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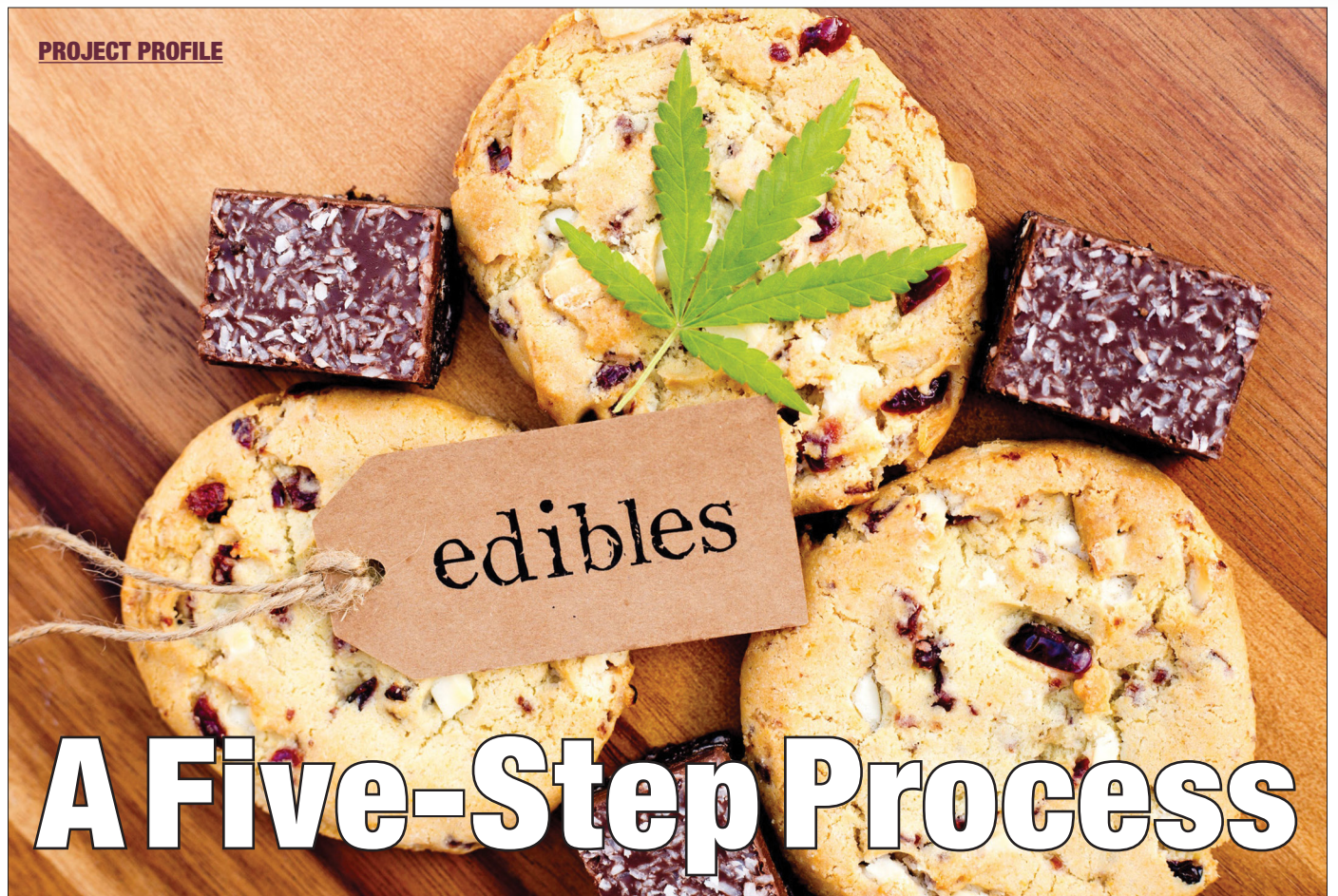


CROSSFLOW

WINTER 2020

THE OFFICIAL NEWSLETTER OF THE ONTARIO SHEET METAL CONTRACTORS ASSOCIATION

PROJECT PROFILE



A Five-Step Process for Managing Cannabis Edibles

Cannabis edibles entered the marketplace in October 2019 and now pose a new set of challenges for employers that have already grappled with recreational cannabis.

“Managing cannabis impairment may not be new to workplaces, but the unique challenges of cannabis edibles are,” said John Aird, Workplace Safety & Prevention Services’ (WSPS) manager of strategic partnerships.

