



CATALOGUE OF COURSES

All courses qualify for Continued Professional Development Credits from the Association of Professional Engineers and Geoscientists of Saskatchewan (APEGS).

Course List

1. Construction 101 and Beyond
2. Supervisor / Foreman
3. Conflict Resolution
4. Professionalism
5. Leadership
6. Work Well
7. Construction Documents / Project Execution
8. Procurement and Contractors
9. Contract Law
10. Executive and Senior Management
11. Project Management Fundamentals
12. Project Management Advanced
13. Work Breakdown and Scheduling
14. Change Management
15. Risk Management
16. Waste Water Operator and General Management Program

Grouping Courses for Certification

Note: Courses may be taken individually; however, accumulated courses qualify for certificates.

There is no time limit on completing all the courses for certification.

Certificate 1

- Construction 101 and Beyond
- Supervisor / Foreman
- Conflict Resolution
- Professionalism
- Construction Documents / Project Execution
- Leadership

Certificate 2

- Construction 101 and Beyond
(Elective depending on experience and qualifications)
- Contract Documents / Project Execution
- Procurement and Contractors
- Canadian Contract Law
- Executive and Senior Management
- Project Management Fundamentals
- Project Management / Advanced
- Work Breakdown and Scheduling
- Change Management
- Risk Management
- Leadership

Certificate 3 – Admin Staff

- Construction 101 and Beyond
- Professionalism
- Conflict Resolution
- Work Well

Certificate 4

- Waste Water Operator and General Management

Certificate 5

- Pending – Site Ready Labour Training

Course Descriptions

All three-day courses are eligible for the job grant reimbursement of two-thirds of tuition. Any of the courses may be combined to meet the three-day criteria.

Construction 101 and Beyond

Two Days

Cost: \$1,000

Instructor: Darlene South

When combined with another one-day course to meet the criteria of the three-day grant requirement, the cost would be \$500 for the three days.

This course outlines the construction industry from concept to closeout. The aim is to break down the complexity of the construction process by showing how various stakeholders – owners, consultants, contractors, sub-contractors, manufacturers, suppliers and service providers – fit into the industry and the role they play. An in-depth review of basic project implementation, the various methods of project delivery, the tender / RFP to the contract being awarded to the successful bidder, basic contract law as it applies to the tender process.

This course was developed by the Canadian Construction Association and is a wealth of information; SHCA highly recommends this course as it is pertinent to almost all positions.

Supervisor / Foreman

Three Days

Cost: \$1,500 – Eligible for the two-thirds grant tuition reimbursement of \$1,000; the cost after the grant is \$500

Instructors: Darlene South, Jason Tratch

Front-line supervisors have the most challenging positions in any organization, yet they often receive very little formal training to supervise. They transition from being a crew member to a management position and are expected to manage members of a crew they worked with, sometimes for years. They are highly skilled on the line, but are perhaps not as highly skilled to manage. This workshop delves into skills necessary to deal with the typical management issues in supervision: roles, hires, leadership, conflict, team culture and training.

Day 1

Personal assessments – Behaviours, ability to learn, integrity, work drive, moral code, cognitive attitude – numerical, verbal, reasoning skills, managing task structuring, leadership ability, the view from the crew of supervision. Defining what we want in a good hire, labour shortage, green employees. What we bring to the job personally and the impact it has on our management.

Day 2

Conflict – What is it, why does it happen, how to deal with conflict effectively. Creating a positive team culture, the difference between those who can't and those who won't. Training soft and hard skills necessary for the job on the line and in the office.

Day 3

On-site management

Conflict Resolution

One Day

Cost: \$500 – May be combined with any other course to meet the grant requirement of a three-day course

Instructor: Darlene South

In its simplest form, conflict is a disagreement typically stemming from a lack of communication or poor communication. It is a normal and healthy part of any relationship as no two people view the world in the same way. It should not be about right or wrong, but often it is. We make it about winning or losing. We see it as a threat and we respond to conflict based on our perception of the threat as we see it. It is not usually isolated to the present situation; it reflects our past experiences with conflict and the results of that conflict. This workshop explores the “why” of our personal reactions to conflict, how to stay in the present, take the personal out of the conflict and see the facts, not the story – to feel secure in the knowledge the relationship can survive challenges and disagreements.

