Members) / \$25.20 (Non-members)

Project Managers Manual [CD]

This manual covers all aspects of mechanical industry project management, including key topics like managing change orders and claims, job cost and labour control, productivity, scheduling, safety and much more. Published in 2006.

Item# MCAA-M7 \$162.00 (Members) / \$270.00 (Non-members)

Management Methods Manual – PDF

Keep your company running smoothly, efficiently and profitably by revisiting the basics in this manual. Revised 2010. Management Methods Sections include: Accounting and Finance • Business Forms • Taxes • Change Orders • Contracts • Safety • Corporate Planning • Education and Training • Overtime • Fabricating • Insurance / Bonding • Purchasing • Job Management • Joint Ventures • Productivity • Labour Relations • Legal • Subcontracts • Legislation • Marketing • Tools and Equipment • Quoting and Bidding Procedures.

Item# MCAA-M8 – PDF \$336.00 (Members) / \$504.00 (Non-members)

Tool & Equipment Rental Guide

Why spend time gathering equipment rates when you don't have to? This is a comprehensive, current guide to cost recovery for commonly-used tools and equipment. Rates used come from cost formulas and analytic methods used in the construction industry and considered purchase price, depreciation, maintenance and overhaul costs, indirect equipment costs, and average annual use hours. They do not reflect rates charged by rental companies. Revised 2008.

Item# MCAA-M9 \$84.00 (Members) / \$126.00 (Non-members)

Preventing Construction Claims – [DVD]

They're out there... in your projects' contracts, on your job site, in conversations with your customers or with suppliers... Those unforeseen problems, design changes, suppliers or employee shortages that can lead to claims against your company when the project is finished. This DVD is designed to help you and your staff avoid those potential traps throughout the life of the project and turn problems into opportunities. Produced 2000.

Item# MCAA-M14 \$58.80 (Members) / \$88.80 (Non-members)

Five Key Trends to the Future of the Mechanical Contracting Industry

This research report provides a studied and dispassionate look at some developing trends that portend to have real impact on the personal and business futures of mechanical contractors. The central thesis of this report, underwritten by MCERF, is that you can change your future through the actions and preparations you take today. Published 2004.

Item# MCAA-M18 \$25.20 (Members) / \$38.40 (Non-members)

Procurement Chain Management in the Construction Industry

This MCERF study describes the growing trend of owners and other entities who engage in the procurement of equipment early in the project construction cycle. The study also illustrates current models of procurement management and suggests a new method for performing this critical process. Published 2004.

Item# MCAA-M19 \$25.20 (Members) / \$38.40 (Non-members)

The Value Chain: Adding Value to the Supply Chain

This MCERF study defines the construction supply chain and highlights key concepts that will help you transform your supply chain into a value chain. By streamlining work processes, developing stronger relationships with suppliers, and using technology, you can significantly increase your company's profitability. Published in 2004.

Item# MCAA-M20 \$25.20 (Members) / \$38.40 (Non-members)

Typical Project Management Flowchart

This indispensable reference tool will help you keep your jobs on track every step of the way. The flowchart includes critical activities for each job along with the individuals typically involved in that activity. Also available as a kit with its companion piece. Planning for Profitability: Step by Step. Published 2006.

Item# MCAA-M21 \$16.80 (Members) / \$30.00 (Non-members)

Flowchart and Planning for Profitability

Step-by-Step Booklet.

Item# MCAA-M22 \$20.40 (Members) / \$33.60 (Non-members)

Guide to Human Resources Policies

Designed to assist you in developing a human resources manual for your company, this publication reflects current trends and law on human resource management. A CD version is included to help you customize a human resources guide for your company. Published in 2007.

Item# MCAA-M23 \$168.00 (Members) / \$252.00 (Non-members)

PIPE WELDING

General Brazing Guidelines

Your brazers will benefit from the concise, easy-to-read background information and instructions in this pocket-size booklet. Guidelines supplement NCPWB Brazing Procedures Specifications and include mandatory practices, recommended practices and general information. Revised 2009.

Item# MCAA-PW2 (ea.) \$10.20 (Members) / \$15.30 (Non-members)

General Instructions for Testing Pipefitting Welders

How do you know if a pipe weld will hold? This publication describes testing procedures for welders according to the requirements of Section IX, Welding, of the ASME Boiler and Pressure Vessel Code. Revised 2009.

Item# MCAA-PW3 (ea.) \$13.80 (Members) / \$24.00 (Non-members)

General Welding Guidelines

Supplement your welders' knowledge with this booklet of practices not included in the Welding Procedure Specifications. This information is necessary for the proper welding of pipe-fittings. Revised 2002.

Item# MCAA-PW4 (ea.) \$10.20 (Members) / \$15.30 (Non-members)

An Explanation of Certified Pipe Welding

This publication describes "certified pipe welding" and outlines the requirements set forth in ASME Codes that contractors and welders must follow to properly install and fabricate welded piping systems in accordance with Welding Procedure Specifications. Revised 2007.

Item# MCAA-PW9 (ea.) \$10.20 (Members) / \$15.30 (Non-members)

NCPWB Welding Talks

This publication is the comprehensive source on welding. It describes the various types of welding, soldering and brazing processes, as well as their advantages and limitations. It also explains the numbering system used for selecting electrodes and how to properly maintain welding equipment and store welding electrodes and filler metals. Published 1998.

Item# MCAA-PW21 (1 to 25 copies)(ea.) \$16.80 (Members) / \$36.00 (Non-members)

PLUMBING

Management Bulletins for Plumbing Contractors

This publication contains bulletins that are designed to help plumbing contractors successfully address some of the most challenging aspects of their business: accounting and finance; business forms; business development; employee relations; job site management; legal issues; office procedures; and general information. Published 2000.

Item# MCAA-PB5 \$42.00 (Members) / \$63.00 (Non-members)

Basics of Plumbing Service Management

Learn to run a successful plumbing company from the experts... successful plumbing contractors. Includes how-to ideas for all areas of your company. Published 2001.

Item# MCAA-PB6 \$84.00 (Members) / \$126.00 (Non-members)



Mechanical Service Contractors of Canada

Why Small Businesses Fail & What To Do About It

Would you believe that more than four times out of five the reasons for small business failure are within the control of management? By identifying the elements that get companies into trouble you can protect yourself and increase your chances of success tremendously.

Item# SMS08 [CD ROM] \$24.00

What's In It For Me? The Language of Sales

Nobody wants to buy you, they want to buy solutions to their problems. Make sure you are always focusing on what your customer wants and not on what you are selling. This program includes excellent scripts that you can easily adapt to your business.

Item# CMS11 [CD ROM] \$24.00

You Charge WHAT Per Hour?

This is Ron Coleman's best-selling book. A Guide to pricing mechanical and electrical services for the residential and commercial markets. Book or CD ROM

Item# CMS02 [CD ROM] \$24.00 / [Book] \$42.00

Making Your Business Profitable

What exactly is profit? How can you increase it? Understand and calculate your true profit improvement potential. Develop a profit improvement strategy that works.

Item# CMS09 [Book] \$24.00

Mechanical Construction and Service Vehicle Safety Kit

No matter how safety-conscious we think we are, accidents can and do happen, particularly if we don't know how to avoid them. This kit teaches the operators and users of mechanical construction and service vehicles about the most common hazards associated with their use and how to avoid them. It comes with a training videotape, a set of 20 pocket guides with helpful tips and reminders and a training documentation system. Published 1998.

Basic Kit (includes all three items)

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Item# MCAA-SE14P \$25.20 (Members) / \$38.40 (Non-members)

Video - Ready for the Road

Item# MCAA-SE14V \$109.20 (Members) / \$163.80 (Non-members)

Safety Orientation Training Kit for Service

Your mechanical service technicians face hazards every day on the job that can cause serious injuries. This kit is their best defence against those safety risks. It comes with a training videotape, a set of 20 pocket guides with helpful safety tips and reminders for each service staff person, and a training documentation system. Published 1999.

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Mechanical Service Contractors of Canada

Mechanical Service Safety

Walk mechanical service workers through a typical workday while addressing many of the most common hazards in the industry with this training kit. Topics covered include pre-job planning, safe loading of equipment and materials, safe driving, ladder safety, electrical safety while working on HVAC equipment and much more. Published in 2008.

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Teach mechanical construction and service workers how to safely rig materials and equipment lifted by cranes and derricks. Published in 2008.

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Basics of Service Management Manual

The practical guidelines in this publication will help you organize and effectively manage the essential functions of your mechanical service contracting company. Topics include finance, sales and marketing, administration, operations and personnel. Revised 1998.

Item# MCAA-SM2 \$84.00 (Members) / \$168.00 (Non-members)

Labour Estimating Guide for Service [CD-ROM]

Industry consensus data on routine maintenance tasks and average times to complete those tasks. Includes a discussion on basic assumptions, labour correction factors, list of routine maintenance tasks for 50 different pieces of equipment and more. The tasking lists are provided in both Adobe Acrobat PDF and Microsoft Excel formats for flexibility. Published 2006. Version 2.0. (Anyone who previously purchased a Labour Estimating Guide for Service can upgrade to version 2.0 for \$30US. To download the LEM for Service, use the LEM order form).

Item# MCAA-SM9 \$151.20 (Members) / \$225.60 (Non-members)

MSCA Customer Service Training Series – CD

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Item# MCAA-SM10 \$78.00 (Members) / \$117.00 (Non-members)

Hiring Guide for the Mechanical Service Contractor

Get the tools and resources you need to efficiently recruit, hire and retain job candidates in order to build a competent and highly productive workforce for your mechanical service operation. Customizable forms are included to get you started right away.

Item# MCAA-SM11 \$100.80 (Members) / \$166.80 (Non-members)

Tailgate Safety Talks for Service

Delivers basic information about the most common hazards mechanical service contractors face on the job and how to avoid them. Published in 1998.

Item# MCAA-MSSE2 \$16.80 (Members) / \$25.20 (Non-members)

MSCA Model Safety & Loss Prevention Program

This handy CD features a basic model safety program and eight topic-specific model programs. Each program is fully customizable to suite your company's individual needs.

Item# MCAA-MSSE3 \$210.00 (Members) / \$312.00 (Non-members)

Technical Data & Safety Guide for Service

It's all here and just for mechanical service contractors. The 'Technical Data & Safety Guide for Service' contains conversion factors; equipment formulas; electrical, refrigerant, pneumatic, pump and water piping design, and fan and duct design data; and safety guidelines formatted to fit in a handy, four- by six-inch pocket-size booklet that technicians can carry along on their service calls. Published in 1999.

Item# MCAA-MSSE4 - 1-10 copies (ea.) \$25.20 (Members) / \$37.80 (Non-members)

Hazardous Materials Transportation Guide for the Service Industry [CD]

This guide will help you determine whether your company is benefiting from the federal Materials of Trade Exemption and whether you're in compliance with state laws when transporting hazardous materials. Published in 2005.

Item# MCAA-MSSE5 \$75.60 (Members) / \$120.00 (Non-members)

Model NFPA 70E – 2009 Electrical Safety Program for Service

Designed especially for mechanical service contractors whose technicians perform work on HVAC units that are pushing 480 volts or less and based on information from NFPA 70E – 2009, this model program will help you develop an electrical safety program that is specific to your company's needs. Revised in 2009. A revised safety training kit on this topic was released in August 2010.

Item# MCAA-MSSE6 \$31.20 (Members) / \$72.00 (Non-members)

MSCA Safety Talks – Volume II

This Volume of 52 talks offers new and expanded information about the most common hazards mechanical service contractors face on the job and how to avoid them.

Item# MCAA-MSSE7 \$16.80 (Members) / \$36.00 (Non-members)

MSCA Safety Manual for the Mechanical Service Trades

This comprehensive, user-friendly book was designed specifically for the mechanical service industry. Colour illustrations highlight key points and enhance the reader's ability to find information.

Item# MCAA-MSSE8 \$10.20 (Members) / \$15.30 (Non-members)

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Item# RCOL-FIN2 \$54.00 (Members) / \$102.00 (Non-members)

Your 4 Steps to Bigger Profits

This Business Management Home Study Course provides the vital steps to bigger profits for people in service and contracting who have a responsibility for profitability within their company. The benefits of this 300+ page course can be reaped immediately. The detailed steps are described in easy to follow articles and self-tests.

Item# RCOL-FIN3 (All 4 books)

\$210.00 (Members) / \$330.00 (Non-members)

Making Your Business Profitable

What exactly is profit? How can you increase it? Understand and calculate your true profit improvement potential. Develop a profit improvement strategy that works.

Item# RCOL-FIN4

\$36.00 (Members) / \$66.00 (Non-members)



Canadian Construction Association

Please contact your local construction association office for all CCA & CCDC Standard Construction Documents.