Aird identified three unique challenges:

- Since the effects of edibles take longer to be felt, there is a higher risk of over-consumption;
- People who consume cannabis edibles the night before may still show-up to work impaired, because impairment lasts longer.
- Usage is harder to detect. Cannabis edibles don’t have the instantly recogniz-

able scent of smoked cannabis, so it’s not as easy to determine if someone has consumed any.

Although Canada legalized the medical use of cannabis 20 years ago, a new national survey has found that 43 per cent of employees using cannabis for medical purposes had not reported their medical use to employers. Furthermore, 27 per cent of respondents who use can-

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Crossflow is the official marketing publication of the Ontario Sheet Metal Contractors Association. Circulated four times per year, the e-newsletter is designed to provide association news and program updates, government affairs information, educational opportunities, as well as updates on current industry trends.



Ontario Sheet Metal
Contractors Association

Ontario Sheet Metal Contractors Association

30 Wertheim Court, Unit 26
Richmond Hill, ON L4B 1B9

Tel: (905) 886-9627

Fax: (905) 886-9959

E-mail: info@osmca.org

Web: www.osmca.org

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Tanja Nowotny, Editor / Creative Specialist

TNT Wordcrafters

Tel: (905) 697-8905

tanja.nowotny@tntwordcrafters.com

Web: www.tntwordcrafters.com

A Five-Step Process for Managing Cannabis Edibles

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nabis medicinally, and almost 25 per cent of respondents who use it recreationally, work in safety-sensitive positions.

HOW TO MANAGE CANNABIS EDIBLES

Following are five steps to prepare your workplace for the potential effects of cannabis edibles:

1. Review and update your workplace's drug and alcohol, and fit-for-duty policies to include edible cannabis. Employers have the right to establish policies prohibiting the use of drugs in the workplace, and to require that employees be free from impairment while at work. This includes company events and celebrations.

2. Review your updated policies with all employees. State your expectations regarding drug and alcohol use, and fitness for duty, making clear to employees that impairment of any kind is unacceptable. Go over consequences of non-compliance. Also state expectations that employees will advise the employer if they are taking any medications that could impact their performance.

3. Provide all employees with accurate information on cannabis so they can make informed decisions. New research conducted by the Conference Board of Canada has found that only 28 per cent of employers have general education on cannabis in place even though the effects



of cannabis consumption are broadly misunderstood and vary considerably from person-to-person.

4. Train managers and supervisors on how to detect and document signs of impairment should testing and disciplinary action be necessary, and on how to talk to employees who may be at risk of impairment or substance abuse. Cannabis impairment may take the form of disorientation, poor motor skills, slower perception and sudden behaviour changes.

5. Put a process in place to deal with impaired employees. For example, how should workers inform their supervisor of concerns about a potentially impaired co-worker? How will the employer remove an impaired person from the workplace? How will the employer accommodate disability-related impairment? What support is available to people with impairment issues?

For more information, please visit the *Workplace Safety & Prevention Services (WSPS)* web site at www.wsps.ca.

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TSM Joins Forces with MCA Toronto to Host Industry Information Session

The Toronto Sheet Metal Contractors Association (TSM) and the Mechanical Contractors Association of Toronto (MCAT) joined forces to host a free industry information session on Wednesday, January 29, 2020, at the Sheraton Parkway North hotel in Richmond Hill, ON.

The first session of the day featured Florence Petrakis, safety group program consultant and health and safety excellence consultant for WSIB, who provided an in depth look at WSIB's new Health & Safety Excellence Program. Petrakis discussed how the WSIB's new program integrates the strengths of their previous incentive programs into one, and provided a clear road map for Ontario businesses to improve safety in their workplace, whether companies were just getting started or wanted to upgrade systems already in place. She also highlighted how success in the program can earn a company rebates and other non-financial recognition for their investment in health and safety. The session concluded with a host of questions from the engaged audience of over 65 industry representatives.

Following a quick coffee break, Janine Dyck, WSIB Ontario vice president of employer services, explained the new WSIB rate framework which came into effect on January 1, 2020.

Dyck explained how the new model

uses a two-step approach to set and adjust premium rates for businesses. She also discussed how the system was designed to boast fairness and transparency in how premium rates are set and adjusted.

