

January 2005

The Conduit

News and Views of the Electrical Contractors Association of BC

Chinese New Year

February 9th, 2005 is the first day of the Chinese New Year.



2005 is the year of the **Rooster**.

People born in the Year of the Rooster are deep thinkers, capable, and talented. They like to be busy and are devoted beyond their capabilities and are deeply disappointed if they fail. People born in the Rooster Year are often a bit eccentric, and often have rather difficult relationship with others. They always think they are right and usually are! They frequently are loners and though they give the outward impression of being adventurous, they are timid. Rooster peoples emotions like their fortunes, swing very high to very low. They can be selfish and too outspoken, but are always interesting and can be extremely brave. They are most compatible with an Ox, Snake and Dragon.

Famous people born in the Year of the Rooster:

Michael Aspel, Yoko Ono, Rod Stewart, Mia Farrow, Eric Clapton

You were born in the year of the rooster if you were born in one of the following years: 1933, 1945, 1957, 1969, 1981, 1993, 2005

Year of the Rat: 1924, 1936, 1948, 1960, 1972, 1984, 1996

Year of the Ox: 1925, 1937, 1949, 1961, 1973, 1985, 1997

Year of the Tiger: 1926, 1938, 1950, 1962, 1974, 1986, 1998

Year of the Rabbit: 1927, 1939, 1951, 1963, 1975, 1987, 1999

Year of the Dragon: 1928, 1940, 1952, 1964, 1976, 1988, 2000

Year of the Snake: 1929, 1941, 1953, 1965, 1977, 1989, 2001

Year of the Horse: 1930, 1942, 1954, 1966, 1978, 1990, 2002

Year of the Sheep: 1931, 1943, 1955, 1967, 1979, 1991, 2003

Year of the Monkey: 1932, 1944, 1956, 1969, 1981, 1993, 2004

Year of the Rooster: above

Year of the Dog: 1934, 1946, 1958, 1970, 1982, 1994, 2006

Year of the Boar: 1935, 1947, 1959, 1971, 1983, 1995, 2007

Happy New Year!

The ECABC Board of Directors and staff would like to wish everyone and their families a very healthy, peaceful and joyful 2005.

Strong Economic Growth Expected To Continue In 2005

The independent Economic Forecast Council expects British Columbia will continue to enjoy strong economic growth in 2005.

The Economic Forecast Council increased their forecast for British Columbia's economic growth this year and they expect strong growth to continue in 2005. For 2004, B.C.'s economy is expected to grow by 3.4 per cent, up from the Council's earlier forecast of 2.9 per cent. The average growth forecast for 2005 is 3.3 per cent.

Council members noted B.C.'s broad-based economic performance and robust domestic economy, fuelled by strong job growth, immigration, business confidence, consumer spending, housing starts, and increased business investment and construction. Domestic

demand is expected to strengthen further in 2005 and will help mitigate the impact of a stronger Canadian dollar on B.C.'s export sector.

Council members advised government to continue its prudent approach to budget planning and forecasting. They also advised continued investments in transportation infrastructure to take advantage of British Columbia's strategic location as a gateway to China's expanding markets.

Issues noted by the council included the rise of the Canadian dollar, oil prices, the softwood lumber dispute, commodity prices, economic growth in the U.S. and Asia.

Courtesy: VRCA Jackhammer

Skills shortage in Province Continues

Courtesy: CKNW: December 17, 2004

Newly-released statistics appear to back the labour movement's claim BC's Apprenticeship Program is in trouble, as the Province deals with a skills shortage heading into the 2010 winter games.

Registration in apprenticeship training programs hit another all-time high in Canada in 2002 - that is, except for in BC.

For the first time in seven-years, this Province posted a decline (1.7-percent) in apprenticeship

enrolment in most trades, most significantly, the very trade in most demand: construction.

The number of registrations dropped more than eight-percent (8.2-percent).

Apprenticeship completion rates were also down in BC, as in most other provinces. Nationally, enrolment numbers were up about eight-percent (7.8) over the previous year (2001) and more than 40-percent (40.8) since 1996.