CCA STANDARD CONSTRUCTION DOCUMENTS

CCA 1 – 2008: Stipulated Price Subcontract

Standard subcontract form between prime contractor and subcontractor where payment is based on a stipulated or fixed price. Users can choose between the refer-by-reference or stand-alone approaches simply by completing either page 2A or 2B (not both) and discarding the other page.

CCA 5 – 1998: Construction Management Contract Form

Standard form of agreement between Owner and Construction Manager to provide site management, administrative and technical services for a fixed fee. The Construction Manager serves as the Owner's agent and adviser on construction matters, and works in conjunction with the Owner and the Consultant as part of a construction management team from the initial design – development stage through to completion of the project. The Owner engages the trade contractors directly and generally assumes the role and responsibility of the traditional general or prime Contractor.

CCA 16 – 1992: Guidelines For Determining The Costs Associated With Performing Changes in The Work

A guide document outlining a change-order checklist and including a model change-order quotation form.

CCA 17 – 1996: Stipulated Price Contract For Trade Contractors On Construction Management Projects

Standard contract form between Owner and Trade Contractor to perform the required work for a single, pre-determined fixed price, regardless of the Trade Contractor's actual costs. It is specifically for use where the project is performed under the construction management method of contracting.

CCA 25 – 2001: A Guide To Project Management Services

A guide document outlining the project management concept and describing the project manager's role and standard performance in managing a project from conception through design to construction and commissioning.

CCA 26 – 2000: A Guide To Construction Management Contracts

A guide document describing the construction management method of contracting. It explains the recommended roles and qualifications for a construction manager as well as providing guidelines for the selection process and fee schedule.

CCA 27 – 1997: A Guide On Construction Environmental Management Planning

A guide document outlining sound environmental practices in the construction industry. It serves to assist contractors in developing an Environmental Management Program.

CCA – 2009: A Guide To Improving Cash Flow In The Construction Industry

A guide document identifying where cash flow problems generally occur in a construction project and suggests possible solutions.

CCA 50 – 2003: A Prime Contractor's Guide to Project Financing and Payment Security

CCA 50 offers detailed guidance to prime contractors on understanding their client's financial strength and how they are financing your project. This guide shows how a prime contractor can minimize the risk of non-payment prior to bidding on a project, prior to signing a contract, and during the administration of a contract. A financing risk management checklist is also provided to list questions that a prime contractor should ask during the bidding and contracting stages, and types of security available to minimize the risk of non-payment.

CCA 51 – 2008: Guide to Calling Bids and Awarding Subcontracts

A guide document recommending best practices in all aspects of the bid calling and award subcontract process.

CCA 52 – 2008: Joint Venture Guide

A guide document that introduces the concept of a joint venture involved in commercial construction; outlines the potential advantages and risk inherent; identifies keys to a success joint venture; and provides a checklist of commercial consideration of a joint venture agreement.

CCA 61 – 2008: Risks of Pre-Purchasing Equipment and Materials for Construction Projects

A guide document that explains the costs and risks associated with pre-purchasing equipment and materials, which may outweigh any anticipated economic and scheduling advantage.

CCA 81 – 2001: A Best Practices Guide To Solid Waste Reduction

A guide document providing an overview of federal, provincial and municipal waste guidelines and the CCA's Waste Management Code of Practice.

CCA 82 – 2004: Mould Guidelines For The Canadian Construction Industry

A guide document offering practical advice on mould-related issues (legal, insurance and health considerations). It also offers helpful information on how to minimize its presence, identify and measure it, and step-by-step instructions on remediation.

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Canadian Construction Association

CCA 90 – 2007: Guidelines For Electronic Procurement

A guide document offering the value and benefits of electronic procurement. It identifies the key issues and recommended “best practices” for the process.

GUIDE – 1993: Recommended Guidelines For Provision of Geotechnical Information In Construction Contracts

A guide document jointly developed with the Association of Consulting Engineers of Canada to assist Owners, Consultants and Contractors in overcoming problems associated with geotechnical information provided in construction contracts.

GUIDE – 2011: A Trade Contractor’s Guide and Checklist To Construction Contracts

A guide document outlining certain contractual provisions which can adversely affect the trade contractor’s rights and obligations. It includes a checklist for trade contractors.



CCDC Standard Construction Documents

CCDC 2 – 2008: Stipulated Price Contract

Standard prime contract between Owner and prime Contractor to perform the required work for a single, pre-determined fixed price or lump sum, regardless of the Contractor’s actual costs.

*Available in electronic format only.

CCDC 3 – 1998: Cost Plus Contract

Standard prime contract between Owner and prime Contractor to perform the required work on an actual-cost basis, plus a percentage or fixed fee which is applied to actual costs.

CCDC 4 – 1982: Unit Price Contract

Standard prime contract between Owner and Prime Contractor to perform the required work for a pre-determined, fixed amount for each specified unit of work performed. The total price is determined by multiplying the unit price by the actual, measured quantity of work performed for each specified unit.

CCDC 5A – 2010: Construction Management Contract – For Services

Standard contract between Owner and Construction Manager for which the Work is to be performed by Trade Contractors. The Construction Manager acts as a limited agent of the Owner providing advisory services and administering and overseeing the contracts between the Owner and Trade Contractors.

CCDC 5B – 2010: Construction Management Contract – For Services and Construction

Standard contract between Owner and Construction Manager to provide advisory services during the pre-construction phase and perform the required Work during the construction phase. At the outset, the Work is performed on an actual-cost basis, plus a percentage of the fixed fee which is applied to actual costs. The parties may agree to exercise the following options: Guaranteed Maximum Price (GMP), GMP Plus Percentage Cost Savings, and conversion into a Stipulated Price Contract.

CCDC 17 – 2010: Stipulated Price Contract

For Trade Contractors on Construction Management Projects
Standard contract form between Owner and Trade Contractor to perform the work for a single, pre-determined fixed price, regardless of the Trade Contractor’s actual costs. It is specifically for use where the project is performed under the CCDC 5A Construction Management method of contracting.

CCDC 9A – 2001: Statutory Declaration of Progress Payment Distribution by Contractor

A sworn statement for use by the Contractor as a condition of receiving payment for either the second and subsequent applications for progress payment or the release of holdback funds.

CCDC 9B – 2001: Statutory Declaration of Progress Payment Distribution by Subcontractor

A sworn statement for use by the Subcontractor as a condition of receiving payment for either the second and subsequent applications for progress payment or the release of holdback funds.

CCDC 11 – 1996 (R2006):

Contractor’s Qualification Statement

A standard for obtaining information on capacity, skill and experience of Contractors bidding on building construction projects.

CCDC 12 – 1994: Project Financial Information

A model form to assist the Owner in showing that financial arrangements have been made to fulfill the Owner’s obligations under the contract (e.g. CCDC 2).

DOC 14 – 2000: Design-Build Stipulated Price Contract

(CCA, CSC, RAIC) Standard prime contract between Owner and Design-Builder where the Design-Builder performs Design Services and Construction under one agreement, for a single, pre-determined stipulated or fixed price.

DOC 15 – 2000: Design-Build / Consultant Contract

(CCA, CSC, RAIC) Standard contract between Design-Builder and Consultant to perform the design services required under a design-build contract between Owner and Design-Builder.

CCDC 18 – 2001: Civil Works Contract

Standard prime contract between Owner and Contractor for civil works construction, e.g. roads, bridges, dams, underground utilities, etc.

CCDC 20 – 2008: A Guide to the Use of CCDC 2 – 2008 Stipulated Price Contract

A guide document designed to assist users of CCDC 2 – 2008.

CCDC 21 – 2000: A Guide to Construction Insurance

A guide document explaining construction insurance policies and requirements in CCDC contract forms.

CCDC 22 – 2002: A Guide to Construction Surety Bonds

A guide document explaining the surety bonding process and the purpose and function of the CCDC standard bond forms (i.e. CCDC 220, 221 and 222).

CCDC 23 – 2005: A Guide to Calling Bids and Awarding Construction Contracts

A guide document outlining the process of soliciting and evaluating construction bids and awarding the construction contract. Includes a sample bid form.

CCDC Standard Construction Documents

CCDC 24 – 1996: A Guide of Model Forms and Support Documents

A guide document to assist users of CCDC 2 – 1994 in meeting the administrative requirements outlined in that standard contract form. For each model form the guide contains a brief explanation of each of the administrative processes involved, a short narrative description to guide users of the form, a list of items which should be included in the form, and an example of a model form.

CCDC 40 – 2005: Rules for Mediation and Arbitration of Construction Disputes

Standard rules for mediation and arbitration of CCDC 2 construction disputes to be used in conjunction with the dispute resolution procedures of CCDC 2.

CCDC 41 – 2008: CCDC Insurance Requirements

Standard insurance requirements to be used in conjunction with the insurance provision of CCDC contract forms. * Available in electronic format only. ** A free guide that is included as the last page of the CCDC 2 – 2008 electronic document.

CCDC 43 – 1998: A Guide to the Use of CCDC 3 – 1998 Cost Plus Contract

A guide document designed to assist users of CCDC 3 – 1998.

CCDC 48 – 2002: A Guide to the Use of CCDC 18 – 2001

A guide document designed to assist users of CCDC 18 – 2001 Civil Works Contract.

CCDC 220 – 2002: Bid Bond

Standard surety bid bond form guaranteeing performance of the contract by the Contractor.

CCDC 222 – 2002: Labour and Material Payment Bond

Standard surety labour and material payment bond form guaranteeing that the Contractor will satisfy all labour and material payment obligations incurred in performing the contract.

MATERIAL SAFETY DATA SHEETS

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The Art of Negotiation	●	●	●	●		●			GSA	16		47
CHANGE ORDERS												
Change Notice Management	●	●	●	●			●		GSA	8		47
Cumulative Impact of Change Orders	●	●	●	●			●		GSA	8		47
BUSINESS MANAGEMENT												
How To Avoid Claims and Increase Profits	●	●	●	●					GSA	8		47
Procurement Chain Management	●	●	●	●			●		GSA	8		48
Vendor Partnership in Mechanical Contracting Kick-off Workshop	●	●	●	●	●	●	●	●	GSA	8		48
Financial Statement Analysis	●	●			●				GSA	8		48
General Business Practices	●	●	●	●	●	●	●	●	GSA	8		48
Operation Model for Maximizing Profitability	●	●	●	●	●	●		●	GSA	8		48
Ideal Jobsite Inventory Levels	●		●	●			●		GSA	8		48
Planning & Control	●	●	●	●	●	●	●	●	GSA	8		48
Pricing, Profits & Cash Flow	●	●	●	●	●	●	●	●	GSA	8		48
Succession Planning and Sale of Business	●	●							TBA	8		49
CCA Stipulated Price Subcontract	●	●	●	●		●	●		N/A	2		49
Claims Avoidance			●	●			●		N/A	4		49
Design of Effective Work in Process Calculations	●	●	●	●	●	●	●	●	GSA	8		49
Strategy in the Eye of the Storm: Developing a Proactive & Sustainable Strategy for Today & Tomorrow	●	●	●						GSA	8		49
Developing Operational Excellence: Developing a Strategic Culture Dedicated to Improving Productivity	●	●	●						GSA	8		50
Business Development Strategies: Developing a Proactive Strategy to Increase Sales	●	●	●						GSA	8		50
Business Networking Workshop	●	●	●	●	●	●	●	●	N/A	4		50
Three P's to Powerful Presentations Workshop	●	●	●	●	●	●	●	●	N/A	4		50
Becoming Contractor of the Year While Making More Money & Having More Fun	●	●	●	●	●			●	N/A	4		50
Winning in Tough Times	●	●	●	●	●			●	N/A	4		51
Finance and Accounting for Non-Financial Managers	●	●	●	●	●	●	●	●	GSA			51
ENVIRONMENTAL												
Green 101	●	●	●	●		●			N/A	4		51
Green 201	●	●	●	●		●			N/A	4		51

For more information about these programs, visit www.cmcef.org or call (613) 232-5169