The information session rounded out with a presentation by Dan Leduc, partner at Norton Rose Fulbright, who enlightened the group on the changes to the Construction Act, namely prompt payment and adjudication. Following discussion on the payment timelines, adjudication regime and notice of non-payment, Leduc encouraged the attendees to consider how the new legislation affects their business operations. He said, in many cases, the legislation may require important changes to standard form contracts and/or policies, and internal changes as to how payments and receivables are processed.

With over 25 years of practicing primarily construction law and dispute resolution, Leduc is frequently called upon to advise and represent owners, sub-contractors, suppliers and builders in such front-end services as contract review, tender issues and general construction matters. Presenting information on prompt payment well before it received royal assent in late 2017, Leduc was the ideal speaker for this session.

Participants left the session more informed on all of these top-of-mind matters.



OSM 2020 Annual Convention

May 8 to 17, 2020
Athens & Rhodes, Greece

Although registration for the OSM 2020 Convention is currently sold out, OSM will try to accommodate all members still wishing to attend. The 2020 Annual General Meeting and Convention will be held May 8 to 17, in Athens and Rhodes, Greece.

Once known for smog, traffic and tacky architecture, Athens is a city reformed thanks to the fortunes brought by the 2004 Summer Olympics. Spotless streets, an ultra-modern metro, new motorways, accessible airport and signs in English, make the city easily negotiable for tourists. OSM will be housed at the Grand Hyatt Athens from May 8 to 10.

On May 11, the group will fly to Rhodes and check-in to the Elysium Resort & Spa. After six days of business meetings, networking events and personal time, the group will return home on Sunday, May 17.

To view the convention brochure and agenda, please visit the OSM web site.

If you are interested in attending, please contact Lisa Weidinger at lisa@lorandus.com as soon as possible.



Message from the Executive Director

Welcome to a new decade! I'm certain 2019 will be as fondly remembered by our members as it will be for me.

This time of year is a busy one for the association as we prepare for financial year-end reporting. Five out of 10 local associations have reported man-hours to the end of December 2019. I can confirm that we have surpassed the 2019 provincial budget man-hours regardless of having suffered an eight-week strike.

In December, I attended the COCA meetings. Monte McNaughton, Minister of Labour, Training & Skills Development, was a speaker at the event. I enjoyed the opportunity to speak personally with the Minister on a few pressing matters. In light of the government's initiatives to promote the trades as a viable career option, one of questions I had was whether or not it is prepared to increase seat purchase funding for training delivery agents when needed. The Minister confirmed the government will, indeed, provide this funding, which is great news.

Another speaker was Don Gosen, chair of the Ontario College of Trades Board of Governors. Gosen shared that the wind-down of the College will likely extend toward the end of 2020. One interesting tidbit gleaned from the information Gosen provided was that the industrial electrician trade has seen a four per cent decline in the number of apprentices since the implementation of the 1:1 journey person-to-apprentice ratio announcement in November 2018. Meanwhile, the Ontario Government website – www.ontario.ca – heralds the construction industry has experienced a 24 per cent increase in apprenticeship registrations since the change to the ratio. Hmmm.

Speaking of statistics, the Ontario Construction Secretariat released a report – *Demographics & Diversity: A Portrait of Ontario's Unionized Construction Industry* – in December 2019. The report provides a demographic profile of the unionized construction sector workforce and is intended for workforce planning. Available on the OCS website, the report states that in 2016, 62 per cent of the 4150 sheet metal workers in the province were unionized. Be mindful that CLAC and SMWIA are considered union in these statistics, and then add residential union members when assessing these numbers. The economic regions across the province are reported to be in a range of 19 to 34 per cent unionized construction. The lowest being Stratford-Bruce Peninsula and the highest being Northwest Ontario. The range for union sheet metal is stated as 79 per cent in the Northwest, 70 per cent in Toronto and 69 per cent in Muskoka-Kawartha. That's right, Muskoka-Kawartha. Hmmm. Do you smell smoke? I think we're missing one very important demographic in this report. Those working illegally in the trade.

Anyways, the real take-away from the report is nearly 20 per cent of the known sheet metal workforce is eligible, or will be eligible, for retirement within the next 10 years. Our members in Sarnia-Windsor-Chatham should be aware that 35 per cent of LU235 is 55 years of age or older, according to the report. I'm concerned that if Larry McDonald ever retires, these guys will pull the shoot and hang out hunting with him. It can only get worse if Koutsonicolas seduces them with the notion of retirement in Rhodes.