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Ten Great Words to Adopt for 2005

by Jim Carroll

Are there signs of greater turnover in your customer base, or more competitors in your industry than ever before? Is your top line getting hampered at the same time that your costs keep going up? Are your products or services becoming a commodity in an increasingly complex marketplace? Have you been so focused on managing costs that you've forgotten how to grow the business?

These are all signs of the increasing dysfunction that exists in the world of business – far too many organizations subsist in a stunning state of complacency as the world evolves around them at a very rapid pace. As the New Year approaches, it is a good time to take some positive steps – change your actions, attitudes and approaches, so you can manage change before it continues to manage you.

Adopt ten simple words that will help to get you into the right frame of mind:

1. **Observe.** Take the time to look for the key trends that will impact your organization and the industry in which you compete. Far too many organizations sit back after a dramatic change and asked “what happened?” Make sure that your organization is one that asks, “what’s about to happen? And what should we do about it?”
2. **Think.** Analyze your observations: spend more time learning from what you see happening around you. If you are like most organizations, you are responding to trends on a short term, piecemeal basis: you are reactive, rather than proactive. Step back, take a deep breath, and analyze what trends are telling you. From that, do what really needs to be done.
3. **Change.** In a time of rapid change, you can't expect to get by with what has worked in the past – you must be willing to do things differently. Abandon routine; adopt an open mind about the world around you. The world is changing at a furious pace whether you like it or not. Take a look at how you do everything – and decide to do things differently.
4. **Dare.** Have you lost your ability to take risks? Likely so – in the last year, we've seen the phrase “risk management” take on huge importance, as organizations have rushed out to hire “Chief Risk Officers” so that they can deal with the compliance requirements of the “Sarbanes-Oxley” legislation. Yet at the same time that you work to manage and minimize risk, your market is changing, your customers are abandoning you, and your margins are shrinking! Aren't these the biggest risks to manage? Taking risks is critical to your future success – don't throw this critical innovation baby out with the compliance bathwater.
5. **Banish.** Get rid of the words and phrases that steer you into inaction and indecision. Drop buzzwords: seek real solutions to real business problems rather than trying to run your business based on simplified pap. Ban complacency: shake your people up with some pretty dramatic action. Kill indecision: force your team to make

decisions based on gut feel rather than over-analysis of dubious spreadsheets.

6. **Try.** How many of your people have lost their ability to adapt to changing circumstances because they've lost their confidence? Developing new skills and career capabilities is critical, given the rapid change occurring in every profession. And yet, too many people have managed to convince themselves that they can't adapt; they can't change; they can't master the new realities that surround them. They've lost their self-confidence, and they desperately need it back. Solve this problem fast.
7. **Empower.** In a world of rapid change, you can't expect that rigidly defined rules will be the appropriate response to changing circumstances. A ticked off customer needs a solution right now from a front line customer service rep – not some type of follow-up from head office weeks later. A middle manager in a remote location needs the ability to make a decision and must commit to it today – they can't afford to wait for the wheels of head office bureaucracy to churn. Destroy the hierarchy, and re-encourage a culture in which people are given the mandate and the power to do what's right, at the right time, for the right reason.
8. **Question.** Go forward with a different viewpoint by challenging assumptions and eliminating habit. If your approach to the future is based upon your past success, ask yourself whether that will really guarantee you similar results in the future. If you do certain things because “you've always done it that way,” then now is an excellent time to start doing them differently.
9. **Grow.** Stop focusing on cutting costs – build the business instead. Don't stand in fear of what you don't know – teach yourself something new. Don't question your ability to accomplish something great – grab the bull by the horns and see what you can do! The point is, in a world of rapid change, you must continually enhance your capabilities and opportunities through innovative thinking. Change your attitude now, and the rest will come easily.
10. **Do.** Renew your sense of purpose, and restore your enthusiasm for the future by taking action. Too many organizations, and the people who work within them, are on autopilot. They go into work each day, and do the same things they did the day before, with the belief that everything today is the same as it was yesterday. It isn't.

Rapid times require bold change; action is critical. Maybe 10 simple words are enough to get you started on the right track.

