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 Ontario Sheet Metal  
Contractors Association

# FALL 2022 CROSSFLOW

THE OFFICIAL NEWSLETTER OF THE ONTARIO SHEET METAL CONTRACTORS ASSOCIATION

### ACHIEVEMENT



## BML Multi Trades Achieves a Milestone

Contractor Overcomes the Hurdles to Obtain COR™ Certification

It may have been a decade in the making, but through sheer determination, perseverance and grit, BML Multi

Trades proudly achieved its Certificate of Recognition (COR™) certification in August this year.

“Here we are a decade later from when we first considered this, and al-

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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.

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# BML Multi Trades Achieves a Milestone

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though it's not a requirement to contract work, our COR certification has given us a health and safety management system which allows us to operate safer and avoid injury," said BML President Jim Di Novo. "More importantly, it is guiding our work force to follow the safest processes as they go about their work each and every day."

Established in 1977 under the name Brantford Mechanical Ltd., the company changed its name to BML Multi Trades in 1997 to better reflect the company's scope of work which currently includes the HVAC/R, plumbing, millwright, fire protection, electrical and sheet metal trades.

Although the company has evolved over the years, one thing that has remained constant is its commitment to health and safety. As a member of various safety groups including the Hamilton & Halton Safety Association and other groups within the Workplace Safety Insurance Board (WSIB), BML had established a health and safety policy early on in the infancy of the business.

But it wasn't until 2011 when the Infrastructure Health & Safety Association (IHSA) brought COR to Ontario that the company felt the need to take its safety practices to the next level.

"When COR was first launched in Ontario, the industry was made to believe that it was going to become a condition of bidding on government work," Di Novo said. "We didn't know if it would extend into school board and university projects, which we participate heavily within. Considering that our company

could certainly benefit from a health and safety management system, we decided to look into it."

With BML Human Resources/Health and Safety Coordinator, Susan Coulas, tapped to lead the charge, BML began to gather the pieces required to complete the puzzle, and move the company to the next level. But the journey certainly wasn't going to be a walk in the park.

"You have to document everything," Coulas said. "It's one thing to say to your employees 'before you use that tool, you have to inspect it', now we actually had to prove that the inspection happened."

Di Novo said that when dealing with tradespeople, their mindset is focused on getting the job done properly. They didn't recognize the importance of documentation. Even if an inspection did occur, BML had to implement a process to ensure there was a paper trail that could be utilized for subsequent auditing purposes. Definitely not a small feat for a smaller contracting firm.

BML generally employs 60 to 80 tradespeople and, administratively, the company is extremely lean. With both Coulas and Di Novo wearing multiple hats, time became the greatest challenge.

"Administratively, we're very light here," he explained. "Just something simple as Sue making sure we've gathered all the documentation and filed it, was becoming an administrative burden. It's not like we have a COR administrator on staff, where that's all they do. We simply don't have the staff resources to do everything. So time was definitely a factor."

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Another factor adding to the complexities of moving through the elements, was the business structure of BML. Serving three different markets, with six different trades added to the challenges.

"We're actually running 18 small companies here,

where other companies are serving one market with one or more trades," Di Novo said. "We cover all markets including new construction, industrial installations and commercial services. For a small business that's already very complex, combined with a small administrative staff, it's quite a task to make sure everyone is on board."

Creating policy reflective of all aspects of the business only added to the challenge of meeting the requirements, especially since COR does not provide the actual policy. COR provides methods for companies to address each specific element, but it's up to the company undergoing certification to create and customize the policies (safe work practices), related safe work procedures, and forms and documentation to meet the requirements. Then there are legislative requirements that also must be incorporated into the policies and procedures.

In order to achieve COR certification, the company was required to achieve a minimum score of 65 per cent of the 19 elements and achieve an overall score of 80 per cent. When it comes to the legislative elements, COR demands a 100 per cent score to pass. Any shortcomings in this area result in an automatic fail.

With government constantly coming up with new rules and legislation, it can make one's head spin.

"Naloxone kits on construction sites, the right to disconnect... the government is constantly coming up with legislation with little consultation with the industry, and then it's thrown on the laps of employers," Di Novo said. "We were required to incorporate all this new legislation into our policies, and make sure it can work within our business structure."

Having compiled all the documentation and feeling extremely confident in



their undertaking, BML submitted its first desk audit pre-COVID in 2019, but the results were not what the company expected. With a score well below the pass rate, they went back to fill in some of the shortcomings within their documentation. The second attempt submitted in 2021 pushed the needle forward slightly, but still not to the pass level.