In January, I joined other chapter executives from SMACNA at the annual Chapter Executives meeting. The meetings are run generally over two days, with a busy agenda packed with information. Best of all, the meetings are a forum for the chapter executives to share knowledge, and I always leave these meetings with takeaways that will benefit OSM.

OSM continues to be a technical resource to buyers of construction, designers and building departments and I regularly field questions pertaining to codes and standards. I think it is excellent that OSM is being contacted as a source of advice for our industry. After all, we are an association comprised of the best contractors in the industry, and we hold the resources of the SMACNA technical department in high regard. In fact, I attended a tool manufacturer's

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SCHOLARSHIP AWARD

Wally McIntosh Scholarship Applications Now Accepted

The Ontario Sheet Metal Contractors Association is currently accepting applications for the 2020 Wally McIntosh Scholarship Award. Applications are available at the OSM web site.

OSM is now offering two, \$2500 scholarships to children of OSM member firm employees who are graduating from high school and entering college or university studies. Additionally, a \$1000 award is presented to the sheet metal apprentice who obtains the highest average mark for basic, intermediate and advanced day school while attending the Ontario Sheet Metal Workers Training Centre.

For more information, contact the association office at (905) 886-9627 or e-mail dramirez@osmca.org.

ANNOUNCEMENT

John Beck Retires

On January 10, 2020, Aecon Group announced the retirement of John Beck from his role as executive chairman. Beck will transition to the position of non-executive chair of the Aecon board of directors and will no longer be an employee of the company he founded five decades ago.

An engineering graduate of McGill University, Beck told the amazing and inspiring Aecon story at a Toronto Construction Association Members' Day event. It started with his parents and the family dog in the kitchen of their Montreal home, moving to Toronto, then Calgary and back to Toronto, making acquisitions along the way, to eventually become the Canadian construction powerhouse that it is today.

John Beck has been an outstanding leader, a role model for others to follow and an icon in the industry. The industry congratulates him on his successful career, and thanks him for the many important contributions he has made to the industry.

LEGAL NOTES

Construction Associations Disappointed by Supreme Court Decision on Use of Reprisal Clauses in BC

The Supreme Court of Canada decision to uphold government agency use of “reprisal clauses” to blacklist contractors involved in project legal disputes has contractors and construction sector organizations pushing back.

On December 17, the National Trade Contractors Council of Canada (NTCCC) announced that it stands with contractors in British Columbia against the recent Supreme Court of Canada ruling that dismissed an appeal by contractor J. Cote & Son Excavating.

The clause used against J. Cote & Son Excavating by the City of Burnaby states that the city will not accept tenders from any party that is, or has been within the last two years, involved in legal proceedings initiated against the city arising out of a contract for work or services.

“The decision effectively upholds ‘reprisal clauses’ in tender documents to force consultants and contractors, who may have a dispute with the city, to choose between pursuing their legal options or bidding on city contracts for the coming years,” says Sandra Skivsky, chair of the NTCCC. “These clauses deter contractors from accessing their legal rights through fear of being banned from participation in future projects.”

The Canadian Construction Asso-

ciation (CCA) says it will push for federal legislation to prohibit reprisal clauses from being used in contracts for projects that receive some amount of federal funding.

“Our members are incredulous,” said CCA President Mary Van Buren, claiming the ruling could have a devastating impact on smaller contractors who do a lot of work on public projects. “You can imagine if you are a contractor who relies heavily on this kind of business. It would put you in a very precarious position.”

The ruling has serious implications as it allows contractors to be placed on a two-year blacklist that bans them from bidding on city projects. It effectively means that there is no constitutional barrier for municipalities to use reprisal clauses at will, and leaves contractors having to decide between exercising their legal rights or having an equal opportunity to secure major contracts.

Both the CCA and NTCCC will continue to monitor the developments of this far-reaching ruling and the negative implications it will have on the construction industry.

The NTCCC welcomes the opportunity to work with its stakeholders to address this issue and work towards developing a more equitable solution.

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Message from the Executive Director

national meeting in Ottawa, ON, and Edmonton, AB, in January. As part of an industry panel comprised of safety, technology and construction experts, we fielded questions from an audience of approximately 300 people. Each session lasted about one-hour-and-30-minutes, and there was no shortage of interest and questions from the audience.