*Jim Carroll, FCA, is a leading international futurist, trends & innovation expert, with clients such as the BBC, the Health Care Industry Distributors Association, and the North American Newsprint Producers Association. He has just released his book *What I Learned From Frogs in Texas: Saving Your Skin With Forward Thinking Innovation*. You can contact Jim at jcarroll@jimcarroll.com*

COCA - Saving Time and Money on WCB Claims

One of the best ways of reducing your WCB costs is to get your employer claim information to the WCB quickly. Now there is a new way to do this

This has several major benefits. You reduce the time you and your staff spend on the front end of the claim; you improve the prospects of a safe and early return to work.

What can you do to speed the flow of information to the WCB and make your life easier? You have two choices.

1. Use TeleFile. The WCB has a special phone

number, set up in cooperation with COCA, for the Construction Industry. It is easy to use. You call TeleFile. They help you complete the Report of Injury over the phone. You save time and money. For TeleFile, call **604-233-5353** within the Lower Mainland; Call Toll Free **1-866-338-3888** for all other regions of BC

2. Use the WCB **RightFax** number to fax in all documents relevant for the claim.

This system gets your faxed information to exactly where it should go, faster and more efficiently.

For RightFax call **604-233-9722** within the Lower Mainland; call toll free **1-888-992-8803** for all other regions of BC

Every day of delay in getting a worker back to work costs the industry \$200. We need to work on trimming out unnecessary days.

Please post and pass along this money-saving information.

Putting the Industry-Led Principle Into Practice

The question of how best to implement a truly industry-led approach to industry training was the focus of a recent strategic planning session undertaken by the Industry Training Authority's (ITA) board of directors.

"We know that a number of industry groups are eager to play a broader and more direct role in the industry training system, and we want to enable them to do that," says CEO Brian Clewes.

A broader industry role will likely include more direct involvement by industry associations and employers in tasks such as defining training demands, defining program standards, developing new programs, coordinating program implementation, and evaluating program outcomes.

"Our experiences in working with industry associations on the review of new program proposals they have developed has been very positive," says Clewes. "Now we need to expand that sort of industry leadership to other aspects of training development and delivery – combined always with rigorous quality-assurance measures."

To achieve this, the ITA will be working with industry to establish sector-based and industry-led organizations that will define employer training needs. Working with training providers and others they will take on a broader and more direct role in training.

Two or three prototype Industry Sector Training Organizations will be established later this year – covering a cross-section of industries with training programs at different stages of development. The number of Industry Sector Training Organizations is expected to expand to six or seven in 2005, and to a total of 10 to 15 in 2006.

"This is a very important new phase of activity for the ITA, and one that we believe can deliver improved training outcomes for employers and trainees," says Clewes. "We look forward to field testing it in the months ahead."

Questions regarding the establishment of Industry Sector Training Organizations can be directed to: Geoff Stevens, Vice President Operations, at gstevens@itabc.ca or 604-214-8703.

6 Drivers of Profitability

Accounting Works—Mark Holland

In the simplest of terms, a business is a means of coordinating a series of inputs (people, materials, services) and adding value to create an output (your product or service) that is greater than the inputs. If the value of the outputs are greater than the inputs in dollar terms, you have a profit. Profit, like physical fitness, cannot be managed directly. It's a result, not an activity. All businesses have six basic *Profit Drivers* that need to be managed. What are they?

Firstly, there are **three Revenue Drivers**: Number of customers, average sale, and transaction frequency. Think of it this way: in business terms, your gross revenue is composed of how many customers you have *multiplied by* the number of times they do they business with you *multiplied by* the average dollar value of each transaction.

The number of customers you have can be broken down further as follows: number of customers at the beginning of the period, less the number of customers who've defected, plus the number of new customers acquired. It's an important distinction because the single biggest mistake most business owners make in attempting to grow their business, is to focus entirely on new customer acquisition to the exclusion of managing customer defections, increasing the average sale, and increasing the transaction frequency to existing customers.

The **three Expense Drivers** are: (1) Cost of sales, (2) Direct Expenses, and (3) Enterprise Overheads. Cost of sales are usually all variable in nature. This means if you don't make a sale, you incur no Cost of Sales expenses. Direct expenses are often fixed in nature and are those expenses attributed to a specific line of business, such as a product line, or geographic location, such as a retail store. (Example: rent for a retail store separate from head office). Enterprise Overheads comprise things like management salaries, as an example. These can't be allocated directly to any specific product or geographic location.