Professionalism

One Day

Cost: \$500 – *May be combined with any other course to meet the grant requirement of a three-day course*

Instructor: Darlene South

No matter how educated, talented, rich or cool we believe we are, the way we treat people ultimately tells all. It defines our success both personally and professionally. It is the way we speak, look, act and make decisions. It exhibits our ethics, integrity and good judgement. This workshop upholds the importance of the impressions we make and outlines the basis of the behaviours necessary to create a professional attitude.

Leadership

Three Days

Cost: \$1,500 – *Eligible for the two-thirds grant tuition reimbursement of \$1,000; the cost after the grant is \$500*

Instructors: Darlene South, Jason Tratch

A fresh approach to leadership by first recognizing what we bring to the workplace personally and how that impacts our leadership style. What leaders can do to influence job satisfaction and performance. How to effectively lead and motivate a team through positive communication and empathy. How to use our personal characteristics to the best advantage professionally.

Day 1

Personal assessments; Managerial style – what is leadership?; Effective performance; Employee's view of leadership and performance; Industry issues; Disengaged workers; who we are – employees/employers; Personalities; Baggage; Professional relationships; The comfort factor.

Day 2

Verbal/written communication; First impressions; Effective body language; Common ground – Etiquette; Ethics – core principles; Culture

Day 3

Leadership principles and styles

Work Well

[Designed for Administrative Staff]

Two Days

Cost: \$1,000 – *May be combined with any other course to meet the grant requirement of a three-day course*

Instructor: Darlene South

Administration staff are the backbone of all business. They keep track of people, projects, finance and direct the flow of company traffic. They are the face of the industry to the community and stakeholders. They are the first thing people encounter when they enter your business and the last thing they see when they leave; therefore, they influence. This workshop identifies and establishes a standard of behaviour and expectations for staff by providing the tools for confident behaviour encompassing attitude, appearance and manners. It explores how they speak, look, act and make decisions to influence customers and project professional and positive impressions.

Construction Documents / Project Execution

One Day

Cost: \$500 – *May be combined with any other course to meet the grant requirement of a three-day course*

Instructor: Kurt Dietrich, Kreate Architecture

An overview on how to read, interpret and understand the hieroglyphics of construction documents and specifications; the introduction into how documents are formatted, where to find information, how information is formatted and the different styles of documentation typically used in the industry. Provides the basics necessary to review and understand typical construction documents.

Project Execution

An overview of the process after a contract is awarded and begins/continues through construction. Discusses the bid protocols, issuing changes to the construction documents, responsibilities and liabilities. Includes review of the typical administration for contracts and construction including changes or modifications during the process along with requirements and regulations on payment procedures; brief discussion on builders' lien holdback along with the associated liabilities.

The Reasons Why

An overview into the critical decision path associated with architecture and construction to illustrate why certain elements are included or detailed, the impact of changes on a project, responsibilities and liabilities related to change management and reinforcement of the value towards execution of a full set of construction documents.

Procurement and Contractors

One Day

Cost: \$500 – *May be combined with any other course to meet the grant requirement of a three-day course*

Instructor: Jason Tratch

Project procurement involves contracts between buyers and sellers. A contract is defined as a mutually binding agreement where both sides have obligations to fulfill. It is critical to have formal processes, tools, templates and techniques. Often, organizations also leverage procurement processes internally when working on large projects or with diverse alliance/partner organizations. This course covers Introduction to Procurement & Contracting, Stakeholder Engagement, Planning Procurement Management, Conducting Procurement, Monitoring, Controlling and Closing Procurements, Change Control and Agile Practices and Digital Techniques.

Canadian Contract Law

One Day

Cost: \$500 – *May be combined with any other course to meet the grant requirement of a three-day course*

Instructor: Murray Sawatzky, Q.C., Partner, McDougall Gauley LLP

This course will provide an introduction to Canadian contract law with a focus on the Canadian legal system, plus an overview of the basic requirements of a valid construction contract. Participants will learn about the implications of signing a contract and the consequent obligations of the contracted parties. It also provides an understanding of contract conditions with examples from CCDC 2 and other types of contracts and project delivery systems.