With time ticking to submit, the company enlisted the assistance of a consultant to provide guidance. This time, it was all or nothing.

"I would suggest to anybody who is considering undertaking COR certification to hire a consultant," Coulas said. "It is such a huge task, so the investment of bringing in an expert is well worth it."

According to Di Novo, if BML didn't pass this time, he'd be "done with COR."

"We are representative of small to mid-size business and if we can't do it – because I think we're a pretty good example – then the standard is simply too fussy," he said.

With a score of 61 per cent, Coulas and Di Novo were devastated, and went back to their IHSA Internal Auditor who promptly advised them that "you've got this wrong, you actually had a really good fail."

"What happens when you submit your desk audit, it's like you're submitting to double-blind judges. They're looking for specific things," Di Novo explained. "Like a teacher marking an essay, they just want to see if you mentioned everything that needs mentioning. So, if you receive two ticks for a section that is worth five, you get 40 per cent, in some sections of the grading, in other sections it is all or nothing for grading. In other words, we had the material, we just didn't show it."

It was back to the drawing board for the final time. At this point, BML knew

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## FOCUS ON SAFETY

### New Study Confirms COR™'s Health & Safety Benefits

Research shows COR™-certified firms have reduced their injury rates by 28 per cent

**T**he Infrastructure Health and Safety Association (IHSA) is pleased to learn the positive results of the first in-depth study on the effect of COR certification on health and safety in Ontario workplaces.

Dr. Chris McLeod and his team at the University of British Columbia's School of Population and Public Health conducted the study. It looked at injury rates of Ontario construction companies that have used the COR national standard to implement their health and safety management systems, and compared them to similar firms that do not use COR.

Drawing on data from both IHSA and the Workplace Safety and Insurance Board (WSIB), the study found that lost-time injury rates among COR-certified businesses in Ontario were, on average,

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## WELCOME New Members

**T**he Ontario Sheet Metal Contractors Association (OSM) welcomes the following new members:

### Data Air Balancing Ltd.

Ottawa, ON

<https://dataair.ca/>

### Westfield Construction

Toronto, ON

<https://westfieldconstruction.ca/>

## Message from the Executive Director



**A**s you know, the collective agreement was ratified in June after several months of bargaining. It was a protracted process, but I have to say it went smooth and the outcome is an exponential strengthening of trust and respect in our relationship with the union. Hat's off to our Labour Relations Council for their hard work and dedication.

Much work is required of OSM and the Ontario Sheet Metal Workers Conference after a settlement. This work includes updating wage schedules and disseminating the fine points of the settlement terms. It keeps the Conference Business Manager, Mike Mahon, and my self very busy. This is a new experience for Mike, and he has been great to work with on these items. We will be rolling up our sleeves in finalizing the work to be done for sheeting-decking training, and drafting the updates to the collective agreement. Such updates may include a dedicated appendix for the test and balance sector. OSM Test and Balance members can be rest assured that OSM will be consulting with them in developing the new appendix. I expect we will have time in the fall to work on these matters.

Something I want to draw attention to is for employers to not contact the local union regarding things like wage schedules and matters of the collective agreement. Instead, employers should be contacting their local association or OSM. Some local unions direct the employer to the associations, but some provide information in an attempt to be helpful. The problem with this is sometimes the information provided is inaccurate. I have asked Mike Mahon to reinforce with the local unions to have their staff direct employers to their local association and/or OSM. Employers should only refer to wage schedules issued by OSM within bulletins. These schedules are clearly marked as issued by OSM, and have been coordinated and approved between OSM and the Conference.

Contributing to this problem is local unions often don't inform the local associations when they organize a company. These companies, in turn, do not receive communications from OSM and are left to their own devices to navigate the collective agreement. Such companies often have no understanding of the role of the employer bargaining agent and are missing out from the benefits of membership in the local association, OSM and SMACNA. The local associations are best equipped to discover new companies through monthly assessment reports, and this is often how OSM is informed of a new employer. Keep up the good work local associations! That said, we need commitment of the local unions to notify the local association and OSM when an employer is organized.

To sum all this up, your local association and OSM are here to provide information, guidance and support to your business. Don't be shy to reach out to us. We're more than happy to help!

— Darryl Stewart, OSM Executive Director

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## New Study Confirms COR™'s Health & Safety Benefits

28 per cent lower than their non-COR counterparts. Likewise, high-impact injury rates were 20 per cent lower for COR-certified firms.

Dr. McLeod has been researching the effectiveness of COR in western Canada for more than a decade.