The Board of Directors issued a guideline on work assignments under Bulletin #04-20. This guideline was issued to assist our members in dealing with jurisdictional claims by various trades. There has been an increase in jurisdictional claims from the UA against the SMWIA in the Toronto area over the past two years. Some claims have resulted in grievances. We urge employers to review the guideline, and contact OSM if faced with such jurisdictional disputes.

I would like to close my report by acknowledging the passing of Mr. Bert Gardner. Bert served as executive director of the Ontario Sheet Metal and Air Handling Group and the Toronto Sheet Metal & Air Handling Group until his retirement in 2000. I recall meeting Mr. Gardner in the 1980s when I received two apprentice awards. Although, I searched the photo archives in hopes of retrieving an image capturing Bert presenting me with the award, I was unlucky. However, I did find one with a very young Greg Rodgers handing me the award. Unfortunately, only Bert’s shoulder was visible in the photo. And, I know it was Bert because of the Harris Tweed sports jacket he was wearing – very English and proper attire, indeed. I recall being impressed by Bert as he carried himself in a dignified and authori-

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Ontario Construction Safety Blitz in Effect

The Ministry of Labour, Training and Skills Development enforcement initiative will focus on machine guarding and electrical hazards from February 17 to March 31, 2020.

Every year, machine-related incidents injure approximately 17,800 Ontario workers accounting for almost 2.8 per cent of all lost-time injuries.

Lock-out/tag-out refers to specific procedures and practices to protect employees from machinery or equipment starting unexpectedly, and releasing hazardous energy. Moving machine parts have the potential to cause severe

injuries such as crushed fingers or hands, amputations, burns or blindness. Machine guarding / safe-guarding measures, at or around a machine are essential to protect workers from coming into contact with hazards.

The Ontario Occupational Health and Safety Act requires that employers take every precaution reasonable in the circumstances to protect workers. Sections 25, 27 and 28 refer to duties and responsibilities of employers, supervisors and workers.

For more information, visit the *Workplace Safety & Prevention Services* web site at www.wsps.ca.

Frank Dearie

Jones DesLauriers
Insurance Management Inc.



The Toronto Sheet Metal Contractors Association welcomes Frank Dearie, of Jones DesLauriers, as its newest associate member.

Dearie has scars on his hands to prove he knows this industry. In fact, before becoming an insurance broker, he worked for an HVAC company creating custom duct work in the shop, participating in the local union, and working towards becoming a sheet metal mechanic. However, after a car accident, Dearie's focus changed towards a career in insurance, but still specializes in the HVAC and sheet metal industries.

Early in his career, Dearie was recognized as one of the Top 10 insurance brokers in Canada under the age of 40. He has achieved the Canadian Accredited Insurance Broker (CAIB) designation.

Jones DesLauriers Insurance Management Inc., a Navacord Company, is a leading insurance and risk management brokerage firm dedicated to providing expert solutions to businesses in the Ontario marketplace. The main focus of the company is on commercial insurance, including automobile and fleets, surety and bonding, personal insurance, employee benefits and retirement, life insurance and related products.

As a new member of TSM, please consider Dearie for your commercial insurance needs. He can be reached at (416) 248-7110, toll free: (877) 232-9996 or email frankd@jdimi.com.

RECRUITMENT

Windsor Essex Catholic School Board Expands Construction Academy Program

The Windsor-Essex County Catholic District School Board (WECDSB) has expanded its Construction Academy program with the introduction of electrical and plumbing components into the program.

Originally launched in 2017 with general carpenter, and brick-mason courses, the Construction Academy is designed to "promote technical studies and skilled trades as a rewarding career with room for advancements/possibilities, as well as prepare students for the realities of skilled work." The open boundary program is open to every grade 11 and 12 student in the WECDSB.

Operating out of St. Joseph's and Brennan High Schools, the program involves co-op education, paid summer placements and dual credit education with St. Clair College, designed to reduce the length of most apprenticeships from five years to four. The two-year program allows students to graduate with a certified high skills major seal



on their diploma and up to 1000 hours towards an apprenticeship.

Additionally, since the program is designed to fully incorporate Specialist High Skills Major (SHSM) in construction, the Construction Academy also includes the following certifications:

- Standard first aid;
- CPR/AED (defibrillator);
- Basic health & safety – construction;
- WHMIS
- Working at heights;
- Lock-out and tagging;
- Confined spaces;
- Rigging and hoisting (on Level 1 test);
- Ladder and scaffold awareness;
- Power elevated work platforms.