Executive and Senior Management

One Day

Cost: \$500 – *May be combined with any other course to meet the grant requirement of a three-day course*

Instructor: Jason Tratch

This course is designed to provide alignment, knowledge, tools and understanding of the common structured approach followed by the company in terms of project management. The focus is how the framework of project management overlaps with executing on company vision, mission, strategies, objectives and tactical deliverables. This course ensures a common understanding of the language to be utilized by the company. It relates everything to the understanding of foundational processes, systems and methodologies and ties in clarity on stakeholders, roles, responsibilities and accountability.

Key outcomes:

- Demonstrate an understanding of project management language and associated methodologies, tools and techniques
- Understand the project lifecycle and framework
- Understand the templates available for all levels of stakeholders and where they reside
- Understand roles and responsibility
- Understand how project management delivery model aligns with corporate business and operational models

The approach described within this manual is based on both field experience and best practices. The primary methodology referenced is from the Project Management Institute (PMI). This approach is globally recognized and followed.

Project Management Fundamentals

[A pre-requisite to Project Management Advanced]

One Day

Cost: \$500 – May be combined with any other course to meet the grant requirement of a three-day course

Instructor: Jason Tratch

This course is designed to provide knowledge and skills necessary to successfully understand the framework of project management. Project management is a formalized, structured approach that is integral to how an organization functions. Projects have become increasingly complex and to meet objectives successfully, project processes have become critical to project execution. This course covers both knowledge and practical tools and relates everything to the understanding of foundational processes, systems and methodologies.

Key outcomes:

- Demonstrate a formalized understanding of project management terminology and associated methodologies, tools and techniques
- Understand the project life cycle and how to break it down into smaller, more manageable knowledge areas/stages/phases
- Develop basic templates for the entire project life cycle
- Understand how to kick off a project and set it up following best practices and a standardized, repeatable approach
- Work with business partners to develop content of deliverables
- Identifies all project dependencies and risks, ensuring they are effectively managed
- Negotiate and issue project documentation as agreed to by sponsor and involved stakeholders

The approach described within this manual is based on both field experience and best practices. The primary methodology referenced is from the Project Management Institute (PMI). This approach is globally recognized and followed. This content has been approved and certified by PMI. It provides eight (8) PDUs towards maintaining the credits for your PMP certification (PMI CCRs). The intended audience for this content can be very diverse and include all members of a project team and all levels of experience.

Project Management Fundamentals (continued)

What Is Project Management?

- Defining a project
- Project management competency
- Value of project management
- Benefits of a project methodology

Project Framework

- Project life cycle
- Project process groups
- Project management knowledge areas

Setting Up a Project

- Project stakeholders
- Organization structures
- Roles and responsibility
- Project documents

Main Focus in a Project

- PM triangle
- Causes of project failure
- Causes of project success

Appendices and Exercises

- Project definitions
- Project templates
- Local project management associations and readings
- Project management framework
- Project competencies
- Project exercises

Project Management Advanced

[Must complete Project Management Fundamentals as a pre-requisite]

Three Days

Cost: \$1,500 – *Eligible for the two-thirds grant tuition reimbursement of \$1,000; the cost after the grant is \$500*

Instructor: Jason Tratch, Proteus Waters, Galex Group, NexLev Solutions

Aligned with the Canadian Construction Association (CCA), Gold Seal Program and the world leading Project Management Institute (PMI) methodologies, this program is designed to advance construction professionals within their careers. It will help refine prioritization systems, which deliver higher customer satisfaction, lower employee stress and promote stronger business economical return. The content also discusses traditional practices and how they can evolve to a more agile and digital structure, which enables higher success with a post-pandemic environment. Each of the three modules integrate together. Students so wishing may pursue the PMP designation. This is an online component and may be completed at own pace.