To see how well you're doing in your business, first break down all your *Product Lines*, or, alternatively, *Geographic Regions*. Now take the **Gross Sales** by *Product Line* or *Region* and deduct your **Cost of Sales**. Now comes the critical part: next, take all of your overhead expenses and further break them down by pulling out all expenses that can be attributed to that specific *Product Line* or *Region*. These are the **Direct Expenses** attributable to that *Product Line*. After deducting the **Direct Expenses** from the **Gross Margin** you have your **Contribution Margin** by *Product Line*. This number tells you how much each *Product Line* is *contributing* to the fixed *Enterprise Overheads*. By doing this, you have effectively ana-

lyzed each *Product Line* with a **full-cost** methodology. I guarantee it will be like turning a light on in a dimly light room. You'll be surprised at the outcomes. This is because up to this point you've been "hiding" *Direct Expenses* under the *Enterprise Overhead* category.

And finally after deducting Enterprise Overheads from your Contribution Margin you're left with – hopefully! – a Net Profit.

Here's the Expense Paradox: most business owner-managers attempt to reduce expenses without realizing that expenses are Profit Drivers in their own right. They are the Inputs that "add value" to the Outputs the business is producing. The key therefore is to maximize the value of the inputs in a way that adds the greatest value to the organization. Two vital questions should be asked and answered: (1) What value are we getting from these Inputs (expenses)?, and (2) Is there a better way to deploy these resources? For example, (WARNING: commercial about to be aired!), every business needs an accounting department. When small, perhaps a relative, usually the owner's spouse, may do the books. As the business grows, a bookkeeper may need to be hired to handle the volume. Over time inefficiencies and turnover can emerge and you find you're paying more with an unsatisfactory result. Outsourcing (can save money, and give you a better result for the less money! On top of that, we are continually investing in new products and enhancing our systems that add value to you. (Commercial over).

Now, here's the fundamental dilemma facing all business owners (small, medium or large) - to grow your revenues you will put increasing demand on your working capital. (Working capital is the difference between current assets and current liabilities). You can grow revenues, increase profits and still run out of cash!! However, once you've mastered this, you're truly a master-business builder.

Here's my challenge for you this month. Meet with your Team, and present them with this challenge: "How we can we as a business increase our revenues without adding a single new customer, or adding any new costs?" You'll be surprised at the answers. Write them down, prioritize them, and implement the top 3. (Nothing happens until you take action).

Remember this: your business produces a **Value Proposition** to the community. The price you charge for that Output is dependent in part on the value of the Inputs you manage to produce that result. Cutting costs willy-nilly could dramatically slash your Value Proposition. Be careful.

MasterFormat Revision Complete

Courtesy: Cheryl Mah, Journal of Commerce

Construction documents are about to undergo a significant change with the revised Master Format 2004. Published by Construction Specifications Institute and Construction Specifications Canada (CSI), Master Format is widely used in North America as the specifications-writing standard for commercial building design and construction projects.

Called the Dewey Decimal System of the construction industry, Master Format lists titles and section numbers for organizing data about construction requirements, products and activities.

After more than three years in development, the revision of this industry standard is the most extensive update and expansion of MasterFormat since it was created 40 years ago.

"We found that particularly over the last five to 10 years there have been amazing advances in materials and processes," said Thomas Dunbar, CSI vice-president, who was on the expansion task team that oversaw the revisions. "I've always been a believer that if it ain't broke, don't fix it. But MasterFormat 95 was broke so we had to fix it."

The new edition is partly intended to bring the MasterFormat system up to date with developments in building design, products and priorities since it was last revised in 1995. The revision accommodates the rapid technological changes and increasing complexity of modern buildings as well as addressing construction priorities such as security and sustainability.

The massive amount of information for projects had outstripped MasterFormat 95's 16 division format capacity. In discussing the shortcomings of MasterFormat 95, Dunbar noted the edition also contains no real built in logic to the document or consistency throughout the system.

"We've tried to improve upon that...build in some organizational structure into the document to make it easier for people to find things," he said. "MasterFormat allows the specification writer to do what they need to do better than the previous edition."