New Recruitment Campaign Launched By Ministry of Labour, Training & Skills Development

The Ministry of Labour, Training & Skills Development recently launched an advertising campaign geared towards promoting careers in the skilled trades. The campaign targets both young people, and their parents, to remove the stigma around careers in the skilled trades.

With the slogan "Find a Career You Wouldn't Trade," Ontario's Minister of Labour, Training and Skills Development, Monte McNaughton launched the campaign to highlight the good-quality, well-paying and flexible careers available in the trades.

"We need to do a better job at enticing young people and their parents to the skilled trades," McNaughton said. "For too long, we haven't viewed these challenging positions as a viable first option. That needs to change and our *Open for Business, Open for Jobs* strategy, including our new advertising campaign, will go a long way towards making the skilled trades more attractive."

The ads are scheduled to run digitally in both English and French in movie theatres and within Tim Horton's locations across the province.

CHAPTER UPDATE

SMACNA Board of Directors Report

I attended my first SMACNA Board of Directors meeting as the new Ontario Chapter representative, on January 13, 2020, in Waikoloa, Hawaii. After being welcomed by SMACNA's first female president, Angie Simon, followed by introductions of the new board, it was right down to business.

The board reported that SMACNA's finances are in good shape. The association's preliminary financials for December 2019 indicated income over expenses at a higher than budgeted level, which is good news. Man-hours for the year were also up 5.3 per cent over 2018.

The association is focused on remaining current in terms of the Internet of Things (IoT), as well as establishing social media channels to reach younger audiences. With web site redesign underway and fresh content currently being developed, SMACNA has launched its newest initiative the "Ignite Your Career" recruitment campaign, designed to encourage people into the HVAC trades. A new web site – IgniteYourCareer.com – has been rolled out and serves as the digital hub of this comprehensive campaign. The site allows visitors to explore career paths and opportunities within the industry; hear success stories from a variety of real-life professionals, and connect with resources, including local SMACNA chapters and industry training centres, to learn more about the opportunities available.

Among the many topics on the agenda, we participated in a discussion around the National Fire Protection Association (NFPA) Fire Life Safety Code, and the need for annual inspections on a

buildings' fire prevention systems. There was a general consensus among those in attendance that this needs to be done to mitigate liabilities of faulty fire damper linkages and/or alterations to a building that would prevent a fire damper from closing.

Open discussion was also held regarding SMACNA's initiatives in informing and educating its members in a variety of top-of-mind issues. These include:

- Providing guidance and information – i.e. legal requirements and technical support – on issues related to cannabis legalization and the construction of grow-operations;
- Providing information on how smaller contractors and jobs can effectively implement modular and prefabricated processes;
- Expanding the use of video, podcasts, etc. for education and information dissemination;
- Getting more information of the industry's future and contractor needs into the JATCs; and,
- Pursuing cooperative efforts with labour for journey person upgrade training.

As the new SMACNA Ontario Chapter director, I am looking forward to sharing my experiences and listening to others discuss their challenges – especially as it relates to technical issues, the Internet of Things and labour struggles. From my perspective, it will be these open discussions that will be the most beneficial aspect of being on the SMACNA Board.

- Blair Hubber, Lancaster Group Inc.,
SMACNA Ontario Chapter Director

SMACNA's Executive Director of Labour Relations and Human Resources Resigns

Deb Wyandt, SMACNA's executive director of labour relations and human resources, has resigned her position with SMACNA to pursue other professional opportunities. SMACNA respects all of Wyandt's accomplishments and appreciates her many years of outstanding service to the association and its members. SMACNA wishes her success and happiness.

In coming to this decision, Wyandt advised that the most difficult aspect of coming to her decision was the importance of the relationships and friendships she had forged during her over 33-year service to SMACNA.

SMACNA has put plans in place to effectively serve member needs until a permanent replacement is named.

SMACNA 77th Annual Convention

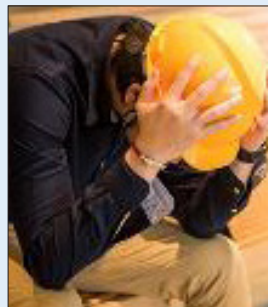


SMACNA will host its 77th Annual Convention on September 27 to 30, 2020, at the Broadmoor, in Colorado Springs, CO. Registration information will become available on April 1, 2020. More details will follow as they become available.