National Seminar Program Catalogue

COURSE	Principals	Senior Management	Middle Management	Project Managers	Accounting	Estimating	Supervisors / Foremen	Sales / Marketing	Gold Seal Accredited	Duration	Hours	Page #
PRODUCTIVITY												
Jobsite Productivity: How to Protect it... How to Improve it	●	●	●	●			●		GSA	8		51
Managing Field Productivity to Improve the Bottom Line	●	●	●	●			●		GSA	8		51
Project Tracking to Improve Labour Productivity: An Earned Value Approach	●	●	●	●			●		GSA	8		51
PROJECT MANAGEMENT												
10-Day Project Management			●	●		●	●		GSA	80		51
Managing Risk - Practical Ways to Reduce Losses	●	●	●	●					GSA	8		51
Project Document Control		●	●	●			●		GSA	8		52
Project Documentation		●	●	●			●		N/A	4		52
Project Management Essentials for Contractors		●	●	●		●	●		GSA	16		52
Project External Issues		●	●	●			●		GSA	16		52
Contractual Issues, Claims and Disputes		●	●	●			●		GSA	16		52
Project Procurement and Logistics		●	●	●			●		GSA	16		52
Project Construction Management and Construction Administration		●	●	●			●		GSA	16		52
Project Controls		●	●	●			●		GSA	16		52
Productivity Improvement		●	●	●			●		GSA	16		52
Managing Project Risks and Uncertainties		●	●	●			●		GSA	16		52
How To Turn Around a Job Going Bad: A Case Study	●	●	●	●			●		GSA	8		52
Introduction to Project Management	●	●	●	●			●		GSA	8		52
Overview of Preconstruction Planning Process	●	●	●	●		●	●		GSA	8		53
Improve Profits by Reducing Labour Risks	●		●	●			●		GSA	8		53
Identify & Reduce the Risk of Failure on the Jobsite by Using Process Failure Mode & Effect Analysis	●	●		●			●		GSA	8		53
Strategic Planning for Sub-Contractors	●			●					GSA	8		54
Sub-Contractor vs. General Contractor Material Purchasing	●		●	●			●		GSA	8		54
Agile Construction	●	●		●			●		GSA	8		54
Value Centered Selling for Project Managers				●				●	GSA	16		54
Field Based Project Management	●	●	●	●			●		GSA	8		54
Beating the Clock			●	●			●		GSA	8		54
Comprehensive Approach to Project Management: Integration of Office & Field Operations									TBA	16		54
E-LEARNING												
First Level Supervisory Training Program							●		GSA	6		55

For more information about these programs, visit www.cmcef.org or call (613) 232-5169

COURSE	Principals	Senior Management	Middle Management	Project Managers	Accounting	Estimators	Supervisors / Foremen	Sales / Marketing	Gold Seal Accredited	Duration Hours	Page #
E-LEARNING ...continued											
Introduction to Construction Estimating					●	●			GSA	6	55
Introduction to BIM	●	●	●	●		●		●	GSA	6	55
Communication, Negotiation, Conflict Resolution (CNCR)		●	●	●					GSA	6	55
Construction Project Management (CPM) E-Learning				●					GSA	6	55
Construction Law (CL) E-Learning	●	●	●	●			●		GSA	6	55
SAFETY											
Accident Investigation and Reporting (for investigators)				●			●		N/A	4	55
Confined Spaces Hazard Awareness				●			●		N/A	4	55
Continuous Safety Improvement - Behaviour Based Safety				●			●		GSA	8	55
COURSE	Service Dispatchers	Service Managers	Service Technicians	Sales	Accounting	Service Supervisors	Managers		Gold Seal Accredited	Duration Hours	Page #
SERVICE CONTRACTORS											
Proactive Service™ Workshop		●	●	●		●			GSA	8	56
Dispatcher Training Program	●								N/A	16	56
Small Projects Management	●	●	●	●	●	●			GSA	8	56
Your Million Dollar System & Four Ways to Grow Your Business	●	●		●	●	●	●		GSA	8	56
Charge Out Rates		●		●	●	●			GSA	8	57
Customer Service for the Service Organization	●	●	●	●	●	●			N/A	8	57
Building Your Service Team from the Top		●		●	●	●	●		N/A	8	57
Thriving as a Service Contractor		●		●	●	●	●		GSA	8	57
Marketing Your Service Business		●		●	●	●	●		TBA	8	57
Growing and Developing Service Supervisors		●		●	●	●	●		GSA	16	58
Planning, Goal Setting & Performance Improvement		●		●	●	●	●		N/A	8	58



- Prices are subject to change without notice

For more information about these programs, visit www.cmcef.org or call (613) 232-5169

Programs That Come To You

The Canadian Mechanical Contracting Education Foundation (CMCEF) is widely known as the education arm of MCA Canada. We take pride in being the only National Association to make this service available to its entire membership. The following is a description of programs that are available for on-site training at your company or through your local association. If you are interested in booking a program, please contact CMCEF and we would be pleased to look after arranging all the details. The listed programs range from half-day to two days in duration, and all programs are based on critical INDUSTRY related issues. Unless specified per person, the fee listed is a group rate for up to 15 students which include the following: the instructor, their expenses related to travel and all course materials. To determine if a seminar has been scheduled in your area, contact your location association or the CMCEF office at (613) 232-5169 or by e-mail at cmcef@cmcef.org. To see a list of all CMCEF courses currently on the calendar, please visit the website at www.cmcef.org. On-line registration is also available for all programs.

GOLD SEAL CERTIFICATION PROGRAM

The CCA Gold Seal Certification Program is a national program for construction Project Managers, Superintendents, Estimators and Owners' Project Managers. Certification is based on the candidate's education, experience and their ability to satisfy the rigorous standards of the Program. This may mean the successful completion of a Gold Seal exam. The Gold Seal Certificate was developed by the industry for the industry, and is a voluntary certification program for the individual. The Certificate signifies that the individual has attained a nationally-recognized level of experience and competence as a Project Manager, Superintendent, Estimator or Owners' Project Manager. CMCEF is a supporter of the Gold Seal program and attempts to make every effort possible to



have all of its qualifying courses Gold Seal Accredited. For the individual – the Gold Seal Certificate is a declaration of skill and competence that is recognized by the construction industry across the country. The Certificate will enhance mobility and professional development of construction managers. For the contractor – employing Gold Seal Certified managers is a statement regarding the professionalism and commitment of the firm to con-

struction management excellence. A Gold Seal Certificate assists employers in recruiting capable construction managers. If you would like further information on the Gold Seal program, please visit their website at www.goldsealcertification.com or contact the CMCEF office at (613) 232-5169.

* Gold Seal Accredited courses are indicated (GSA) in the tables on pages 39 to 42.

BUILDING INFORMATION MODELLING (BIM)

Introduction to Building Information Modeling (BIM)

This one day course is designed to introduce students to the concepts of BIM and the tools most commonly used in the industry. Intro to BIM is currently in development by our staff and will include topics such as: what is Building Information Modeling, who is using BIM in the Building Industry, what technology tools are commonly associated with BIM, how does the BIM process effect the project, how does BIM change the contractual obligations amongst parties involved, where do various disciplines and parties fit into the BIM process (Architects, Engineers, Contractors, Sub-contractors, Owners). This course will be designed to engage the students and encourage questions and interaction. Where applicable, software will be shown and demonstrated to illustrate BIM and its processes. (One day)

Instructor: IMAGINiT Technologies

Attendees: Principals, Senior Management, Middle Management, Project Managers, Accounting, Estimators, Supervisors, Foremen, Sales, Marketing

Kick Starting BIM Because You Must, A Primer for Starting BIM

This course is primarily designed for those contractors at a crossroads trying to decide if they should get into BIM or not. Although primarily for beginners, established users of BIM have attended this session and told CMCEF they felt it provided a comprehensive overview of the process, which helped fill holes in their knowledge of BIM, and aided in developing or refining strategies for utilizing BIM in their company's workflow. The highlights of

this course are: An overview of the BIM process; what BIM is all about; how it is being used; and how it is impacting the mechanical contracting industry; opportunities that BIM and 3D modeling technology afford mechanical and plumbing contractors, including use of total station technology; and what it takes to start-up BIM in terms of infrastructure, software, hardware, personnel and training. This includes specific details and costs; options for starting BIM, including outsourcing; strategies for using BIM to execute more efficiently; and developing an initial BIM plan. (One day)

Instructor: Peter McKenzie

Attendees: Principals, Senior Management, Middle Management, Project Managers, Accounting, Estimators, Sales, Marketing

Getting the Most from BIM Project Execution Plans

This course closely examines BIM Project Execution Plans, which are the written specifications and requirements that typically govern the use of the BIM process on specific construction projects. Many contractors enter into the BIM process without a full understanding of just what they have signed up for. This course covers how to evaluate a BIM Project Execution Plan, and the resources and skills needed to participate in a BIM project. It is an excellent follow-up to the "Kick Starting BIM" session as it emphasizes and builds on the topics and strategies introduced in the first course. The highlights of this course include exploring the typical goals of a BIM Project Execution Plan; the benefits of using a BIM Project Execution Plan; what is in a well-written BIM Project Execution Plan; what are the impacts of a BIM Execution Plan on the mechanical and plumbing contractor; identifying and mitigating red flags (the requirements that can have a negative impact on your budget and schedule); taking the lead; facilitating and leading the process for the entire project team. (One day).



BUILDING INFORMATION MODELLING (BIM) *...continued*

Instructor: Peter McKenzie

Attendees: Principals, Senior Management, Middle Management, Project Managers, Accounting, Estimators, Supervisors, Sales, Marketing

Implementing and Managing the BIM Process in Your Organization

Contractors who have successfully utilized BIM see it as a primary function of Project Management, and have found that it is a major change in the way they conduct business. As such it is necessary to create a comprehensive plan for determining how BIM is to be integrated into their company's workflow. Closely related to that concept is the fact that one of the hardest parts of implementing BIM into your company is finding and training qualified CAD detailers to not only create Building Information Models, but to negotiate coordination on behalf of your company, and work closely with Project Management and Field Supervision to develop strategies for utilizing BIM to more effectively build their projects. Highlights of this course include creating a reliable, repeatable linear process from start to finish for implementing BIM in your company, including: Pre-planning the process; creating a plan for building the project; identifying opportunities and strategies for executing more methods to ensure your plan is followed while immediately identifying any negative trends that may have an impact on schedule and budget; integrating BIM into the field; creating buy-in and building teams; measuring performance; creating metrics, history and accountability; understanding the duties and responsibilities of BIM detailers; hiring and staffing both from within your organization and externally; means and methods for creating a comprehensive, ongoing program for your BIM staff. (One day)

Instructor: Peter McKenzie

Attendees: Principals, Senior Management, Middle Management, Project Managers, Accounting, Estimators, Supervisors, Sales, Marketing



COMMISSIONING

Commissioning Z320

The course will be based on the application of the new commissioning standard and the associated web-based commissioning check sheets. This is the first commissioning standard that will address building commissioning as a whole including all disciplines in the construction process and their participation. The course is intended to guide the participants through the complete commission process from pre-design to post occupancy of the facility, and address the need to provide the capability of ongoing and re-commissioning of the facility in the future.

Instructor: Bill Carson

Attendees: Senior Management, Middle Management, Project Managers, Estimators, Supervisors, Foreman

Commissioning 101

The scope of this presentation will cover an overview of commissioning, commissioning requirements for LEED Standard, the roles and responsibilities of key persons for projects with regards to commissioning, the commissioning process and its deliverables. Some of the course topics will include: what is commissioning, what is a commissioning agent, when does commissioning start, commissioning activities, benefits of commissioning, return of

investment. (Half day)

Instructor: Bill Carson

Attendees: Senior Management, Middle Management, Project Managers, Estimators, Supervisors, Foremen

ESTIMATING

Computerized Mechanical Estimating

The objective of this program is to provide students with the groundwork and principals of mechanical estimating by taking them step by step through the entire computerized estimating process. Course material entails the History of Estimating, Bid Documents, Communication, Surety and Bonding, Performance Take-off, Extension Reviews, Recapitulation, Final Pricing, Bid Analysis and Review, and more. The course is broken into three sessions. The Web-based instruction will feature two (2), two-hour sessions that will be delivered one week prior to the practical classroom portion. These sessions will be hosted by a live instructor who will deliver theoretical course subjects. Part two will be the practical portion of the course where participants perform a practical take-off of a project. This portion will be three days of classroom training. The third portion of the course will be a one-hour, web-based session allowing the participants an opportunity to assess their performance through analysis of their bid results along with their peers. (Three days).

Instructor: Wally Jurina

Attendees: Project Managers, Estimators

The Project Acquisition Process

The Project Acquisition process creates an orderly and repetitive process for marketing and estimating. The PA Process creates and defines the relationship between operations and estimating, an often missing link within the estimating process for feedback and validation of labour units. It places the preparation of the proposal at the beginning of the process rather than at the end. Thus, each estimate is not an original work of art, but rather a systematic repeatable process. Individual topics include when to say 'No', how to evaluate opportunities, how to differentiate your firm, timing organization, 'do's and don'ts', error prevention/checklists, preconstruction conference, timing, agenda and attendees, what is modular estimating to name a few. (Four to 12 hours).