However, according to Dunbar, the overriding reason that MasterFormat needed to be upgraded was it simply was not working.

"When we looked at construction projects in North America, we were finding that between 10 to 15 per cent of all the projects were being issued with Division 17. This is a 16 division structure," he said. "Another thing MasterFormat 95 didn't do, was address the complete life cycle of a project – all we dealt with was the construction phase."

The revised format broadens MasterFormat's scope to include new divisions such as telecommunication systems, which have become a major part of any building infrastructure. It has also been expanded to be useful for engineers doing heavy civil engineering and process engineering for the first time. A new Site and Infrastructure subgroup of divisions covers transportation, utility, and marine construction, and the Process Equipment subgroup addresses industrial and process engineering projects.

"Mechanical and electrical people have never been happy – are still not happy – but we've tried," said Dunbar. "We've tried to get them more space and more credibility in the document."

The traditional architectural Divisions three to 14 remain basically unchanged. Division 15 Mechanical and Division 16 Electrical have been broken up and expanded into several new divisions. The biggest and perhaps most problematic misconception is that MasterFormat is trade jurisdictional. "The industry would like to use MasterFormat to establish

trade jurisdictions. It's not trade jurisdictional. We don't say that certain divisions can only be written by an architect or certain divisions can only be written by an electrical engineer," stressed Dunbar.

He added other common misconceptions are that MasterFormat is the American version of the National Master Specifications and it is a product classification system. While the number of divisions has increased from 16 to 50, a significant difference in the 2004 edition's numbers and titles is a new six digit number system that replaces the five-digit format.

Dunbar explained the new six digit format uses pairs of digits for each classification level instead of single digits, which increases the system's future capacity exponentially.

Although MasterFormat has essentially doubled in size, Dunbar pointed out 16 of the division numbers are reserved to accommodate future growth in construction materials and technology.

"We've tried to put some flexibility in to provide space for the future," he said, cautioning against using the reserved divisions. MasterFormat 2004 has also shifted focus to what is called "work results." As an example, Dunbar cites how MasterFormat 95 refers to concrete forms whereas 2004 now identifies it as concrete forming.

"Don't overcomplicate the process," he advised. "It's not rocket science, it's just numbers."

Editors Note: From the outset, CCA, CECA and NECA took the position that any revision or modernization of the specification system should take place within the existing 16 division format, and that Division 16 itself, should be expanded to reflect the integration of electrical, communications and life safety systems. Despite industry objections, the Construction Specifications Institute (CSI) in the US and the Construction Specifications Canada (CSA) has forged ahead with a completely revised version of the MasterFormat. There are now six sections that relate to the electrical industry which are as follows:

- 25 – Integrated Automation: Expanded integrated automation subjects relocated from Division 13
- 26 – Electrical: Electrical and lighting subjects relocated from Division 16
- 27 – Communications: Expanded communications subjects relocated from Division 16
- 28 – Electronic Safety and Security: Expanded electronic safety and security relocated from Div. 13
- 33 – Electrical and Communications Utilities: Expanded utility subjects relocated from Division 2
- 48 – Electrical Power Generation: Plants and equipment for the generation and control of electrical power from fossil fuel, nuclear energy, hydroelectric, wind, solar energy, geothermal energy, electrochemical energy and fuel cells

The old Division 16 has been reserved for future expansion and material has been relocated as above to Divisions 26 – Electrical and 27 – Communications in the Facility Services Subgroup.

If you are looking for additional information on MasterFormat 2004, it can be found at:

http://www.csinet.org/s_csi/sec.asp?TRACKID=&CID=253&DID=4495

Ontario Contractors Eligible for \$5,000 Tax Credit

The Ontario legislature is expected to approve a program this fall that will see contractors eligible for a tax credit of up to \$5,000 per year for every apprentice they train.

This program is part of a four-year strategy announced August 5th by the Ministry of Training, Colleges & Universities to 'expand the number of people registered in apprenticeship to 26,000 by 2007-2008.'