“The types of intervention effects that we see with COR (in Ontario) are the largest that I've seen,” he said. “When you map a 28 per cent reduction in injury rates onto return on an investment – in terms of the cost of claims, as well as the overall burden of injuries and illnesses to workers – it's quite significant.”

Since IHSA helped introduce COR in Ontario in 2012, more than 500 companies have used it to design, implement, and evaluate their comprehensive health and safety management systems. Many other firms are now working toward COR certification – a multi-stage process that includes thorough internal and external auditing of a company's health and safety system.

These companies are demonstrating their commitment to – and excellence in – protecting their workers. Beyond that, COR-certified firms may qualify ahead of other contractors for jobs where COR is a requirement. Buyers of construction can be assured that COR companies bring superior health and safety practices to the workplace.

To learn more about the methodology and results of the Ontario COR study, download the [research brief](#) and listen to [Episode Seven of IHSA's Safety Podcast](#) featuring Dr. Chris McLeod.

To learn more about COR, discover Ontario firms that have achieved the standard, and get started on the road to becoming certified, visit the [IHSA website](#).



## FACES OF THE TRADE

# Sawyer Smyth

Winner of the 2022 Wally McIntosh Apprentice Award

**S**awyer Smyth has aspirations to be the best sheet metal worker and mentor he can be. And it's precisely that drive that resulted in the 26-year-old being awarded the 2022 Wally McIntosh Apprentice Award.

"I was pleasantly surprised when I first received the call about winning this award," Sawyer said. "Seeing my name on the wall of the training centre, after receiving the award, gave me a feeling of accomplishment. It was a very memorable moment for me."

The Wally McIntosh Apprentice Award is a \$1000 prize presented to the sheet metal apprentice who obtains the highest average mark while attending the Ontario Sheet Metal Workers Training Centre in Oakville, ON. Sawyer achieved an outstanding 96.3 per cent, once again reflecting his natural fit in the trade.

For Sawyer, the sheet metal industry runs in his blood. In fact, along with his brother Taylor, they represent the family's third generation in the trade. Not only was their grandfather involved, but their father, Peter, is the owner of TSS Air Systems.

"Getting into the sheet metal trade came naturally to me with so much of my family being in the industry," Sawyer said. "When I was growing up, I would watch my dad come home and be able to fix anything in the house. I aspired to be able to do the same one day."

Following high school, Sawyer attended Humber College in the HVAC/R course. After completing the three-year program, he headed straight into the industry and started work at TSS in March 2017, where he completed his apprenticeship. Currently a journeyman at the company, Sawyer enjoys the unique challenges that present themselves everyday.

"Each day I find you face a new set of challenges with the work itself," he said. "Constantly finding unique ways to



overcome these challenges is what keeps your mind engaged and helps you keep learning."

Perhaps the biggest obstacle Sawyer faced in his early career was the six-month wait to write his Certificate of Qualification (CofQ). Unfortunately the COVID pandemic and the restrictions that came along with it, turned a traditionally quick process into a long, drawn-out affair. But, he persevered and is now on his way to creating a successful career path.

With a positive attitude and enthusiasm for his trade, having the opportunity to work on a variety of projects in different parts of the city – and province – and meeting new people along the way are all added benefits that remind Sawyer of the reason why he got into the trade in the first place.

And looking forward, the future also looks quite bright.

"I always knew the trades would be the best path in life for me," Sawyer said. "I thoroughly enjoy working with my hands and building things, and I am looking forward to experiencing more aspects of the trade."

Determined to help grow the family

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## RECOGNITION

# Wally McIntosh Scholarship Award Winners Announced

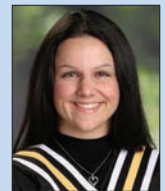
**T**he Ontario Sheet Metal Contractors Association (OSM) is pleased to announce the recipients of the 2022 Wally McIntosh Memorial Scholarship Awards. Having always held education in high regard, the former OSM president for which the award is named, passed away at the height of his career. But he certainly would be proud of this year's recipients.

OSM offered four \$2500 scholarships this year to OSM member firm employees' children who are graduating from high school, and entering college or university.

Every year presents a new challenge for the panel of judges who are tasked with choosing the most deserving applicants. Not only are academic achievements considered, but so are extracurricular activities, community involvement, leadership quality and employment history. After much deliberation, the judges narrowed their decision down to **Paige Ellis, Ashwyn Lambert, Sarah Grgas-Sivrac, and Megan Johnson.**

Daughter of Tim Ellis, Sheet Metal Foreman at Cunningham Sheet Metal Works Inc., Paige

is attending Brock University in the Bachelor of Kinesiology (Honour) Kinesiology Pathway



Paige Ellis

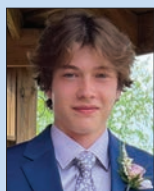
Program. After completing the five year program, her goal is to go into the sports medicine field and work one-on-one with athletes.