Instructor: Jack Wilhelmi

Attendees: Principals, Senior Management, Middle Management, Project Managers, Estimators

Back to Basics - Estimating for Contractors

This course will cover aspects of both estimating and business practices for contractors. Topics include: Requirements of estimators as well as defining the estimating goals; organizing the take-off; identifying common mistakes; re-checking the estimate; look at overhead, profit, cost recovery and risk analysis as well as, project start-up, business failure, cost control, work breakdown structure, labour reporting, change orders and earned value analysis. (One day).

Instructor: Richard Worr

Attendees: Principals, Senior Management, Middle Management, Project Managers, Accounting, Estimators

Estimating for Profit

This seminar illustrates how contractors can modify their bidding practices to establish a true cost and improve success ratios by reviewing the key elements of an estimate. Estimating for Profit will benefit any contractor who depends on good estimating practices



Continued On Page 46

ESTIMATING ...continued

for acquiring work and retaining clients. Some of the material covered in this program includes: choosing jobs, tips on checking estimates, good estimating procedures, application of labour factors, labour units and cost codes, common estimating and management mistakes, application of key components of the estimate, material purchases analysis of the bid summary, project scheduling, determination and recovery of correct overhead, and more. (Half day)

Instructor: Richard Worr

Attendees: Principals, Senior Management, Middle Management, Project Managers, Accounting, Estimators

Basic Principles & Practices of Project Construction Estimating

This seminar will provide a practical knowledge of cost estimating, cost management and conceptual estimating principals. Learn how to develop project costs and how to organize construction cost information. Understand how contractors, engineers, architects and owners work through project costs to prepare meaningful estimates. (One day)

Instructor: Dr. Awad Hanna

Attendees: Principals, Senior Management, Middle Management, Project Managers, Estimators, Supervisors, Foremen

How to Avoid Killer-Jobs By Improving Estimation Accuracy

Estimation accuracy is vital to a contractor's survival. One wrong estimate could lead to a major Killer-Job which can erode the entire company's profits. The participants in this course will learn how to mine the existing database to identify the company's overall productivity performance. The data analysis will then be used to

improve the estimation accuracy based on the company's overall performance. This course is a hands-on workshop. Participants will work with real data and learn how to sort and use the data analysis tools. (One day)

Instructor: Dr. Perry Daneshgari & Heather Moore

Attendees: Principals, Senior Management, Middle Management, Project Managers, Estimators

SUPERVISORY

Supervisory 101

Participants attending this course will be instructed on many aspects involved in project planning, managing the job site, monitoring the project and closing out a project. Instructional topics will include the phases of construction, staffing issues, construction documents, project controls, commissioning and project turn over. (Seven days)

Instructor: Gary Leaman

Attendees: Project Coordinators, Supervisors, Foremen

Growing and Developing Supervisors

If you want to develop men and women into managers, or perhaps want to work on your supervisory skills, this seminar can help. Geared towards anyone who manages people, including foremen, owners and project managers, this real world presentation has been used to train over 8000 supervisors in leadership, transition to management, problem solving and ending communication conflict. (One day)

Instructor: Kevin Dougherty

Attendees: Principals, Senior Management, Middle Management, Project Managers, Supervisors, Foremen

Advanced Supervisors:

Turning Supervisors into Better Leaders

A program designed for foreman, superintendents, shop foreman and anyone who could make a difference to job profitability. With today's jobs being more competitive, having aggressive schedules, being inconsistently managed by the customer, skilled manpower shortages, and every project involving more documentation and administrative needs, today's supervisor is critical for profitability. Gone are the days when the supervisor could wing it. Today's successful supervisors must manage not only the field, but also be able to understand how the whole process fits together. This program will provide today's supervisor with the tools needed to be successful. (One day)


Instructor: Kevin Dougherty

Attendees: Principals, Senior Management, Middle Management, Project Managers, Supervisors, Foremen

PROJECT PLANNING & SCHEDULING

Principles and Practices of Project Scheduling

Modern mechanical construction projects both large and small are complex endeavours, involving many products, systems and often disparate players. The coordination and assembly of all the necessary elements at a site is almost impossible to achieve without extensive up-front planning and scheduling. This course provides an overview of the various methods of construction scheduling in current use and serves as an introduction to CPM scheduling for those who must work with schedule submittals from the contractor. The primary objective of this course is to provide an introduction to principles of network scheduling and its potential impact on delay claims by the contractor. The second objective of this seminar is to provide a hands-on workshop environment where attendees will have an opportunity to work in pairs to create a simple CPM sched-



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PROJECT PLANNING & SCHEDULING

ule based upon predetermined criteria and to discuss the issues involved. (One day)

Instructor: Dr. Awad Hanna

Attendees: Principals, Senior Management, Middle Management, Project Managers, Estimators

Achieving Greater Project Success and Profitability through Pre-Construction Planning

A recent study led by Dr. Awad Hanna showed increased profit margins and project success by following a comprehensive formal pre-construction planning process. The study presented a successful model for pre-construction planning. Those projects that used a planning process similar to the "model" planning process tended to perform more successfully – they achieved an average profit margin of 23 per cent as compared to projects that were poorly planned and achieved an average profit margin of only three per cent. The goal of this seminar is to assist mechanical contractors in developing a formal pre-construction planning process that extends through the three project stages: bidding, pre-construction and project execution. The seminar will also include major principles for successful implementation of pre-construction planning. (One day)

Instructor: Dr. Awad Hanna

Attendees: Principals, Senior Management, Middle Management, Project Managers, Estimators

Planning and Unplanned Schedule Compression for Mechanical Contractors

Mechanical contractors confronted with the need to compress a construction schedule face the potential for extreme difficulties. One of the more difficult problems associated with planned schedule compression is the associated delays, disruptions and partial work suspensions that are commonly concurrent, leading to unplanned compression. Planned and unplanned schedule compression can be thought of as a reduction from the normal experienced time, or optimal time, for the type and size of project being considered. This seminar presents the development of the planned schedule compression concept file for mechanical contractors. Each concept attempts to provide a significant, distinct and executable objective for enhancing the construction process and minimizing the impacts of schedule compression. (One day)

Instructor: Dr. Awad Hanna

Attendees: Principals, Senior Management, Middle Management, Project Managers, Estimators

Managing Construction Delay Claims

In this course you will learn about the many effective tools and techniques for analysing project schedules and time related claims. Topics covered include delays, schedule compression and acceleration, delay impact excusable/compensable, concurrent and pacing delays, bar chart analysis, as planned versus built, scheduled or collapsed CMP schedule, overhead, loss of labour productivity, labour and material escalation and the impact of schedule compression. (One day)

Instructor: Dr. Awad Hanna

Attendees: Principals, Senior Management, Middle Management, Project Managers, Estimators

Short Interval Scheduling

The students will learn hands-on, the simple methods and tools that can be used to schedule their jobs and how to identify the obstacles and reduce labour waste which can improve job productivity by more

than 30 per cent. Items introduced, explained and applied within the course will include the impact of scheduling on their job productivity, tracking forms for a three-day schedule, charting the data, and analysis and interpretation of the charts. (One day)

Instructor: Dr. Perry Daneshgari & Heather Moore

Attendees: Principals, Middle Management, Project Managers, Supervisors, Foremen

Project Scheduling & Time Management Made Easy

Scheduling and Planning have an enormous impact on project productivity and profitability. When used correctly, Planning, Scheduling and Time Management skills will help the project managers and supervisor to foresee and react to the constant changes on the job site. A construction job site is a very fluid work environment, in a state of constant change. Schedules are made to change. However, in spite of schedule changes, the plan needs to proceed. No job will finish without at least 70 per cent change in its schedule, some planned, some unplanned. This course will teach the principles of Project Scheduling and Time Management. It will focus on: Owner and GC's schedule breakdown, Creating the Work Breakdown Schedule (WBS), Total Job scheduling and planning: integrating short- and long-term schedules with a plan, three weeks look ahead for: Labour, Material and Equipment, Tools, and Schedule of Value, Scheduling feedback and optimization of tasks. The participants will learn how to establish a useful schedule and manage project related time. They will experience simple methods and tools for scheduling and tracking that can improve visibility and knowledge of their jobs. They will learn how to identify the obstacles and correct the schedule and feedback to the GC's milestones. The usage of correct scheduling skills will improve profits and cash flow. (One day)

Instructor: Dr. Perry Daneshgari

Attendees: Principals, Middle Management, Project Managers, Field Supervisors

COMMUNICATIONS & NEGOTIATIONS

Communication Skills for Personal and Organizational Effectiveness

The ability to communicate is critical to anyone's success. Effective human interaction in any setting, especially at work, is based on sound communication techniques. In this workshop we explore this crucial aspect of human productivity. After completing this training, participants will be able to understand the importance of effective communications, understand and evaluate the communication process, approach communications as opportunities, establish a communication process that works and is repeatable successfully, manage their own communication "attitude," determine how to adapt their communications to different people, understand the powerful role played by effective "listening" techniques, establish rapport with others and contract with others to maximize performance, understand how to assert themselves, and deal with difficult situations. (One day)

Instructor: Gerry Call

Attendees: Principals, Senior Management, Middle Management, Project Managers, Accounting, Estimators, Supervisors, Foremen, Sales, Marketing

Team Building

Teams exist in many forms and perform many functions throughout the organization. We sometimes call them committees, task forces, project groups and other names, but the essential requirements are that people work effectively together to get more from the team than just the sum of the individual contributions of the team members. This workshop is designed to take an 'intact' team and furnish them with the skills and knowledge to form a strong team and function

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COMMUNICATIONS & NEGOTIATIONS

effectively. (One day)

Instructor: Gerry Call

Attendees: Principals, Senior Management, Middle Management, Project Managers, Accounting, Estimators, Supervisors, Foremen, Sales, Marketing

Leadership, Relationship, Change

Managing projects is all about managing change – for your customers, your community, your organizations and your delivery partners. This two-day course goes beyond the basics, exploring what it takes for key project team players – project managers, business analysts, sponsors and team leads – to step up to the leadership and change challenges inherent in the most complex and demanding projects. Participants will gain practical skills to: identify, explore and apply advanced project and change management theory and skills; survey selected project manager, team, change management, leadership and relationship management models; recognize human issues in project management and apply appropriate models; understand what sets the high powered project team apart and how they must use leadership and change management approaches to create and sustain a high powered project team. (Two days)

Instructor: Maria Trott

Attendees: Principals, Senior Management, Middle Management, Project Managers, Accounting, Estimators, Supervisors, Foremen, Sales, Marketing

Human Resource Strategies for the Construction Supervisor

This course provides practical information for today's construction manager regarding recruiting, hiring, training, motivating and compensating employees. It also contains a wealth of industry-specific

material and employment law, HR policies and procedures, progressive discipline, absenteeism management and the use of human resource information systems. (Two days)

Instructor: Gary Robertson

Attendees: Senior Management, Middle Management, Project Managers, Supervisors, Foremen

The Art of Negotiation

In this two day workshop we explore how to build strategies to get what you need while helping others get what they need. More and more decisions require negotiation, both in our personal and work lives. Everyone negotiates something every day. In this workshop, we help participants develop the skills, knowledge and attitudes required to negotiate effectively. This workshop will be useful for anyone involved in situations where peoples' mutual needs may conflict. We will involve participants using a combination of small group exercises, debate and case studies, in order to maximize learning. Participants will leave the workshop with a participants' manual containing all workshop materials and handouts. (Two days)

Instructor: Gerry Call

Attendees: Principals, Senior Management, Middle Management, Project Managers, Estimators

CHANGE ORDERS

Change Notice Management

This course is designed specifically for the contracting industry professional with project responsibilities. The course deals with management of the change notice process. Students are introduced to the concept of change notice and its effect on the Base Project. "In class" exercises are conducted and practical industry examples of change notices are analysed. A workshop environment is employed, case studies are reviewed, and techniques for managing the change notice process are taught and demonstrated. (One day)

Instructor: Richard Worr

Attendees: Principals, Senior Management, Middle Management, Project Managers, Supervisors, Foremen

Cumulative Impact of Change Orders

This program will examine the cumulative effect that change orders have on labour productivity for contractors. With three separate studies undertaken, this review of the cumulative effect of change orders will look at types of change, recoverable change order costs, methods of quantifying the impact of change orders on labour efficiency, the Cause and Effect Method, characteristics of projects impacted by change orders and much more. A must see seminar. Bring your calculator, you will need it! (One day)

Instructor: Dr. Awad Hanna

Attendees: Principals, Senior Management, Middle Management, Project Managers, Supervisors, Foremen

BUSINESS MANAGEMENT

How to Avoid Claims and Increase Profits

Everyone would love to avoid claims, but who wants to lose profit on the job? This one day program focuses on avoiding claims, and increasing profits through better Change Order procedures. In the morning, participants learn to "Read between the Lines" before the deal is done, and how to protect their interests in a cooperative manner. The afternoon is spent learning how to improve your ability to price changes on the job by recognizing the "often missed" components of the actual cost of the change. By recognizing these components, and explaining them to the client professionally, you greatly increase your chances of



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BUSINESS MANAGEMENT ...continued

having your project be a success! (One day)

Instructor: Dr. Awad Hanna

Attendees: Principals, Senior Management, Middle Management, Project Managers

Procurement Chain Management

This workshop is designed to provide the knowledge to assess both the weaknesses and strengths of procurement management practices. Procurement in the construction industry has primarily been a function of the specialty contractor. A few general contractors have attempted to purchase materials directly from manufacturers. The hidden costs and other effects of direct purchasing on owners up to now have not been clearly defined. By reducing the costs associated with procurement, mechanical contractors will be able to outperform their competition and dramatically increase profits. 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. Mechanical contractors can capitalize on the procurement methods suggested in this model to more effectively work with suppliers and customers. (One day).