Day 1

Introduction to project management, defining a methodology, project failure and success, project manager competency and skill sets, project framework, process groups definitions and project management knowledge areas

Day 2

Intermediate develop project charter, identify stakeholders, develop project management plan, scope management, collect requirements, define scope, work breakdown structure (WBS)

Day 3

Advanced Schedule management, direct and manage project work, monitoring and controlling project work, close projects, close procurement, project management toolbox (includes provision of free templates), project management system diversification and alignment

Work Breakdown and Scheduling

One Day

Cost: \$500 – *May be combined with any other course to meet the grant requirement of a three-day course*

Instructor: Jason Tratch

The work breakdown structure (WBS) gives a snapshot of the high-level deliverables and how they are broken down into the lowest level work packages. The WBS can be described as a deliverable-oriented hierarchy that defines all the work and only the work of the entire project. It also serves as the platform agreement on which the rest of the project planning will be based (e.g., estimating costs, resources, timing, etc.). Often it is documented as a diagram, similar to the concept of a “family tree.”

Key outcomes:

- Oversee the project management process and project deliverables for assigned projects
- Work with business partners to develop content of deliverables
- Take a large-level project and break it down into smaller tasks, sequencing the activities
- Overall team leadership for project team members

The approach described within this manual is based on both field experience and best practices. The primary methodology referenced is from the Project Management Institute (PMI) with customizations from multiple other methodologies (based on work breakdown concepts). It is recommended to align the teachings of this course with an existing methodology that exists within the organization. If a methodology does not exist, samples can be provided through custom course development.

Change Management

One Day

Cost: \$500 – *May be combined with any other course to meet the grant requirement of a three-day course*

Instructor: Jason Tratch

This course is designed to provide alignment, knowledge, tools and understanding of change management. The focus is how a company can maintain momentum through a transition or change and how to minimize the time spent in the bottom of the “transition curve” and move through the stages easier and quicker.

Key outcomes:

- Understand fundamentals of change
- Understand the four phases of change/transition
- Identify steps of change process and choose response strategies
- Identify obstacles to change
- Recognize how to better manage change
- Change Management tools and techniques

The approach described within this manual is based on both field experience and best practices. The primary methodology referenced is from the Project Management Institute (PMI) with customizations from ISO 9000 and TQM. It is recommended to align the teachings of this course with an existing change management process or methodology that exists within the organization. If a methodology does not exist, samples can be provided through custom course development.

Risk Management

One Day

Cost: \$500 – *May be combined with any other course to meet the grant requirement of a three-day course*

This course was designed to provide a common framework, tools, templates and techniques based on best practice concepts, methodologies, and “real world experiences” to manage risk. Course outcome is to systematically prevent risks from occurring and act in a more proactive manner to manage risks as they do occur. Principles of this course have been used to manage simple to complex risks and will provide multiple checklists, templates, tools related to risk management.

Key outcomes:

- Work within a common language, standard approach, follow proven best practices, practical tools, templates and techniques
- Improve understanding of how risk is part of business and how to lead teams to successfully identify, analyze and respond to risk
- Understand concepts and tools to respond to risk and conduct root cause analysis to understand why the risk occurred and how to learn from it
- Understand structured, best practice (globally accepted) methodologies
- Receive and improve templates, systems, tools and techniques and reduce risk events from occurring and be better prepared to manage them when they occur

The workshop is designed for people who work in a manufacturing project-based environment (from front-line to executive roles). The key is for all roles to work from one common, structured approach. Teaching approach varies and is adapted based on class level of knowledge, experience and understanding/retention (e.g., review of manuals, slides, exercises, discussions, etc.).

The early focus is at a higher strategic level (concepts), how risk is part of business and can be broken down into processes and when combined can be integrated into the greater management system. Clarifications occur on risk terminology, types and how to identify, analyze and respond to them. Aspects of a risk management lifecycle are covered and how to work with others to ensure the risk is properly managed (proactive and reactive aspects).

Waste Water Operator and General Management

Three Training Modules

Instructor: Jason Tratch

- 1) Post-Pandemic Business & Operations Management
- 2) Water Security Agency (WSA) – Saskatchewan Wastewater Operations
(Levels 1, 2, 3)
- 3) Mechanical Plant Operations

Training is delivered as a blended approach, which uses both online cyber school programs (certified materials) plus in-class training.