Ashwyn Lambert is the son of Landy, who is the Sheet Metal Manager at Trade-Mark Industrial Inc. Ashwyn is currently attending

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## Wally McIntosh Scholarship Award Winners Announced



Ashwyn Lambert

Wilfred Laurier University in the Psychology program.

Currently attending the University of Guelph Bio-program, Sarah

logical Sciences Grgas-Sivrac's parents are Ersi and Mike Grgas of Tek-Mor Inc.

And rounding out the four winners is Megan Johnson.



Megan Johnson

Daughter of Pat Morton of G & G Sheet Metal Ltd., Megan is attending Carleton University in the Industrial Design program. Her goal is to one day be an entrepreneur and open her own business.

OSM encourages its members to continue to share and promote this scholarship within their companies.

For more information, please visit the OSM website.



The Ontario Sheet Metal Contractors Association (OSM) reminds members that the numerous business and human resource materials offered by TwoGreysuits (TGS) are readily available at their fingertips. [Click here](#) to learn more.



## Plan, Do, Check, Act

How this systematic, efficient and repeatable approach can help improve health and safety at your company

**A**s a COR™ consultant for IHSA, Maren Gamble has spent the past four years helping businesses develop their Occupational Health and Safety Management Systems (OHSMS). When talking about the Plan, Do, Check, Act (PDCA) model – a fundamental component of COR – Gamble compares it to baking a cake.

“You have a bunch of ingredients, but you can’t just toss them in a bowl and call it a day,” she says. “What you need is a recipe, a plan. Then you follow the recipe – that’s the do stage – and check whether it’s worked by tasting it. If it hasn’t turned out the way you wanted, you act to make the recipe better, and then try again.”

For companies aiming to achieve the Certificate of Recognition, PDCA can be extremely helpful in continuously improving workplace health and safety. COR asks companies to reconsider what health and safety looks like. It’s no longer a set of individual programs to decrease risks, but rather a complete system that’s part of every business decision. Or in Gamble’s work, it’s where you shift from baking a cake to catering a whole event.

PDCA is systematic, efficient and repeatable.

Ivan Rodriguez, IHSA’s Manager of

Strategic Programs, says whether an employer is designing a full Occupational Health and Safety Management System or is focused on specific hazard controls, they can apply the PDCA cycle to all the elements of a COR audit. “In doing so, the employer is able to confirm that what was implemented is actually working in compliance with the audit requirements and producing the desired positive effects,” he says.

PDCA is also a requirement of participants in the WSIB’s Health and Safety Excellence program (HSEp). In order to qualify for HSEp rebates and recognition, you need to document and “show your work.”

IHSA used PDCA as part of its own recent achievement of COR 2020 certification. Systematic, efficient and repeatable, the model was used to improve document control procedures, IHSA’s contractor management program, and more. It was particularly valuable when it came to updating IHSA’s emergency preparedness plan in light of the COVID-19 pandemic.

“We started by asking lots of questions, like what did we want to accomplish, what were staff expectations, and

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## INNOVATIVE TECHNOLOGY



# New Laser CNC Machine Modernizes Fabrication Shop at Rozell Inc.

**R**ozell Inc. has added a valuable piece of modern machinery to its Fabrication Shop – a shiny new laser CNC machine.

“For a long time we were functioning with a high definition plasma machine,” said Rozell Vice President, Peter Dietrich. “The equipment was getting old and we found ourselves replacing a lot of parts.”

According to Dietrich, although the plasma unit was a very good product, replacement parts were becoming a scarcity. It was time to look towards new technology.

“We had looked at laser machines for a number of years,” he said. “Since there

are multiple benefits that come along with that technology, we decided to take the plunge.”

But, like so many others over the past two years, Rozell became yet another victim of the supply chain. The company officially purchased the new Messer Fiber Blade Model 4020 from a supplier in Ayr, ON, in March 2021. However, it wasn’t until April of this year that the unit actually landed on the shop floor.

Having anticipated a month of downtime to conduct training on the new machine, Dietrich said the staff quickly embraced the technology, and in one week they were “up to speed” and producing top-level fabrications.

Perhaps the biggest benefit the machine has brought to Rozell is its very high speed.

“We are getting approximately two- to three-times the performance speed with the Messer Fiber Laser machine compared to our original high-def plasma unit,” Dietrich said. “There is also a lot less clean-up with the laser.”