Instructor: Dr. Perry Daneshgari

Attendees: Principals, Senior Management, Middle Management, Project Managers, Supervisors, Foremen

Vendor Partnership in Mechanical Contracting Kick-off Workshop

This intensive working session is designed to establish the basis for the partnership between the mechanical contractor and their distributor partner. The vendor partnership approach has demonstrated significant cost savings for both partners when they understand each other's issues and work together to find solutions. Up to now, because of the typical adversarial relationships, the hidden costs and the other effects of direct purchasing have not been clearly defined. By reducing the costs associated with procurement, mechanical contractors and their distributor partners will be able to outperform their competition and dramatically increase profits. Topics include operational models for contractors and distributors; procurement cost drivers; in-depth understanding of the interfaces in the procurement process; and issue resolution and procurement process measurement. This workshop brings together key mechanical contractor and vendor partner personnel so that everyone understands the purpose of the partnership and how it will work. (One day)

Instructor: Dr. Perry Daneshgari

Attendees: Principals, Senior Management, Middle Management, Project Managers, Accounting, Estimators, Supervisors, Foremen, Sales, Marketing

Financial Statement Analysis

Your bank and your bonding company know how to read your financial statements. Do you? They have you at a decided disadvantage when you don't understand the impact of the information that you are giving them. Learn how to read your financial statements and, more importantly, how to structure them to your advantage. Includes a comprehensive workbook. (One day)

Instructor: Ron Coleman

Attendees: Principals, Senior Management, Accounting

General Business Practices

Hone your skills in time management, negotiations, marketing, TQM and several other key business practices. Hands on ideas that you can implement straight away. Includes a comprehensive workbook. (One day)

Instructor: Ron Coleman

Attendees: Principals, Senior Management, Middle Management, Project Managers, Accounting, Estimators, Supervisors, Foremen, Sales, Marketing

Operation Model for Maximizing Profitability

This course addresses how to prepare for labour relations and new market realities such as reverse auctions and alternative procurement methods. The course will also address principles that have increased productivity of: labour, project management, office management, operational theories. Participants will learn the implementation steps for an Optimal Mechanical Construction Business Model that will improve productivity and profits by better than 30 per cent. (One day)

Instructor: Dr. Perry Daneshgari

Attendees: Principals, Senior Management, Middle Management, Project Managers, Accounting, Estimators, Sales, Marketing

Ideal Jobsite Inventory Levels

Inventory cost is the second largest expense to contractors. Poorly planned or poorly managed material on the jobsite is known to dramatically increase man hours and labour cost by as much as 40 per cent. By exploring the practices of other inventory intensive businesses and the principles guiding material procurement, movement and availability, a contractor can develop and implement practices which result in improved or even ideal inventory cost management and control. (One day)

Instructor: Dr. Perry Daneshgari or Philip E. Nimmo IV

Attendees: Principals, Middle Management, Project Managers, Supervisors, Foremen

Planning and Control

You can only manage what you can measure. Unless you keep control of your projects from day one how will you maximize the profits and minimize the risk? Use these techniques to increase your rate of success. Includes a comprehensive workbook. (One day)

Instructor: Ron Coleman

Attendees: Principals, Senior Management, Middle Management, Project Managers, Accounting, Estimators, Supervisors, Foremen, Sales, Marketing

Pricing, Profits & Cash Flow

Learn how to impact these critical areas of your business. Do you know how to calculate your break-even sales? Do you know how to double your profits? Do you know the importance of working capital and how to use it to your advantage? These and other key elements of a successful business are covered in this module. Includes a comprehensive workbook. (One day)

Instructor: Ron Coleman

Attendees: Principals, Senior Management, Middle Management, Project Managers, Accounting, Estimators, Supervisors, Foremen, Sales, Marketing

Succession Planning and Sale of Business

Learn how to structure your company for continuity, how to value

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Business Manager - Larry Matychuk

BUSINESS MANAGEMENT ...continued

your business, how to sell it to employees or family who have little or no money, how to project your assets during the transition, the tax implications of selling assets or shares, and how the buyer can pay with money that only attracts 18 per cent income tax. (One day)

Instructor: Ron Coleman

Attendees: Principals, Senior Management

The CCA 1 – 2008 Stipulated Price Contract:

Understanding the Prevailing Industry Subcontract Document

This course offers a detailed review of the standard subcontract document widely used throughout Canada. The CCA 1 is a balanced contract, developed jointly by generals and trades, which aims to fairly allocate risks and responsibilities in a comprehensive way. Particular emphasis will be placed on the key provisions with which trades should be operationally familiar, as well as those affecting their risks generally.

Instructor: Geza Banfai

Attendees: Principals, Senior Management, Middle Management, Project Managers, Accounting, Estimators, Supervisors, Foremen

Claims Avoidance

Claims have long been identified as one of the most significant issues that face contractors, owners and architect/engineers alike. Invariably, claims create an adverse environment that often prevents long-term relationships, the foundation of a strong company. This seminar investigates the common causes of claims, then builds on that knowledge to generate common sense strategies to avoid claims. The course material is highlighted with recent, real-life case studies

that illustrate successes and failures by contractors as they navigate the minefield created by claims. (Half day)

Instructor: Tim Wentz

Attendees: Middle Management, Project Management, Supervisors

Design of Effective Work in Process Calculations

Construction contracting is one of the most rewarding yet challenging professions in the world. It is one of the few professions that require massive upfront investment prior to actual cash inflow. Rule of thumb for any project start up is 30 per cent of the total value of the contract has to be available for upfront investment before any billings. In fact, most of the projects do not become cash-flow positive until the last five to 10 per cent of the job. The dilemma that the contractors face in income, cash-flow, billings and expenditures, requires a constant balancing act. The contractors need a system that allows them to see cash-out, billing and cash-in, in order to manage their daily activities. Unfortunately, neither the accounting nor the estimation data can help create a visible and responsive process for Sales, Billings and Cash-Flow. The fact of the matter is that the sales of a contractor have nothing to do with its billing. This small misunderstanding could cost the contractors tens of thousands of dollars in revenues and taxes. The main attributes of this seminar are: Basic elements of Work in Process; Required update areas of WIP; How to create a WIP report. (One day)

Instructor: Dr. Perry Daneshgari

Attendees: Principals, Senior Management, Middle Management, Project Managers, Accounting, Estimators, Supervisors, Foremen, Sales, Marketing

Strategy in the Eye of the Storm: Developing a Proactive and Sustainable Strategy for Today and Tomorrow

The construction industry across North America is experiencing unprecedented uncertainty and volatility. Having enjoyed an extended period of economic prosperity, many industry executives find themselves navigating uncharted water. The vast majority of contractors are simply focused on getting work and view long term strategy a luxury they cannot afford. Long-term thinking has been supplanted by the here and now. However, construction organizations that do not think "big picture" risk failing to position themselves with markets, customers, and both internal and external resources. Decisions on future niches/markets, management practices, personnel development and organizational succession require careful planning and reflection on the within "New Normal" economic model the industry faces. Customers, competition, internal company factors and external "climatic" and environmental changes within Canada and across the world influence how every contractor should examine their capabilities and long term positioning. Ultimately, it is this analysis that guides the organization's ability to successfully get work, executive work and keep score in the new economy of today and tomorrow. FMI will discuss practical information and strategies that can help construction executives, managers and project teams through the difficult times ahead with a focus on shaping the business for the future. The main attributes of this seminar are:

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Coast to Coast in Canada

BUSINESS MANAGEMENT ...continued

Examine the trends impacting construction organizations today and tomorrow; Utilize a Cast Study to appropriately evaluate a business objectively; Evaluate the root causes of the inefficiency, ineffectiveness and malaise in a construction organization; Redirect your organizational efforts in the “get work, execute work and keep score” arenas to provide long term sustained success.

Instructor: Gregg Schoppman

Attendees: Principals, Senior Management, Middle Management

Developing Operational Excellence: Developing a Strategic Culture Dedicated to Improving Productivity

Contractors must continually improve their project execution practices. In this new economy, holding course and maintaining the status quo will simply not be enough. There is nothing like improving your productivity to significantly impact your competitiveness and bottom line. FMI's P3 Model – processes, people and productivity tools – provides a comprehensive framework to address productivity and includes a focus on the human element of productivity. As a mechanical contractor, the difference between a successful project and a losing project is your ability to effectively manage direct costs, particularly labour. For many construction companies, field labour represents the largest, single controllable cost and, therefore, the largest potential opportunity to impact the bottom line. FMI's Occupational Excellence program teaches the fundamental aspects to creating a lean, efficient organization. FMI's Productivity Builder® Process focuses on not only improving key management processes, but also establishing a level of consistency that becomes the firm's standard practice. The main attributes of this seminar are: How much a five to 10 per cent savings in annual field-labour costs will improve your bottom line; How productivity can help you get low on bid day; How FMI's P3 Model addresses processes, people and productivity tools for a comprehensive approach to productivity improvement; What it really takes to create a sustainable advantage through productivity improvement; The long term commitment required to change your organization; How to prepare your company to be a lower-cost producer in a tough economy.

Instructor: Gregg Schoppman

Attendees: Principals, Senior Management, Middle Management

Business Development Strategies:

Developing a Proactive Strategy to Increase Sales

This course will help you understand how to find, target and win the right customers and project opportunities. You will learn a consultative approach to selling that puts you in a position of helping customers buy, versus having to sell them. You will learn to sell value and build loyalty and lasting relationships. Are you charged with: Selling new and/or current customers?; Out-manoeuvring the competition to get your firm positioned as the right choice?; Finding the customer “hot buttons” that give your firm the edge?; Building the customer's perception of value?; Building customer loyalty? If the answer is yes, this program will help you develop your firm's tool kit for successful sales and business development. This business development workshop will give you the skills you need to capture the “right” customer and project opportunities. You will uncover the myths surrounding customer expectations and discover how to win in the new world of sales. Additionally, you will learn why selling the project is not enough – you will need to keep that customer for life! Differentiation and creating your firm's edge a bid day truly mean the difference between surviving and creating profitability long term. This hands-on session teaches the skills needed to be successful in sales – whether you are new to the game or a seasoned pro! The main attributes of this seminar are: Explore the sales model that is

winning work in the construction industry; Examine FMI Estimating Model and structure your estimating/business development team appropriately; Identify how to segment your prospects to give you the greatest opportunity for success; Understand the importance of referrals and testimonials; Adopt a “customers for life” philosophy that will serve you throughout your career; Learn what clients really want from construction companies; Strategize how to get through gatekeepers and address objections; Learn to convert your market intelligence into booked backlog.