Mental Health Resources Now Available

SMACNA recently launched a resource section on **Mental Health, Suicide, Drugs & Alcohol**. This new Safety & Health section includes recommended articles from a variety of news outlets, including SMACNews. There is also a page listing helpful organizations, toolkits as well as additional resources.

SMACNA is an official stakeholder with the Construction Industry Alliance for Suicide Prevention, and has pledged to stand up for suicide prevention in the construction industry.



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Message from the Executive Director



tative manner. I never imagined I would hold his position of executive director so many years later. When I first came on board with OSM, the staff who had worked for Bert had fond respect for him. No one more than Freda Farkas. Freda has shared several stories about Bert with me over the past four years, and considered Bert as a father figure to her. Nothing speaks more of a person's character and legacy than to be so fondly remembered. Rest in peace, Mr. Gardner. I wish I had the opportunity to have known you.

TwoGreySuits Refreshes Website, Re-vamps Blog Features

The Ontario Sheet Metal Contractors Association reminds members that the numerous business and human resource materials offered by TwoGreySuits (TGS) are readily available at their fingertips.

TGS recently refreshed its website, and new content is being added on a regular, ongoing basis. OSM members can easily log-on at the OSM website at osmca.twogreysuits.com. Member usernames and passwords remain the same.



How To Provide Feedback

Knowing how to provide feedback to employees is a MUST HAVE skill for a good people manager

By RON GUEST, Senior Partner, TwoGreySuits

When well done, it builds solid relationships based on candor and integrity. On the other hand, poorly expressed feedback will demotivate others, and make for bad business and strained relationships.

Feedback is a stated observation/perception of another's conduct or performance. It should be given with the same introspection and care in which it is to be received.

The message must be delivered in a thoughtful and well-balanced manner (you control this) and received in a similar mature way (you don't control this). Consider that the 'real' message received is based on three factors: Seven per cent on what is said; secondly, 43 per cent on how it is delivered; and thirdly, 50 per cent on body language as interpreted by the recipient. These guidelines will help you provide feedback:

- *Get the facts* – first, do your homework. Ask questions to get the facts, get the right facts and get the facts right. Be open to new information for, if you have partial information, you will predictably give inaccurate feedback. You will then look bad.

- *Know who you are dealing with* – Assess how the other person will react, and tailor your message and method of delivery to that person. Generally, give positives in public and negatives in private. However, break this guideline if the person gets embarrassed easily and prefers these types of conversations to be done privately.

- *Give them feedback FIRST* – The recipient of feedback deserves respect and courtesy – especially if the feedback is about something that went wrong. If you talk about someone behind their back, and then they hear this gossip from another person, you become the executive 'weasel'. Your leadership role has now been compromised.

- *Do it face-to-face* – Particularly if feedback deals with criticism, mature adults deal with tough situations face-to-face, not by impersonal emails or by phone. Give it in person – this also lets you see the person's reaction, thereby ensuring that the appropriate message has been received.

- *Do it fast* – People affected by important information need to hear it quickly



– whether it is good or bad news. Few things are worse than waiting in suspense and feeling like you are being controlled by someone. Once all the facts are on the table, people are more relaxed and it is easier to deal with virtually any situation.

- *Deliver the message in balance* – Try to sandwich the positive and negative messages. This is all about balance, not manipulation, e.g., you could discuss a person's positive intentions, critique a specific situation that did not work out, and then express confidence that you believe in them, and that you see they are motivated to get better results next time.

- *Do it with tact* – Be direct and be sensitive. Give feedback on a person's actions/issues, not on their personality. Never assault their personality. If you need inspiration for this, think of your own worst experience, that is, when you were on the receiving end of poorly-delivered feedback that didn't sit well with you.

- *Keep cool* – Discuss things professionally. If you find yourself being hooked into a mental or emotional battle, ask questions for clarification. Or, if someone is 'losing it', take a breather. Buy some time – things said in anger rarely turn out positively.

These are certain truths that endure: People want to be important, want to matter and be valuable. They crave self-esteem. By what people say and do, one message they regular deliver is: "... notice me... I count!"

Effective feedback is a gift that will make most people in most companies more successful. While your gift to them costs you just a little time, recipients believe it to be priceless!