Objectives:

- Train student how to manage and operate waste water plants and associated projects (for life-time of the plant) that are classified as either Level 1, 2 or 3
- Support student to apply for then prepare and write the SASKOCB certification exams for the SK-WSA wastewater regulatory standards, including:
 - Level 1 Waste Water Treatment*
 - Level 1 Waste Water Distribution*
 - Level 2 Waste Water Treatment*
 - Level 3 Waste Water Treatment*
 - Level 4 Waste Water Distribution*
 - Small Systems and Lab Management*
- Support the ability to enhance performance of water and waste water facilities, minimize public health risk, protect infrastructure investment and provide greater return on the utility capital investment
- Understand the SARSCoV2 virus and COVID-19 disease and the associated ongoing changes and risks that need to be managed currently and into the future
- Support the student to manage work within a pandemic or post-pandemic environment
- Understand key software required to operate within the associated environments, including Microsoft Word, Excel, Project, plus custom web apps as prioritized by the students
- Understand how to properly operate and maintain various types of mechanical waste water treatment and recovery plant (WWTRP)
- Understand how to properly manage economic and sustainable aspects of the WWTRP (balance strategy, public needs, regulatory needs and plant operations)

Waste Water Operator and General Management (continued)

Regulatory Alignment: This course aligns with the Saskatchewan WSA regulatory requirements – July 2018 EPB 144 – to ensure the student is prepared to become a certified water and waste water operator for a Class 3 plant. This training also discusses the risks and responses, processes, protocols and upcoming strategies in relation to the COVID-19 pandemic. The program is a certified pre-requisite that enables the student to challenge the WSA exams for Wastewater Operator for Class 1, 2 & 3 Certifications. The course covers Levels 1, 2 and 3 within the categories of: Waste Water Treatment and Waste Water Collection. The course is delivered through multiple methods (blended training, theory, practical and hands-on) and has capacity to be customized based on student requests.

Supporting details:

- Since COVID-19, businesses have focused on a more digital working environment. Students will be able to think in a broader sense and adapt business and operations as we all evolve through a post-pandemic era. This training will teach students to adapt to the new ways that sewage and water are being managed with the presence of COVID-19 (new mechanical processes). Also included are updates on how these new ways to operate in a safe manner also meet requirements to operate in presence of other viruses (e.g., HIV).
- Training will also update on new requirements the Saskatchewan government has implemented within the water and wastewater industry. This is in part to COVID but also is because the government needed to “catch up” with the new standards and guidelines rolled out by the federal government (e.g., CCME - CEQG).

Customizations: Program can be customized to align with students as required.

General program effort and duration: 12 months duration, breakdown and scheduling of training hours will be dependent on customer requests, sample of hours based on all three modules are included below:

ID	Course Title	# Hrs	Max. # Students	Retail Cost/Student	Max Cost Included
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1.	Post Pandemic Business Management	40	10	TBD	
2.	WSA (SK) Wastewater Operations (Levels 1, 2 & 3 Treatment & Distribution)	80	3	TBD	
3.	Mechanical WWTRP Operations	40	3	TBD	

Delivery Method: Multiple training approaches will be utilized including: classroom, online (cyber school), collaborative work groups, workshops, laboratory and live working plants. Duration and approach can be customized based on customer requests.

Waste Water Operator and General Management (continued)

This program is flexible so can be delivered through a customized schedule (that delivers both the online and in-class aspects of the program). It is designed as an all-inclusive cost which includes books, materials, templates, online training, onsite plant training, plant training materials/equipment (e.g., PPE and lab/test materials and equipment). The cost is adjustable based on customizations required by students and multiple variables that need to be finalized by the students/customer (e.g., location, support, classroom, logistics, meals, breaks, class size, online/in-class ratios, etc.).

Certificates: One for each module (as listed above)

Course Assessment Methods: Each module ends with a certificate exam

Note: In addition, there will be exercises and quizzes throughout the course to allow for each student and the instructor to gauge progress and proactively address things in advance of the module's exam

Canada Saskatchewan Grant Information and Application Form

Grant Basics

The grant reimburses two-thirds of training costs for an employee who takes specific training that cannot be standard/day-to-day or a “functional” part of their job. Training must enhance the employee career path (e.g., enable them to take on more responsibility and accountability, put them on a path of future growth and promotion AND enable the company to grow and be competitive.).