Instructor: Gregg Schoppman

Attendees: Principals, Senior Management, Middle Management

Business Networking Workshop

Successful business networking is a social skill that will allow you to stand out from the crowd while you develop an ever expanding range of valuable business and personal contacts. Like any skill, business networking can be mastered with practice and persistence. It takes time to perfect and become comfortable in networking situations, but the results far outweigh the effort for anyone who is serious about their career. This workshop has been designed for those of us who find networking at meetings or other business related events challenging. It will be most valuable for anyone who would like to: Feel comfortable in social business situations; Know how to plan for and to get the most out of business meetings and events; Leave others with a lasting positive impression. (Half day)

Instructor: Jim Baston, BBA Consulting

Attendees: Principals, Senior Management, Middle Management, Project Managers, Accounting, Estimators, Supervisors, Foremen, Sales, Marketing

Three P's to Powerful Presentations Workshop

This workshop has been designed for those of us who make presentations to customers and prospects to advance or support the sale of products and/or services. The presentation may be in support of a specific proposal, it may be a “lunch and learn” for the staff. Regardless of the nature of the presentation, this workshop is designed to help you be more: Confident and comfortable with you material; Impactful and persuasive with your message; Prepared to manage and guide the interactions to a positive result. The workshop is divided into three sections – the Three Ps to Powerful Presentations, namely Planning, Preparing and Presenting. A successful presentation depends upon all three. We will explore each of the P's, and provide tools and tips to guide you through each. (One day)

Instructor: Jim Baston, BBA Consulting

Attendees: Principals, Senior Management, Middle Management, Project Managers, Accounting, Estimators, Supervisors, Foremen, Sales, Marketing

Becoming Contractor of the Year

While Making More Money and Having More Fun

The program helps you develop the right mindset for making more money and having more fun; it takes you through the simple three-step process and we will then start you on your own journey. It is based on Mr. Coleman's new book of the same title. All participants get a free copy of the book. (Half day)

Instructor: Ron Coleman

Attendees: Principals, Senior Management, Middle Management, Project Managers, Accounting, Sales, Marketing

Winning in Tough Times

This program identifies the key issues that contractors need to address in order to make money during tough times. Learn how to match your overhead to sales; develop successful sales strategies; develop techniques for improving your efficiency. Know what realistic gross profit figures are for different types of work and what is a

Continued On Page 52

BUSINESS MANAGEMENT ...continued

reasonable overhead structure. (Half day)

Instructor: Ron Coleman

Attendees: Principals, Senior Management, Middle Management, Project Managers, Accounting, Sales, Marketing

Finance and Accounting for Non-Financial Managers

Sharpen your financial skills with this two-day interactive training event. Learn the vocabulary required to properly understand financial reports. Participate in financial analyses so you can control overhead costs, produce effective job cost reports and discover opportunities for improvement. Bridge the knowledge gap for non-financial managers and improve the financial status of your company. There are hands-on exercises that walk you through each step of the financial process and you'll take home a comprehensive course manual filled with the paperwork you need to improve your business. (Two days)

Instructor: Wayne Newell

Attendees: Owners, Principals, Senior Management, Middle Management, Project Managers, Estimating, Sales, Marketing.



ENVIRONMENTAL

Green 101

Green 101 is a unique industry-specific course that answers your most basic questions and addresses your most urgent concerns about the growing and increasingly important green building phenomenon. It will target those contractors and service professionals wanting to learn the basics of the subject such as: basic terms, definitions and technologies involving green and sustainable construction. The course is taught by Tim Wentz, assistant professor at the University of Nebraska – Lincoln, a registered professional engineer, a LEED Accredited Professional, a licensed heating contractor and a licensed master plumber with over 20 years in industry experience as a mechanical contractor. (Half day)

Instructor: Tim Wentz

Attendees: Principals, Senior Management, Middle Management, Project Managers, Estimators

Green 201: Profitable Strategies for Mechanical and Plumbing Contractors

A continuation of the Green 101 fundamentals course, Green 201 explores marketing and branding opportunities for firms wanting to become more involved in this rapid growth segment of our industry. The seminar also explores identifying the best green alternative for your client and how to produce a competitive advantage with various green strategies. (Half day)

Instructor: Tim Wentz

Attendees: Principals, Senior Management, Middle Management, Project Managers, Estimators

PRODUCTIVITY

Jobsite Productivity: How to Protect It... How to Improve it

This class will examine the typical construction day, with the intent of better understanding the factors that affect productive work. Methodologies for improving jobsite performance on the regular job will be examined. Then, drawing on recent industry research, various

labour productivity factors will be reviewed to develop methods for minimizing negative factors and to capture data to prove damages, if necessary. (One day)

Instructor: Tom Williams

Attendees: Principals, Senior Management, Middle Management, Project Managers, Supervisors, Foremen

Managing Field Productivity to Improve the Bottom Line

This seminar discusses the causes of poor labour productivity, measuring productivity for controlling items of work, performance factor, forecasting project outcomes, productivity measurement, daily productivity measurements, performance evaluation reports, factors affecting labour productivity, what to do to reduce the impact of schedule compression and acceleration, manpower loading and s-curve, pre-planning, site logistics, site layout, deliveries, storage and material handling. (One day)

Instructor: Dr. Awad Hanna

Attendees: Principals, Senior Management, Middle Management, Project Managers, Supervisors, Foremen

Project Tracking to Improve Labour Productivity: An Earned Value Approach

To successfully manage a project; Mechanical contractors need to know when and where the job man-hours are deviating. Earned Value Analysis (EVA) is one of the most powerful tools in the mechanical contractor's toolkit. This seminar presents the fundamentals of EVA and how it can be used to develop manpower loading charts, how to track and measure percent complete, how to predict the job outcomes when the job is just 20 per cent complete and how to compare your performance to industry benchmarks. The seminar will also present a comprehensive job tracking system based on tracking project man-hours. A simplified and yet accurate job tracking system for small- and medium-size mechanical contractors will be also shown in this seminar. (One day)

Instructor: Dr. Awad Hanna

Attendees: Principals, Senior Management, Middle Management, Project Managers, Supervisors, Foremen

PROJECT MANAGEMENT

Project Management

This 10-day program is put together with the help of the University of Waterloo and a number of the top trainers in our industry. Divided into two five-day sessions, the Project Management Course covers such topics as Project Administration, Scheduling, Managing Individual Differences, Safety, Change Orders, Construction Law, Job Costing, Communications and Negotiation, Dispute Avoidance & Claims, Labour Relations, Project Completion and more... To date CMCEF has trained more than 600 individuals in this, its anchor program. (10 days)

Instructor: Darya Duma, Richard Worr, Warren Griffin, Gary Robertson, Andy McLaughlin, Gerry Call

Attendees: Middle Management, Project Managers, Estimators, Supervisors, Foremen

* Please note, only one PM course will be offered each calendar year

Managing Risk – Practical Ways to Reduce Losses

This session will focus on Risk Management and Loss Prevention covering the following: Property, Liability, Automobile and Personnel. Major topics of discussion will include: What is Risk Management? What does it mean to you? How can you benefit? What is Loss Prevention? How do you utilize it? What can you do to reduce your risk? (One day)

Instructor: Richard Frost

Attendees: Principals, Senior Management, Middle Management, Project Managers

PROJECT MANAGEMENT ...continued

Project Document Control

This course is designed to provide a system of organized documentation through the use of 10 major categories. The lack of organized information is a root problem for claims and the inability to organize and track the project. The participant who understands the basic value of a document will be shown a method of electronically filing for future reference. This systematic approach with multi-level drill down capability of each of the 10 categories allows for any company to adapt their present needs to this format. (One day)

Instructor: Richard Worr

Attendees: Senior Management, Middle Management, Project Managers, Supervisors, Coordinators

Project Documentation

The seminar begins by defining what makes a document workable, functional and legal. It will show how documentation serves to protect your interests both during the project and after, should disputes occur. From this foundation the seminar demonstrates how proper documentation can lower risk, increase productivity and solve problems before they occur as well as create lessons learned and produce useable archives for future reference. The seminar concludes by reviewing alternative techniques and methods of documentation. (Half day)

Instructor: Bob Mattia

Attendees: Senior Management, Middle Management, Project Managers, Supervisors, Foremen

Project Management Essentials for Contractors

For new project managers who need to ramp up quickly 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 lifecycle, 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 small-to medium-sized construction projects for their organizations and for their customers. (Two days)

Instructor: Darya Duma

Attendees: Senior Management, Middle Management, Project Managers, Supervisors, Foremen

Project External Issues

This course discusses how to deal with different stakeholders within a project team and project environment. Topics include management and corporate influences, financial influences, various stakeholder influences including regulators, environmental influences, public interface, local community relationships, natives, valuing diversity and media coverage. (Two days)

Instructor: Dr. Jim Lazon

Attendees: Senior Management, Middle Management, Project Managers, Supervisors, Foremen

Contractual Issues, Claims and Disputes

This course reviews the factors which give rise to construction claims and examines the available strategies by owners, consultants and contractors to avoid claims, and the means to minimize their effect on project success. The course will also address contractual issues, change order management and the difficulties which are experienced by all project participants. Topics will include methods to quantify claims (delay and productivity), how to identify duplication in claims, and various means of resolving disputes by focusing on the pros and cons of each approach. (Two days)

Instructor: Steve Revay

Attendees: Senior Management, Middle Management, Project Managers, Supervisors, Foremen

Project Procurement and Logistics

Topics will cover a number of project related concerns including procurement planning activities, commercial practice, tendering, bid evaluation, negotiation and award, contract administration, logistics management, transportation, warehousing and inventory management, modularization, regulatory requirements, customs, claims. (Two days)

Instructor: Dr. Jim Lazon

Attendees: Senior Management, Middle Management, Project Managers, Supervisors, Foremen

Project Construction Management and Construction Administration

Topics will cover design/construction responsibilities and processes, workforce planning, project options for the management of construction, documents, pre-construction operations and estimating, labour relations, contractor(s) responsibility in commissioning, start-up and operations, risk, quality, changes and extras, safety claims and disputes, constructability, value engineering. (Two days)

Instructor: Dr. George Jergeas

Attendees: Senior Management, Middle Management, Project Managers, Supervisors, Foremen

Project Controls

Topics will cover methods of scheduling, how to incorporate risks and uncertainties to develop schedules or estimates, level of accuracy and contingency, classes of estimation – preliminary to detailed, project cost and time control, earned value analysis, snap shot analysis, look-ahead schedules, simulation applications, case studies and applications. (Two days)

Instructor: Dr. Janaka Ruwanpura

Attendees: Senior Management, Middle Management, Project Managers, Supervisors, Foremen

Productivity Improvement

Topics will cover tool time analysis, reasons for non-tool time, measurement of productivity, labour, management and external issues impacting productivity, better work practices and models to predict construction productivity in terms of communication, materials management, sub-contractor planning, supervision, etc. (Two days)

Instructor: Dr. Janaka Ruwanpura

Attendees: Senior Management, Middle Management, Project Managers, Supervisors, Foremen

Managing Project Risks and Uncertainties

Strategic and Tactical Risks, Risk Management Frameworks, Risk Identification, Risk Qualification, Risk Quantification, Risk Response Plan, Risk Mitigation, Integration of Risk Plans with Simulation, Impact of Risks of Estimating and Scheduling. (Two days)

Instructor: Dr. Janaka Ruwanpura

Attendees: Senior Management, Middle Management, Project Managers, Supervisors, Foremen

How to Turn Around a Job Going Bad: A Case Study

Too often, the contractor does not recognize the "problem job" until late in the project, when little can be done. Using an industrial project case study, participants will examine the early warning signs of a project in trouble and examine ways to change the negative direction and momentum of such a project. The emphasis will be in making the job a success while capturing required information should damages need to be proven at job completion. (One day)

Instructor: Tom Williams

Attendees: Principals, Senior Management, Middle Management, Project Managers, Supervisors, Foremen

Continued On Page 54

PROJECT MANAGEMENT ...continued

Introduction to Project Management

This course is designed to give new project managers, project team members and support staff an understanding of the essentials to achieve project success. Participants will learn terminology and standards that assist in planning projects and project communications – the sources of most project difficulties. This is an ideal course for field personnel entering management or to kick-off a project team. (One day)

Instructor: Darya Duma

Attendees: Principals, Senior Management, Middle Management, Project Managers, Supervisors, Foremen

Overview of Preconstruction Planning Process

Change orders significantly alter the nature of the work or the materials to be installed, are highly disruptive and require reworking of installations which already have been completed in order to accommodate the new design. As well, change orders are generally more expensive to perform than in equivalent amount of work in the basic contract. This course will include topics such as recoverable costs, methods to quantify the cumulative impact of change orders, the Factor Approach to overtime, over manning, and second shift, as well as tips for prompt recovery of change order costs. (One day)

Instructor: Dr. Awad Hanna

Attendees: Principals, Senior Management, Middle Management, Project Managers, Estimators, Supervisors, Foremen

Improve Profits by Reducing Labour Risk

Reduction of labour risk has helped many other industries to reduce cost and improve productivity. By controlling variation in many aspects of their work, other industries have been able to reduce labour risk and stay competitive against international low cost producers. Variation and its impacts on contracting are now better understood as a result of research. Variation has impact on all aspects of operation; from office work to field support, from labour management to project management, from material management to supplier relationship and from foreman to foreman. By monitoring and controlling variation in a few small areas of their business, specialty contractors can reduce their labour risk and costs, become competitive and become low cost producers. This course will enable participants to: Identify the sources of variation in their profits, select the methods that will reduce variation in operations, create management tools to continually improve predictability of labour and management, create a labour risk management methodology, and improve how the company appears to lending and bonding companies. (One day)

Instructor: Dr. Perry Daneshgari

Attendees: Owners, Department Managers, Project Managers, Supervisors

Identify & Reduce the Risk of Failure of the Jobsite by Using Process Failure Mode & Effect Analysis