The Apprenticeship Training Tax Credit, which extends the existing Cooperative Education Tax Credit, would see employers with a total payroll of less than \$400,000 eligible to claim 30% of wages paid to eligible apprentices over the first 36 months. Employers with payrolls exceed-

ing \$400,000 can claim 25%. Eligibility for the tax credit will be retroactive to May 19 and continue through December 31, 2007, the Ministry of Finance announced.

Ministry program coordinator Peter Wilson told P&HVAC that the administrative details and final regulations will be made public when the bill is tabled in the legislature.

Apprentices in 38 construction trades will qualify. Trades include plumbing, refrigeration and air conditioning, sheet metal, steamfitter, sprinkler & fire protection, iron worker, millwright, **electricians**, and pool/hot tub/spa service and installation technicians.

High School Programs

The Ontario government will also provide 1,500 scholarships of \$1,000 each available to high school students who quit school, return to complete their schooling and then enter an apprenticeship.

Employers are eligible for a \$2,000 bonus for hiring such students, the Ministry of Training announced.

The third element in this strategy is the Co-op Diploma Apprenticeship Program with a budget of up to six million in 2004-05.

The programs are designed to enable young people to train as apprentices in a specific trade while attending college in a related program.

"The co-op diploma course allows for three alternate in-school education sessions with on-the-job training periods,"

Wilson explained. "Some of the up-front education will include math and sciences not generally included in traditional apprenticeship skills programs. The college diploma courses will be adapted and integrated with the skills training. That could extend an apprenticeship by a year, depending on the trade," he said.

Editor's Note: ECABC supports both of these Ontario programs and is recommending them for adoption in BC

Safety Standards Appeal Board Up and Running

As an adjudicative tribunal, the new board is independent of the British Columbia Safety Authority, the regulated industries and any body such as a local government responsible for administering the provisions of the *Act*.

The chair of the board is responsible to the appointing authority for the board's performance. The board operates at arms length from the government in its decision-making capacity.

An appeal before the board is an entirely new proceeding. It provides the parties with the opportunity to present their case to be judged on its merits. The board has no evidence before it except the Notice of Appeal and the evidence presented to the board by the parties.

The board's objective is to process appeals as efficiently and effectively as possible with minimum cost to all parties. It may use a variety of methods to achieve this, depending on the needs of

the parties and the complexity of the appeal. These procedural guidelines are meant to clarify the procedures in an appeal which are regulated by the board's Rules of Practice and Procedure.

For additional information on the new S S A B, please refer to: www.mcaaws.gov.bc.ca/ssab

Editors Note: The electrical industry is well represented on the board with the inclusion of notables such as **Gerry Reinders**, CEO of Bridge Electric, **Ted Simmons**, Chief Instructor for Electrical Apprenticeship at BCIT, **Lawrence Gibson** of Intertek Testing Services Ltd., **Bruce Campbell** P. Eng of Roy Campbell Ltd. and **Dennis Burke**, formerly Chief Electrical Inspector, for the City of Victoria. Among others, **Abigail Fulton**, Vice-President of the BC Construction Association also sits on the board and **Keith Saddlemeyer** is the chairman.

New Cabinet Ministers Appointed

Courtesy: VRCA Jackhammer

Premier Gordon Campbell recently announced new responsibilities for three cabinet ministers and the appointment of a new member to cabinet. The changes were prompted by Gary Collins' announcement that he is resigning his seat in the Legislature to accept a new career opportunity in the private sector.

Deputy Premier **Shirley Bond**, MLA for Prince George-Mount Robson, formerly Minister of Advanced Education, was appointed Minister of Health Services.

Colin Hansen, MLA for Vancouver - Quilchena, formerly Minister of Health Services, was appointed Minister of Finance.

Ida Chong, MLA for Oak Bay - Gordon Head, formerly Minister of State for Women's and Seniors' Services, was appointed Minister of Advanced Education.

Wendy McMahon, MLA for Columbia River-Revelstoke, former Government Caucus Chair, was appointed Minister of State for Women's and Seniors' Services.

Graham Bruce, MLA for Cowichan-Ladysmith, Minister of Skills Development and Labour, was appointed Government House Leader.

On the Front Line

Horizon Power Installations crew transferring conductors live line 25,000 volts.



