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THE CONSTRUCTION EMPLOYERS COORDINATING COUNCIL OF ONTARIO

DISPATCH

Management's Voice for Unionized I.C.I. Construction

Message from the Executive Director

It's Time to Reaffirm Who We Are

Our last, real comprehensive review of the Construction Employers Coordinating Council of Ontario (CECCO) was carried out by a committee in 1989. Yes, we have had some cursory glances in the mirror in 2011 and 2015, but these were tied to post negotiation meetings, and didn't result in any true reflection.

It is time to reaffirm who we are. Are we happy with the status quo, or do we need to look at our purpose and reassert our mandates? A formal review is scheduled for **February 27, 2020**, and we are encouraging you to include your thoughts and opinions.

Sliding back to last spring's negotiations, three main needs for the industry were improved. These included hiring hall practices, increased mobility and regional market concerns.

Reviewing past legislation reforms under Bill 69 (2000), the focus was on two key areas to bring more flexibility to working arrangements. First, a hiring hall and mobility provision were enhanced in an attempt to encourage the parties to bargain alternatives that would work in their particular trade. Second was the ability to modify collective agreements to suit specific sectors, regions or changing economic conditions within Ontario. The Labour Relations Act – articles 163.5 and 163.2 – address these same two issues.

Are we in this current position because we did not know or understand how to enact this legislation? Were our negotiating committees aware of this legislation? It may be a good learning exercise to determine what happened with these issues in the 2001 round of negotiations. We can take that information with us as we continue to move forward.

**Good, better, best
Never let it rest
Until your good is better
And your better is best**

– Wayne Peterson

BUSINESS NOTES



Tackling the Issue of Absenteeism & Turnover

Productivity in construction frequently suffers as a result of high levels of absenteeism and worker turnover. There is evidence that all concerned owners, contractors and workers are interested in resolving this issue.

A study conducted by *The Business Roundtable* examines the source and size of the problem, and provides recommendations to reduce it. For the most part, data for this study was collected from workers, but the cooperation of owners and contractors was required. Without exception, everyone cooperated.

Some causes of absenteeism are uncontrollable. However, the major causes of it are. These controllable causes centre around the work-site environment. De-motivators such as excessive re-work, poor supervision and unsafe working conditions, are reported by workers to be more frequent reasons for absenteeism than personal illness.

The data also suggests that absenteeism can be minimized if managed. Well-planned, safe job sites, where an effort is made to recognize workers' individual skills and utilize employees accordingly, will have less absenteeism and inherently enjoy a gain in productivity.

Worker turnover is also a serious problem in construction, and warrants attention. Poor supervision, unproductive relationships with the boss or supervisor, bad planning and generally poor management are the prime reasons cited by the workers for turnover. As in the case of absenteeism, this too can be minimized by planning, supervision and the application of good management principles. Lower turnover offers a broad range of productivity gains. One other significant cause of turnover is the attractiveness of nearby jobs offering extended overtime

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Tackling the Issue of Absenteeism & Turnover

and better working conditions.

A conservative estimate of the direct costs of absenteeism and turnover – based only on clearly identifiable costs – indicates that a nine per cent reduction in project labour costs is attainable on a typical job. In some situations, the potential savings are much greater. This is ample incentive to apply the management attention required to achieve positive results.

Absenteeism and turnover occur on every construction job site. However, there is no common understanding or definition of either. The industry needs to focus on a common definition so that relative performance may be used as a management guide.

Source: The Business Roundtable

CALENDAR OF EVENTS

February 27 – Strategic Planning Session

March 5 – Ontario Construction Secretariat State of the Industry & Outlook Conference

April 26 – CECCO Council Meeting

May 26 – CECCO Annual Meeting

June 11 – CECCO Council Meeting

For more information and /or meeting location, please contact CECCO at (905) 677-6200.

THE CONSTRUCTION EMPLOYERS COORDINATING COUNCIL OF ONTARIO

DISPATCH

The Construction Employers Coordinating Council of Ontario (CECCO) DISPATCH newsletter is published four times per year and spearheads the association's communication efforts. It is designed to ensure members are kept abreast of current CECCO undertakings, as well as relevant educational opportunities and industry news.

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Tips for Effective Management Success

An effective manager pays attention to many facets of management, leadership and learning within an organization. So, it's difficult to take the topic of management success and say that the following 10 items are the most important for success. Legions of articles and books profess to have the answer. Many variations on the same theme. Others profess to add a new characteristic or skill.

There, however, seven management skills without which you won't become a successful manager. These are the key and critical skills which will help you lead your team and encourage employees to want to follow you. And, when employees want to follow you, you have accomplished a key component of managing employees.

Successful managers know what employees need to work effectively, stay productive and contribute to a thrilled customer experience and a harmonious workplace. They know the behaviours that a manager needs to stay away from to encourage successful employees.

Managers who want to succeed also understand that they are the most significant factor in whether employees are motivated to want to show up for work. A bad manager is frequently

cited as a key reason why employees quit their jobs.

Striving for greatness as a manager should top every manager's goal list. The difference that a great manager can make in the lives of employees is inestimable. Helping employees feel rewarded, recognized and thanked is also key to performing effectively as a manager.

The most important issue in management success, however, is being a person that others want to follow. Every action you take during your career in an organization helps determine whether people will one day want to follow you. Without followers, you cannot lead and manage. So, use these seven tips to be the successful manager that you aspire to become:

1. Build effective and responsive interpersonal relationships.
2. Communicate effectively.
3. Build a team.
4. Understand the financial aspects of the business.
5. Create a positive environment.
6. Be an example.
7. Empower others.

To read the full article, visit The Balance Careers website at www.thebalancecareers.com.

OBITUARY

William Herbert (Bert) Gardner

May 18, 1931 – January 10, 2020

William Herbert (Bert) Gardner passed away suddenly on Friday, January 10, 2020.

Born in England and having served as a member of the Royal Horse Guard, C Squadron, Bert came to Canada with his beloved wife Margaret shortly after they were married in 1957. Landing in Montreal, QC, he joined Dominion Structural Steel as a senior draughtsman.

With stops in Bedford, Dartmouth and Halifax, NS, where their three children were born, the family eventually took root in Etobicoke, ON in 1978.

At this point, Bert's business career progressed to management and executive roles within the construction industry, eventually becoming vice president of operations at Westeel Rosco Ltd. In addition to having roles as director of the Ontario Construction Secretariat, Bert was executive director of the Toronto and Ontario Sheet Metal Contractors



Association until 1999, and executive director of CECCO from 2000 to 2003.

Bert was successful in his business life, but his greatest pride came from watching his family grow and prosper. He was always ready to offer guidance, wisdom and a helping hand when needed.



“I'm going to be on the side of the working people in this province whether they are union or non-union.”

Minister of Labour, Training & Skills Development, Monte McNaughton