Process Failure Mode and Effect Analysis (PFMEA) is considered one of the most beneficial tools for risk analysis. PFMEA can help determine the process and planning failures on the jobsite and help determine what went wrong and what changes need to take place to correct it. In construction, PFMEA is a method that can be used as a structure for planning and prevention during the manufacturing process. A construction job site is a very fluid work environment, in a state of constant change, both planned and unplanned, and failures can happen at any point in the process. The construction industry is known for complex processes with many different people involved. The jobsite needs proactive management to organize the relationships and remove the risk of these process failures from occurring. This course will teach the principles, exercised successfully by other industries. It will focus on: through understanding and purpose of a

PFMEA, components of the PFMEA, procedures for completing a PFMEA, customizing rating scales, common mistakes and case studies. The participants will learn a useful risk analysis method. They will experience simple methods and tools for planning and reducing process failures on the jobsite. They will learn how to identify the possible effects of the failures which can impact job productivity. Finally, the participants will discuss and learn techniques for improvement. The implementation of PFMEA to jobsites will result in higher profits and increased productivity. (One day)

Instructor: Dr. Perry Daneshgari

Attendees: Owners, Executive Managers, Project Managers and high level Field Supervisors

Strategic Planning for Sub-Contractors

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, sub-tracking from operator's point of view. Using this newfound 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. (One day)

Instructor: Dr. Perry Daneshgari

Attendees: Owners, Department Managers, Project Managers, Supervisors

Sub-Contractor vs. General Contractor

Material Purchasing

Procurement in the construction industry has primarily been a function of the specialty contractor. Currently, a few general contractors have attempted to purchase material directly from manufacturers. This operational philosophy has its roots in bulk-purchasing and vertical integration. Cost and indirect effects of direct purchasing on the project owner were not clearly defined. This workshop is based on a research commissioned by The Electrical Contracting Foundation to investigate the prevailing, existing and alternative models of procurement to determine which model offers the best value to the end-customer. The workshop introduces a new and more efficient procurement model, which will help decrease cost and increase profits for all the stakeholders. The participants will be introduced to three procurement chain models that are being practiced in the construction industry: Specialty Contractor Procurement Model, General Contractor Procurement Model, Owner Procurement Model. The proposed new model suggests methods to eliminate waste and inefficiency in the supply chain. Contractors can capitalize on the procurement methods suggested in this model to more effectively work with suppliers and customers. The workshop participants will be able to use this knowledge to assess both the weaknesses and strengths in their procurement management practices. By reducing the cost associated with procurement, contractors will be in a position to outperform competition and increase profitability. (One day)

Instructor: Dr. Perry Daneshgari

Attendees: Owners, Department Managers, Project Managers, Supervisors

Agile Construction

Agile Construction™ is profitable construction. In spite of schedule changes, the plan needs to proceed. Resources and experience levels change with every personnel reassignment. People learn from ongoing experience. Agile Construction™ allows the contractor to rapidly adapt to job site changes in order to complete each project both profitably and efficiently. The agility (responsiveness) of the contractor at the job site will improve the profits. Agility, not leanness, is what construction jobsite management needs. This course will teach the principles, exercised successfully by other industries. It will focus on: labour productivity and measurement, job scheduling and plan-

PROJECT MANAGEMENT ...continued

ning, procurement management, estimation accuracy and improvement, project financial management. The participants will learn how to establish a useful productivity measuring method. They will experience simple methods and tools for scheduling and tracking that can improve visibility and knowledge of their jobs. They will learn how to identify the obstacles and labour waste which can impact job productivity, and discuss techniques that can improve it by better than 30 per cent. The implementation of Agile Construction to jobs will guarantee much higher profits and better cash flow. (One day)

Instructor: Dr. Perry Daneshgari

Attendees: Owners, Executive Managers, Project Managers and high level Field Supervisors

Value Centered Selling for Project Managers

Our High Impact Relationship Selling Workshop has been designed to help project managers whose major focus may not be selling but where selling plays an important role in their success. The specific content of this workshop will be customized specifically for the mechanical contracting industry, making it practical and relevant. We use a case study approach to allow participants to apply and practice selling strategies and skills that can be applied for immediate results. As a result of taking this workshop the project manager will be able to: get in to see more prospects, ask questions that build trust and uncover new business opportunities, present their recommendations in a manner that motivates customers to action, overcome common objections to win more business at higher margins. (Three days)

Instructor: Jim Baston, BBA Consulting

Attendees: Project Managers, Sales and Marketing

Field Based Project Management "Closing the Gap Between the Office and the Field"

Learn to focus on what is most important and utilize your most valuable resource "your manpower." Improve your ability to anticipate problems and deal with them before they become major issues. Understand what is most important to all the major players and how to leverage these trips, snares or opportunities to your advantage. Some topics include: Introduction to the basics of PM; the Kick-off Meeting; Pre-Planning Meeting; Instituting Shop Coordination and Drawing Processes; Dividing the Planning Process into Manageable Tasks; Job Site Organization; Job Meetings; Scheduling and Project Review.

Instructor: Kevin Dougherty

Attendees: Operation Managers, Principles, Project Managers, Superintendents

Beating the Clock

Multi-tasking is a necessary part of the business environment, but if not managed properly, can lead to confusion, duplication, frustration, stress and loss of motivation. During this one-day course you will learn to get the upper hand on the constant demands by applying specific techniques to prioritize projects and tasks, and use an analytical approach to manage your time. We will discuss the roots of time management issues: setting priorities, being proactive, communication and behaviour patterns and staying focused. (One day)

Instructor: Darya Duma

Attendees: Middle Management, Project Managers, Supervisory/Foremen

Comprehensive Approach to Project Management: Integration of Office and Field Operations

This course introduces the essential tools of



Continued On Page 56

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PROJECT MANAGEMENT ...continued

project planning and execution in a contracting environment. Participants practice project management techniques on a simple turnkey construction project that is developed through the complete project lifecycle. Participants will leave this course with the ability to implement a structured process to successfully deliver small- to medium-sized and large construction projects for their organizations and for their customers. The course is divided into seven modules namely: Project Delivery System and the Changing Role of Project Managers, What Project Managers Should Know About Estimating, Productivity Management and Materials Storage and Handling, Principles and Practices of Project Planning and Scheduling, Contract and Impact Costs. (Two days)

Instructor: Dr. Awad Hanna

Attendees: Principals, Senior Management, Middle Management, Project Managers, Estimators, Supervisors, Foremen

E-LEARNING

First Level Supervisor Training Program (CNCR) E-Learning
Strong supervision skills are key to any construction project. This comprehensive online training program offers the critical basic skills and concepts needed to supervise a crew in the residential, institutional, commercial, industrial and civil construction sectors. The Course uses activities and quizzes to reinforce the learning. This course will provide workers with the tools to help them build their supervisory skills, lead work crews, communicate effectively, understand the supervisor's role in safety

and due diligence, develop and motivate teams and address performance issues.

Attendees: Senior and Middle Management, Project Managers

Location: Contact CMCEF

Introduction to Construction Estimating (CNCR) E-Learning

To ensure project success, contractors must be able to provide accurate and professional estimates of costing and materials. This online training course will provide learners with skills and knowledge related to estimating practices, and help them understand the importance of estimates as one of the key first steps in any construction job. The lesson modules cover a wide range of topics with interactive activities based on real-life field situations to help reinforce the lessons. By the end of this course you will know more about 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 project, labour performance and operations, how to effectively organize and manage current and historical cost data, how to assemble bids and meet bid closure deadlines, on-site equipment and material placement, and safety and job conditions.

Attendees: Senior and Middle Management, Project Managers

Location: Contact CMCEF

Introduction to BIM (CNCR) E-Learning

As Building Information Modeling (BIM) is adopted by more and more companies in the construction industry, its usefulness has expanded beyond the original design phase activities. This course positions BIM in the context of all phases of construction illustrating how to maximize BIM as a tool for the entire construction team. You will see how BIM fits into the construction workflow. It introduces the BIM philosophy in design, bidding, construction, commissioning, delivery and as-built stages of construction. After successfully completing this course, learners will know what BIM is, recognize the full potential of BIM technology, comprehend the BIM philosophy, be aware of how BIM can assist at all stages of a construction project, appreciate existing and potential new uses for BIM, and see the value of new technologies such as BIM.

Attendees: Senior and Middle Management, Project Managers

Location: Contact CMCEF

Communication, Negotiation, Conflict Resolution (CNCR) E-Learning

This course has been designed to help improve written, oral and negotiating skills within the construction industry. This course will provide managers with the tools to help them define and identify the stages of conflict, understand the importance of communication, deal with difficult people more effectively and recognize the criteria for an effective negotiator.

Attendees: Senior and Middle Management, Project Managers

Location: Contact CMCEF

Construction Project Management (CPM) E-Learning

This course has been designed to help managers administer projects from start to finish

	
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E-LEARNING ...continued

ish. This course will provide managers with the tools to help them develop business cases and scope of project procurement, project risk and change process.

Attendees: Project Managers

Location: Contact CMCEF

Construction Law E-Learning

This course is designed to teach and familiarize owners, managers, supervisors and project managers with construction contracts and contract 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. This course will provide managers with the tools to help them 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.

Attendees: Principals, Senior and Middle Management, Project Managers, Supervisors, Foremen

Location: Contact CMCEF

SAFETY

Accident Investigation and Reporting (for Investigators)

Upon completion of this course, participants will be able to conduct an accident investigation and prepare an accident or incident report

based on their investigation. Topics include: securing and surveying the accident scene, finding witnesses and conducting interviews, information gathering and report writing, and determining causes and making recommendations. (Half day)

Instructor: Gary Robertson

Attendees: Project Managers, Supervisors, Foremen

Confined Space Hazard Awareness

Upon completion of this course, participants will be able to identify confined spaces and demonstrate knowledge of legislative requirement and general procedures for confined space entry. Topics include: definition of confined space, hazards related to confined spaces, types of dangerous atmospheres, legal requirements, assessment and control options, monitoring strategies, and entry permits and procedures. (Half day)

Instructor: Gary Robertson

Attendees: Project Managers, Supervisors, Foremen

Continuous Safety Improvement – Behaviour Based Safety

The focus of traditional safety programs has been on unsafe conditions and their prevention through a prescriptive regulatory process. The role of the supervisor was to ensure the enforcement of rules, procedures and controls. While this process has resulted in reduced accidents, the supervisory is often faced with the challenge of "productivity vs. safety." This course introduces a new modern approach to managing safety by applying the same principles used to improve efficiency, quality and cost. What is required is a review of the process used to manage safety. The focus cannot be just on unsafe conditions, but also on human behaviours and the organization's cul-

Continued On Page 58



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SAFETY *...continued*

ture/values. Topics include: existing safety systems, a modern approach to safety, foundations for Zero injury, achieving an injury free workplace, and motivating safe behaviour. Learning objectives of this course include increasing your efficiency and effectiveness in managing safety concerns, improve your ability to identify the underlying cause of accidents and apply proactive corrective measures, and being able to apply a modern business approach to safety and lead your organization to achieve excellence. (One day)

Instructor: Gary Robertson

Attendees: Project Managers, Supervisors, Foremen

SERVICE CONTRACTORS

Proactive Service® Workshop

This is a highly interactive training program that has been specifically designed to help field service technicians identify and close more business opportunities by building and leveraging stronger, more durable business relationships. The workshop shows technicians how they can add much more value and provide even higher levels of service if they take a proactive approach to discussing ways their firms can help the customer. Topics discussed include the psychology of customer relationships, the technician's role in the cycle of exceptional customer care, the communication process and factors that affect it, developing "active listening" skills, handling challenging customer situations, leveraging relationships and opportunities to build revenue, and finding opportunities to sell your company's value. Training manuals and reference materials will be provided. (One day)

Instructor: Jim Baston

Attendees: Service Technicians, Sales, Service Managers, Supervisors

Dispatcher Training Program

This new two-day program will provide dispatchers with all the skills they need to dramatically improve job performance. This program goes beyond traditional technical training to cover such critical dispatcher skills as leading technicians rather than letting technicians lead them, becoming the service manager's partner, prioritizing customer emergencies, evaluating technician abilities and managing their own careers in dispatching. After attending this program, dispatchers will be able to improve their job performance by learning how to: identify the service life cycle and the critical contact points that impact service success; recognize the importance of the dispatcher's job and its impact on the organization's profitability; communicate effectively with technicians and customers; and use good decision-making approaches for optimum priority setting and effective resource allocation. (Two days)

Instructor: Richard Worr

Attendees: Service Dispatchers

Small Projects Management

It's one thing to run big mechanical contracts, but how about those \$5000 to \$100,000 projects? Why do they so often prove to be so challenging? In this program you will develop strategies which can be applied immediately to professionally manage these projects, and make money at the same time! By developing a series of today's most effective business tools, actions and checklists that will immediately increase the profitability of these projects and make your customers much happier. (One day)