Safety Violations Can Mean Criminal Charges

By: Rick Dowling, Business Manager of IBEW Local 213

I recently attended a seminar which, among other things, covered the "Criminal Liability for Organizations". Changes to the Criminal Code which are in effect as of April 1, 2004, make it easier for corporations to be criminally liable for their misdeeds.

These changes are the result of the investigation and recommendations coming out of the Westray Mine public inquiry. The Westray inquiry recommended that the federal government make corporations more accountable particularly in regards to *workplace safety issues*.

The new law, which was previously known as Bill C-45, covers the following key points:

- Every criminal offence has two elements: the mental element and the physical element.
 - The mental element may be the express intention to commit the criminal act or it may be negligence. The physical act, as it suggests, is the action which constitutes the crime. Normally both the mental and physical elements have to be present within the same person: these recent amendments to the Criminal Code change this principle.
 - The physical element of the crime can come from all employees, agents, and contractors working for the company and not simply the senior management.
 - The mental element for negligence based crimes can come from operational managers, as well as the senior officers who determine corporate policy.

- For intent based crimes, the company will be liable where a senior officer is either a party to the offence or has knowledge that others are committing the offence and fails to prevent it from occurring.

Section 217.1 of the Criminal Code states:

Everyone who undertakes, or has the authority to direct how another person does work or performs a task is under a legal duty to take reasonable steps to prevent bodily harm to that person, or any other person, arising from that work or task.

All of these provisions raise concerns about how seriously "safety on the job" is being handled by some companies (e.g. we all know the importance of using fall protection equipment, but is it consistently enforced?)

At the same seminar we learned about another danger associated with falls. It is called "suspension trauma".

An example would be where an employee working by himself, using a bucket truck, and wearing fall protection gear, falls out of the bucket and although his gear stops him from hitting the ground, he gets snagged by a tree or some other object and is suspended in an upside-down position for twenty minutes or more before someone notices him and calls for help to get him down. The positioning, for twenty minutes or so can cause death due to "suspension trauma".

I have asked all of the Assistant Business Managers to discuss these issues with the companies they deal with. It is important that all employers, as well as our members, know the criminal liabilities they could face over and above Workers' Compensation Board penalties.

Management of Building Projects

By Chris Quaife BC Building Projects Committee

ECABC commends an initiative of BCCA/VRCA and many other building industry organizations in B.C., leading up to last month's publication of a practice manual for all lead roles – from project concept to completion.

The comprehensive 250-page "*Management of Building Projects*" emphasizes interactions among contractors, designers and owners for: project planning and organization; bidder pre-qualification; equitable assignment of responsibilities and risk; shop drawings; fast-tracking; schedule of values; threats to quality; dispute avoidance/ resolution; commissioning and insurance. It includes many recommendations for Trade Contractors who work directly for the Owner, typically under CCA17.

The Manual distinguishes the characteristics of each stage of a project, from concept to completion, as well as the alternative contracting arrangements for design and construction. It can be adapted to each specific project. For the hands-on management and supervision of design and construction, it references industry standard contracts and many BCCA publications for project delivery, bidding, worker safety and construction methods. The Manual's best practices are consistent with those of ECA's guidelines for contracting, coordinating and managing electrical work.

Many issues are dealt with that were raised by the 1988 Inquiry into the Station Square roof collapse, and by the 1998 Barrett Commission on the Quality of Condominium Construction. The Manual helps viewpoints to be consolidated in the industry, and the great number of varying interests

to work co-operatively for the benefit of projects and their contractors. It is also relevant for professional development and other education.

"Management of Building Projects" is published by the **Architectural Institute of BC**, the **Association of Professional Engineers and Geoscientists of BC**, the **Consulting Engineers of BC** and the **BC Construction Association**. The consensus document, from a full cross-section of the BC building industry, is supported by owners, project managers, facility managers, quantity surveyors, specification writers and educators. The Manual is compiled from this range of expertise, and from reviews by the organizations involved in its preparation.

"By establishing clear comprehensive procedures and getting buy-in and support from the key industry players [the Manual] will greatly improve the design and construction industries in BC."

Kevin Johnston, Senior Director, Vancouver Airport Services (YVR).