Main Website & Contact Info:

<https://www.saskatchewan.ca/business/hire-train-and-manage-employees/apply-for-the-canada-saskatchewan-job-grant>

Job Grant Summary – 2024

Grant = CSJG (Canada Saskatchewan Job Grant)

Contact information:

Saskatoon and Area 225 – 1st Avenue North Saskatoon, SK S7K 1X2 (306) 964-1005 cansaskjobgrant@gov.sk.ca	Regina and Area 1000, 2103 – 11th Avenue Regina, SK S4P 3Z8 (306) 787-4677 cansaskjobgrant@gov.sk.ca
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Advice from SHCA

Application process:

1. Review the files
2. Email all four PDF files to the job agent at: cansaskjobgrant@gov.sk.ca
3. Call them after about four or five days to check in and ask the status of your application and show your urgency to start the training (give them the date)
4. If they call, be ready in advance by going over the Appendix Questions/Responses (see below)
 - a. Note: – If they ask any questions that are confusing to you, you can defer them to the Saskatchewan Heavy Construction Association
5. After the course is complete, email them to let them know and they reimburse (usually one month)

Appendix –

Next steps ... After you email the grant office the first set of application forms

Saskatchewan job grant interview process:

- After you submit the application, a job agent will be assigned to your case and can take five to 10 days to do a review. They may approve as-is, or could do a mini audit and call you to confirm things or ask questions (if they leave you a voicemail, it is imperative you call them back ASAP).
- You must be prepared to understand/know the names of all employees to be trained AND their backgrounds. You must be able to explain why each employee needs to take the training and any supporting information about the training program as described in the application.
- If they ask something tricky or too detailed, you also can say, “I need to ask the training vendor that question.”

Key questions they could ask (during interview) and possible responses:

- Will training result in a promotion or a raise?
 - *Note: This is an unfair question, but they like to ask it. You can state that yes, if you land new sales and growth, you would both promote and offer a raise. Nothing is guaranteed but yes, that is a potential based on increases to revenue and growth.*
- Will training result in a better job for the trainee (if so, how)?
- Will training reduce a skills gap for employee?
 - *Maybe the employee is currently at risk of being laid off, so you want to invest in them to help them do X and Y to adapt to changes in the market, e.g., new proposals prefer people trained in Professional PMP methodology.*
- Will the company and employee see benefits within weeks (fast return) and what are they?
 - *Maybe the company would be able to pursue new proposals that it previously could not or form a new partnership with people who already follow the methodologies. Additionally, having certificates of the training, which often are required, will greatly help win new jobs.*
- Without support of the grant, would you be unable to offer this training?
 - *The company does not have enough money and it is hard to prioritize when there is so much change after COVID-19.*
- Will the training lead to potential increase in pay, or advancement of the person's role or accountability or ability to be promoted?
 - *The person will be able to manage people and more complex projects, etc.*
- The impacts to the employee must be less than six months from time of training. Will that happen?
 - *The skill gap of the employee must be addressed, since the company has changed so now the employee must pick up the new skill (project management of more complex jobs and higher risk and jobs that require more collaboration with other groups, alliances, departments).*

Comments you can add:

- You are waiting for grant approval then want to act ASAP on training to take business to next level of growth by trying new things to adapt to new “post-pandemic era.”
- The employee’s function will become more senior since they will be able to understand not only how to do more complex and unique types of work but also how to plan, monitor, change and improve performance.

Also, you may want to add a specific work-related example where your employee would be better because they took the training.

(Reminder: The grant is **not** eligible if that work is a mandatory, everyday part of an employee’s job. The grant only applies to work opportunities that are new, challenging and evolving due to a changing competitive market or new customer needs. The grant will **not** pay for training that is to cover normal everyday work functions; that is expected to be part of a normal HR and company training set up. Also, training must **not** replace existing training you normally or generally would do. The key thing is for this training to show that a company wants to “invest in their employees” and enable employees to produce and deliver more for the company and thus get more growth and opportunity for all – win-win.



SHCA

Saskatchewan Heavy
Construction Association

saskheavy.ca