Instructor: Ronald Coleman

Attendees: Service Dispatcher, Service Manager, Service Technician, Sales, Accounting, Service Supervisors

Your Million Dollar System and Four Ways to Grow Your Business

This one day course offers two of the most eye-opening programs all at once. In the morning, as a result of analysing more than 2000 sets of contractor's financial statements and 33 benchmark programs, learn to understand your numbers... then learn what's behind the numbers. Learn what successful trade contractors are doing and how to bring this success to your life. In the afternoon, for certain activities you just need a few very specific tools. For growing your business there are four tools that make all the difference. Learn how to maximize each transaction. (One day)

Instructor: Ronald Coleman

Attendees: Service Dispatcher, Service Manager, Sales, Accounting, Service Supervisors, Managers

Charge Out Rates

Are you using realistic charge out rates? Do you know how to calculate them? We will provide you with a spreadsheet to calculate your rates. We will review other options like quoted prices and flat rate pricing. You will identify where the hidden costs are, develop a truck charge, and much more – you will certainly be surprised at how much more money you'll make. (One day)

Instructor: Ronald Coleman

Attendees: Service Manager, Sales, Accounting, Service Supervisors

Customer Service for the Service Organization

Want to get your team more service and sales oriented? This dynamic and effective program will communicate the need to be more company-minded and sales-oriented. Practical, proven and entertaining, this program's comprehensive approach to customer service makes this program mandatory for anyone who has contact with customers, including service technicians, drivers, dispatchers, foremen, dispatchers, agents, service managers, sales people, accounting personnel and manager. (One day)

Instructor: Kevin Dougherty

Attendees: Service Dispatcher, Service Manager, Service Technician, Sales, Accounting, Service Supervisors

Building Your Service Team for the Top

Interested in building (and keeping) the perfect service team? This program will address proven service sales recruiting methods, sales management skills, sales productivity enhancement, service sales benchmarks, sales training ideas and motivational techniques. This program is designed for anyone who manages service sales people, including business owners, service managers, sales managers, office managers. (One day)

Instructor: Kevin Dougherty

Attendees: Service Manager, Sales, Accounting, Service Supervisors, Managers

Thriving as a Service Contractor

Is your service business prepared for the changes facing the industry? Trends like shrinking margins, increased competition, shortage of service technicians, and globalization. This program will help you establish goals and strategies to keep pace with the lightening-fast changes in the market, enabling you to not just survive, but succeed. This program will cover the critical topics that a service contractor will face, such as, growing maintenance base, profitability, getting more work and building the perfect team. (One day)

Instructor: Kevin Dougherty

Attendees: Service Manager, Sales, Accounting, Service Supervisor, Managers

Marketing Your Service Business

Service businesses have many advantages over contracting. However, they also need to be marketed as price is much less of a factor in winning repeat work. Are you positioned to get the "A" customers?

SERVICE CONTRACTORS ...continued

Have you got rid of your "D" customers? Are you charging out at a high price? (Residential HVAC service @ \$135 per hour); Are you building a planned maintenance program? Is your promotional material (including website) really designed from a customer focus perspective? Is your business worth five times earnings? Are you working 40 hours per week? Or are you doing it twice each week? Learn how to make this happen in this newly designed program specifically designed for trade service contractors. (One day)

Instructor: Ron Coleman

Attendees: Service Manager, Sales, Accounting, Service Supervisors, Managers

Growing and Developing Service Supervisors

Growing and Developing Service Supervisors is an intensive two-day training program designed specifically for improving the performance of the service supervisor. This program addresses proven training methods in: leadership, coaching, planning, time management, communication, motivational techniques and many more skills which will give the attending service supervisor the edge and confidence to deal with today's challenges. This program is not a lecture; it's a hands-on program utilizing real world exercises and video-recorded role plays that all attendees will utilize. Every attendee who completes the program will receive a certificate of completion and workbook which they can use for years to come. (Two days)

Instructor: Kevin Dougherty

Attendees: Service Manager, Sales, Accounting, Service Supervisors, Managers

Planning, Goal Setting and Performance Improvement

A fast-paced training program developed to help management improve their performance by providing the tools needed to properly plan and succeed. This program will help leadership create and implement a clear plan to improve job performance and minimize disruptions that all jobs face. Topics include the 15 Minute Pre-Day Plan, Seven Keys to Improving your Job Performance, Office, Field and Shop Synergy, Two Reasons People Don't Perform and What to Do About It, Goal Setting Tactics to Improve Job Performance, The Flexible Planning Method, Accountability, Understanding the Three Levels of Communication and How to Improve Each Level, How to Focus on the Important Activities Amongst the Chaos, and How to Improve Job Momentum. (One day)

Instructor: Kevin Dougherty

Attendees: Service Manager, Sales, Accounting, Service Supervisors, Managers

WEBINARS

What is a Webinar?

If you are one of those people whose head is spinning with all the new Internet terms like blog, podcast or netiquette, here's one more: A webinar is a "web seminar." It allows people to connect online to view a live presentation, which includes audio and video. In most cases webinars also allow for interaction between the attendees and the presenter, such as a question and answer time, or allowing people to request their site be examined as an example of whatever the topic is.

Why a Webinar?

The biggest advantage of the webinar is convenience. There's no travel and no hotel costs. You can attend a webinar straight from your desk at work. Another great advantage of webinars is the cost.



Webinars are an affordable way to provide training to your employees. More than one employee can share in on the same webinar. A mechanical contractor also values his or her time. Time allows you to meet with customers, resolve problems in the field or in the office, and to work on management and leadership skills.

By offering webinars, CMCEF can assist you in the latter by bringing you affordable, top quality training without leaving your desk or disrupting the flow of work on a jobsite.

Each year the Foundation will strive to offer a webinar series that is timely and relevant. Most webinars will take place at 12:00 p.m. Eastern, but if you are unable to participate at that time, you can still take advantage of the education offered, as all webinars will be recorded and available to all paid attendees.

To view a list of upcoming webinars, visit the CMCEF web site at www.cmcef.org.

CONFERENCES

Each year, CMCEF offers a conference at a different locale targeted specifically towards middle management in the construction industry. Conferences specialize on the needs of the region, current industry trends, and provide an opportunity to bring managers face to face with colleagues to learn new technologies and management skills that help increase efficiency and build on the expertise required to lead the construction industry in to the future.

What is the Canadian Mechanical Contracting Education Foundation (CMCEF)?

CMCEF is a non-profit organization established in 1998. It was developed as a result of studies and surveys conducted by Mechanical Contractors Association of Canada (MCAC). Based on the finding of their research, it was determined that continuous, "life-long" learning and skills upgrading are essential for the future viability of the industry. This is accomplished with a focus on new management techniques and procedures. Such is the mandate of the Foundation. The Foundation provides top quality management education relevant to the entire construction industry. CMCEF is governed by a Board of Trustees representing contractors, manufacturers, owners, employees, provincial affiliate managers and MCA Canada.

For further information on CMCEF, visit the web site at www.cmcef.org or call (613) 232-5169.

MCA Canada Past Chairmen

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1993/94 T. Murphy St. John's, NF	1976/77 J. Powers Lunenburg, NS	1960/61 A.F.C. Marsh Yarmouth, NS	1944/45 C.E. Watson Montreal, QC	1901/02 J. McKinley Ottawa, ON
1992/93 D. Brisebois Kingston, ON	1975/76 W. Elliott Toronto, ON	1959/60 S.W. Welsh Vancouver, BC	1942/43 & 1943/44 Roy E. Belyea Toronto, ON	1900/01 W.H. Meredith Toronto, ON
1991/92 T. Wealleans Calgary, AB	1974/75 A. Rawlings Victoria, BC	1958/59 G.L. Dobbin Peterborough, ON	1915 to 1942 Unavailable	1899/1900 J.W. Harris Montreal, QC
1989/90 & 1990/91 T. Billings Fredericton, NB	1973/74 R.N. Hughes Fredericton, NB	1957/58 J.C. Stewart Regina, SK	1914/15 G. Dorman Moncton, NB	1898/99 WM. Smith London, ON
1988/89 R. Marcotte Hamilton, ON	1972/73 G.H. Anderson Vancouver, BC	1956/57 S. Crump Toronto, ON	1913/14 J. McKinley Ottawa, ON	1897/98 J. Wright Toronto, ON
1987/88 R. Watkins Kitchener, ON	1971/72 J.E. Vollmer Windsor, ON		1912/13 E.J. Young Calgary, AB	1896/97 Joseph La Marche Montreal, QC



GIVE THE GIFT OF SIGHT

MCA CANADA'S CHARITY



MCA Canada and its Charity Committee Chairman Brad Diggins could not be more proud of the generosity demonstrated by the membership across the country for **"Operation Eyesight,"** MCA Canada's Charity.

Since its inception in 2010, donations to **Operation Eyesight** have reached **\$155,000**, which translates to a tremendous number of wells or water points. This is an incredible achievement, significantly affecting the lives of literally thousands of people in Zambia, but we still have a long way to go.

The donations raised during the past three years will help **Operation Eyesight** to accomplish the following:

1. Drilling and equipping wells / boreholes to bring fresh water to trachoma-endemic regions;
2. Establishing water capture and reclamation initiatives; especially where wells / boreholes are not viable;
3. Facilitating the sustainability of wells through establishing community committees that monitor, maintain, coordinate accessibility, and set fees for water usage above personal use;
4. Education and awareness programs are key factors in prevention and promotion of health-seeking behaviour, especially for women and children. We also establish programs that inform and promote awareness locally through community centres, schools and media, particularly in rural and remote areas.

MCA Canada and its Charity Committee Chairman Brad Diggins would like to thank all of you who have donated in the past years and would ask that you encourage others to do the same.

The association continues to appeal to the industry for contributions to help eradicate blindness from trachoma, a completely curable situation with available clean water. We ask that you consider contributing to this extremely worthwhile charity to save lives and better the world.

For more information, visit the MCA Canada website at www.mcac.ca, call the office at (613) 232-0492 or e-mail mcac@mcac.ca for your copy of the **"Operation Eyesight Pledge Package."**



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Mechanical Contractors Association of Canada



BENEFITS OF MEMBERSHIP

When you become part of the Mechanical Contractors Association of Canada...

You become part of Canada's largest construction trade organization.

When you join your provincial or regional Mechanical Contractors Association, you also become part of the national association. The Mechanical Contractors Association of Canada represents your company on a national level and provides services such as:

Education

- Over 100 management level educational courses including Project Management, Supervisory, Estimating, Dispatcher...

Business Tools & Resources

- Labour Estimating Manuals, Jobsite Journal, Safety Manuals, Technical Manual and hundreds more...

Information & Communications

- eNewsletter, Website, Reports, Webinars, Magazines and ongoing updates of important information.

Representation

- Government and industry representation ensures you have a voice on industry specific issues.

Career Centre

- A complete Career Centre with job postings, resumes and career outlines for 15 trades so anyone interested in joining our industry knows what to expect.

Discount Programs

- Vehicles, insurance, fuel, clothing, travel and many more programs designed to save you a lot of money.

National Conference

- The industry's top national conference brings professionals together from all over the country.

Service Contractors Division

- A division of MCA Canada exclusively for mechanical service contractors.

National Education Foundation

- A division of MCA Canada that designs and delivers educational content for the industry and beyond.

Join Us

- MCA Canada's is an exciting and diverse organization for both **new construction** and **service contractors**.

MEMBERSHIP ADVANTAGE PROGRAM

Helping our members succeed is one of MSCC's highest priorities. That's why MCA Canada continues to develop and enhance the "Membership Advantage Program," a group of business services designed to save you time and money.

Your participation produces two important benefits:

(1) Your company gains essential business services at a great price; and (2) MCA Canada uses the royalties to develop additional programs, services and benefits you enjoy as a member.

"The AON insurance program alone should provide more annual savings than your membership dues while delivering more extensive coverage at a reduced cost... you won't believe it!"

Dave Flamand

Partner, Peak Mechanical Partnership
Saskatoon, SK

"Chrysler Canada provides a highly professional service bringing a level of knowledge, experience and expertise to the partnership with pricing I couldn't match anywhere. This is a program everyone should look into."

Del Pawliuk

Owner, RF Contracting
Sault Ste. Marie, ON

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MECHANICAL SERVICE CONTRACTORS OF CANADA

The Mechanical Service Contractors of Canada (MSCC) is dedicated to the success of mechanical service, repair and retrofit contractors in Canada. In today's challenging economic climate, the Mechanical Service Contractors of Canada continues to welcome new members, build out exciting programs and services and to expand its initiatives. There's a lot going on! We invite you to join us and become part of Canada's fastest growing service organizations dedicated to mechanical service contractors.



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