Visit www.bcprojectsmannual.com for more of the industry's praise for the Manual, and to place an order at the introductory price of \$95 plus shipping and handling; (volume discounts are offered). Net proceeds will be spent on the 2006/7 edition of the Manual, with any surplus going to other industry and education initiatives.



Discover the tremendous benefits of having a Financial Controller on your team. Having a full-time professional Controller has, until now, been a possibility only for the largest companies. Now you can have the same benefits for substantially less money! Let us introduce you to this cost effective outsourcing model for your bookkeeping and controllership. For your complimentary Accounting Assessment of your business, please call Charles Bristow, Director of Sales, at 778-288-6966 (Outside Vancouver 1866-231-3344, ext. 44)



Electrical Contractors Association of BC

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Schedule of Events

January 18, 2005
 Central Chapter Meeting
 Ramada Inn—Prince George

February 10, 2005
 Vancouver Island Chapter Meeting
 Location—TBA

January 25, 2005
 Vancouver Chapter Meeting
 Executive Hotel—Lougheed Hwy

February 11, 12 and 13
 EPS Level 1 Training
 Executive Hotel—Lougheed Highway

One of the Coldest Winters Ever

It was autumn, and the Indians on the remote reservation asked their new chief if the winter was going to be cold or mild.

Since he was an Indian Chief in a modern society, he had never been taught the old secrets, and when he looked at the sky he couldn't tell what the hell the weather was going to be.

Nevertheless to be on the safe side, he replied to his tribe that the winter was indeed going to be cold and that the members of the village should collect wood to be prepared.

Being a practical leader, after several

days he got an idea. He went to the phone booth, called the National Weather Service and asked, "Is the coming winter going to be cold?"

"It looks like this winter is going to be quite cold indeed," the meteorologist at the weather service responded. So the chief went back to his people and told them to collect even more wood in order to be prepared.

One week later he called the National Weather Service again. "Is it going to be a very cold winter?" he asked.

"Yes," the man at National Weather replied, "it's going to be a very cold

winter." The chief again went back to his people and ordered them to collect every scrap of wood they could find.

Two weeks later he called the National Weather Service a third time.

"Are you absolutely sure that the winter is going to be very cold?"

"Absolutely," the man replied. "It looks like it's going to be one of the coldest winters ever.

"How can you be so sure?" the chief asked.

The weatherman replied, "The Indians are collecting firewood like crazy."

Benefits of Membership in ECABC

Advocacy

- A strong united voice to government for expressing opinions and concerns regarding issues that directly affect the electrical industry
- Representation on other associations, committees and councils that deal with apprenticeship, safety, WCB and other issues

Consulting

- Contract Interpretation Service

Education

- Seminars or information sessions and speakers at chapter meetings
- Salaried Employees Training Trust Fund (recovers costs for some seminars/courses)
- Scholarship fund through our membership in the BC Electrical Association (BCEA)
- Seminars and courses offered from other associations

Health Care

- BCCA Group Benefit Plan

Insurance

- Industry specific insurance from Federated Insurance and a gasoline discount program

Networking

- Regular networking opportunities at monthly chapter meetings, annual general meetings, an annual national conference and social events.

News

- Safety alerts and the ECA newsletter The Conduit (monthly) and Relay (annually) to keep members current on industry events and issues

Marketing

- Electrical engineers/contractors joint committee, the ECA website, the ECA logo for stationery and web page use, and membership stickers for industry recognition

Publications

- Member only access to videos, publications and manuals such as the Seismic Restraint Standards Manual and Health & Safety Policy Manual.
- When your membership application has been accepted you receive a Seismic Restraint Standards Manual and Health & Safety Policy Manual free (2 x \$80 = \$160 value).
- Only ECA members can access CECA and NECA publications.

Discounts and Preferred Rates

- NEBS forms discounted rates
- Esso gasoline discount program
- Group benefit plan rates
- Legal services
- Accounting services
- Imagewear - Marks WorkWearHouse
- Courier rates
- Accent Inn Corporate Rates
- Coast Hotels and Resorts
- PetroCan SuperPass Program
- Fleet purchase/lease program
- Answering service
- Cellular phone rates
- Consulting rates