When parts were coming off the



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## Plan, Do, Check, Act

who needed to be consulted in order to assess hazards and develop procedures that would be relevant to everyone at the organization,” says Andrea Robertson, IHSA’s Health and Safety Coordinator.

Based on that consultation, procedures were written and reviewed by senior management and IHSA’s Joint Health and Safety Committee (JHSC), before being shared with staff. Since then, they’ve been revised many times – based on employee feedback, updated guidance from health authorities, and other factors.

“And as the situation continues to change, the vaccine booster shots, for example, or the lifting of capacity limits, these things can be accounted for in a new PDCA cycle and integrated into the Occupational Health and Safety Management System going forward,” says Robertson.

While a range of factors can influence the time and resources an organization devotes to each stage of PDCA, Robertson notes that all four stages are equally important:

- A *plan* must first be carefully crafted to address the root causes of problems and support your organization’s specific health and safety goals.
- The *do* stage can require significant training and change, which can seem like a lot for businesses that are new to the process.
- When it comes time to *check*, careful analysis and evaluation among all stakeholders is needed.
- And *act* requires coordination and attention to ensure that desirable improvements are made.
- Each stage builds upon the last and informs what comes next. But the keys to success at any stage

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## Plan, Do, Check, Act

of the cycle are communication and engagement.

Once management starts a PDCA cycle – perhaps in response to a safety concern raised by an employee – it's vital to identify relevant workers, and involve them in planning and implementation. After all, it's workers who best understand the risks and hazards associated with their jobs. In most cases, they're also best positioned to give feedback on whatever tool or process has been put in place.

"When you clearly communicate your plans, and clearly communicate that worker input is both encouraged and valued, it reinforces a culture of engagement and problem solving," says Rodriguez. "And it sets your PDCA process up for success."

– Reprinted from Vol. 22, Issue 1 of *IHSA.ca Magazine*

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## Sawyer Smyth

Winner of the 2022 Wally McIntosh Apprentice Award

business and make it sustainable for generations to come, Sawyer is thankful for his family who always supported him at work and at home.

"In particular, I would like to thank my dad and brother for being the best teachers and mentors throughout my sheet metal apprenticeship," he said. "I would also like to thank all of the instructors at the Oakville Training Centre for being so knowledgeable and always being willing to help me succeed in my schooling."

## BML Multi Trades Achieves a Milestone

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where the gaps were and filled in the shortcomings with proper documentation to fill in the 39 per cent they were missing from their last submission.

With confidence, BML took the plunge and submitted their audit using an IHSA Approved External Associate Auditor and following a thorough review, the company finally achieved an outstanding 90 per cent to receive their certification.

Although it is a three-year certification, BML is required to submit annual desk audits to ensure they are maintaining their health and safety practices, and complying to any new government legislation. Because things are constantly changing, the company is regularly

streamlining its processes to ensure their health and safety practices are in line with their business procedures, COR standards, and legislative requirements.

It may have been a long process, but through hard work, determination and sheer will, BML is proof that small to mid-size firms can achieve certifications in keeping with the larger companies.

"I always felt we had a really good health and safety program, but now it's truly recognized, tested and audited," Di Novo said. "This was a major hurdle that we overcame. Now, it's our job to maintain it. We're an example. If we can do it, and others want to achieve this, it is definitely worth the effort."

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## New Laser CNC Machine Modernizes Fabrication Shop at Rozell Inc.

plasma machine, there was a build-up of material – or dross – on the edges of the cut, he explained. If it wasn't grinded off, this dross would have a negative effect on the rest of the equipment down the line. With the laser machine, the resulting cuts are much cleaner and the dross is eliminated.

"The slowest part of our system now is just loading the raw material sheets on and off the machine," Dietrich said. "And because we are getting much quicker, our trained operators are now able to do other things during the day as tradespeople and not just operators. We are now getting much more done during the day."

Since the laser CNC arrived, Dietrich said that Rozell has been able to reduce a lot of its costs for fabrication strictly because of the speed of the unit. An added benefit is that the system is enclosed, meaning the shop's indoor environment is a much cleaner space as there is less bi-product visible

in the air.

Precision is another added feature of the machine. According to Dietrich, "there is much less margin of error and we can cut smaller, more intricate items with this machine." There are also more service technicians available should the company run into any issues with the new machine.

As the company becomes accustomed to the higher productivity levels, Dietrich is positive the laser machine is more of a standardized, safer unit.

"I'm very glad Rozell made the decision to purchase the laser machine," he said. "I'm sure it's something we won't have any regrets over."

