



EDMONTON  
CONSTRUCTION  
ASSOCIATION

A smiling woman, a Black woman, is the central figure. She is wearing a yellow hard hat, clear safety glasses, and an orange high-visibility safety vest over a dark blue short-sleeved shirt. Her arms are crossed. In the background, a large yellow tower crane is visible against a clear blue sky. Below the crane, there is a concrete structure under construction with wooden formwork and rebar. The overall scene is a construction site.

# COURSE CATALOGUE

ECA 2026 Education Program

# PRESIDENT'S MESSAGE



Welcome to this year's lineup of ECA education programming!

If there's one thing that never changes in construction, it's that everything keeps changing. New technology, new challenges, new ways of building smarter and safer. That's what makes learning such a big part of what we do. No matter how long you've been in the industry, there's always another skill to sharpen or idea to explore.

Our programs are built for exactly that. Whether you're looking to step up as a leader, fine-tune your project management game, or get hands-on with new tools and systems, these courses are here to keep you ahead of the curve.

At the ECA, we're all about connection... bringing people together to learn, share ideas, and grow the industry from the inside out. Edmonton's construction community is full of passionate, hardworking people who take pride in what they build, and it shows. When we invest in ourselves and each other, everyone wins.

I'd like to give a huge thanks to our instructors, sponsors, and the ECA team who make these programs happen... and to all of you who keep showing up, learning, and pushing the industry forward.

Let's make this year one where we build big, learn lots, and have a little fun along the way. On behalf of the ECA Board and your fellow ECA members, I look forward to seeing what we can build together!

A handwritten signature in black ink, appearing to read "D. Johnson", with a long horizontal line extending to the right.

David Johnson  
ECA President





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# EARNING YOUR GOLD SEAL



Gold Seal Certification recognizes the expertise, education, experience, and ethical commitment of high-performing construction management professionals.

The Gold Seal Certification Program certifies Canadian construction management professionals across a variety of disciplines. The Gold Seal Certification Program's graduates – now numbering over 11,000 – are known for the excellence they deliver in all facets of their work.



## *Construction Management Professionals (6 Designations)*



Owner



Estimator



Health & Safety



Project Manager



Superintendent



Foreman

## PATH TO CERTIFICATION

### STEP 1.

### *ENROLL IN THE PROGRAM*

All applicants must first enroll in the Gold Seal Certification program. To be eligible to enroll, you'll need one year of experience in your designation (or two years in an assistant's role) plus a letter of reference from your employer. Once accepted, you are approved as a Gold Seal Intern, and you have up to five years to meet the requirements and take the exam to become Gold Seal Certified.

**STEP 2.*****APPLY FOR GOLD SEAL CERTIFICATION***

To apply for your Gold Seal Certification, you must reach 100 Gold Seal Credits with a combination of the required industry work experience and education credits.

<b>Industry Work Experience</b>	<b>Credits</b>
Minimum of 5 years in the designation applied for (10 credits per year)	50-75
<b>Education &amp; Training</b>	<b>Credits</b>
Tradesperson Qualification	25
Industry Related Technician	20
Industry Related Technologist	25
Industry Related Bachelors Degree	30
Construction Management Degree	40
Construction Industry Ethics (mandatory)	3
1 Credit per 3 Hours of Study	1

### STEP 3. *BOOK YOUR EXAM*

The exam is offered 4 times a year. New applications must be submitted a minimum of 6 weeks prior to the exam.

ECA is here to support you in your Gold Seal journey. We will answer any questions you have from the application process to the exam.







# INSTRUCTOR-LED COURSES

REGISTER FOR COURSES ONLINE:  
[members.edmca.com/education](https://members.edmca.com/education)



# CONSTRUCTION ESSENTIALS

A construction worker is shown from the waist up, wearing a plaid shirt and a tan tool belt. The worker is holding a large piece of light-colored wood. The background is a solid blue color. The title "CONSTRUCTION ESSENTIALS" is written in white, bold, sans-serif font in the upper left corner.

REGISTER FOR COURSES ONLINE:  
[members.edmca.com/education](https://members.edmca.com/education)



# CONSTRUCTION 101 AND BEYOND

THIS FOUR-HALF-DAY course has become *the* construction-industry introduction that everyone wants to attend. You'll learn how the different industry players work together: you'll study terminology, contracts, procurement, and risk management. You'll learn how to become part of the team and contribute to profitability.

## **Construction 101 will help you to understand:**

- The different players and roles in the construction industry and how they work together
- Terminology, contracts, procurement methods—"Understand the Lingo"
- How to better assist the management team—"Contribute to Profitability"
- How to quickly become part of the team—"Be Part of the Recipe for Success"
- About the resources available to your company—"Be the Go-To Person"

Construction is Canada's second-largest goods-producing activity that accounts for 7% of Canadian GDP. **This course will outline the basics of construction, including procedures, laws, and processes, which focus on:**

- Introduction to the construction industry
- Major steps in a construction project
- Risk management
- Bid documents
- General contract law and its importance
- Bidding
- Receiving bids and award of the contract
- Format of contracts and contract clauses
- Project start-up to closeout



**Instructor: Debbie Hicks**



**16 Hours**



**Earn 5 Gold Seal Credits**



# CONSTRUCTION DRAWINGS 101

This is an interactive half-day course that will cover the fundamentals of interpreting construction drawings. The course will deal with the basics of interpreting information from plans, elevations, sections, details, and notes contained in typical drawings.

## Topics covered by this course:

- List the components of a typical construction drawing set
- Identify typical drawing types, symbols, notes, and scales
- Recognize the common types of drawing sets and explain their differences
- Extrapolate specific information from a drawing set

 **Instructor: Phil Perry**

 **4 Hours**

 **Earn 1 Gold Seal Credit**

# CONSTRUCTION INDUSTRY ETHICS

## MANDATORY GOLD SEAL

Ethical behavior is essential for the construction industry. By maintaining high ethical standards and being consistent in our practices, we thrive both personally and professionally. The Construction Industry Ethics course is designed to help you and your team think through the ethical decisions you face every day.

To make ethical choices, construction leaders and decision-makers need to think through ethical questions before they're faced with difficult choices. That's why the Canadian Construction Association **requires Gold Seal candidates to take this course prior to writing the Gold Seal exam.**

## After completing Construction Industry Ethics, you will:

- Understand what is included in "ethical behavior"
- Be aware of the importance of ethics in business
- Recognize ethics in the context of the law
- Understand the direct link between ethics and a company's success
- Know how to make ethical decisions

 **Instructor: Debbie Hicks**

 **8 Hours**

 **Earn 3 Gold Seal Credits**



# CONSTRUCTION SPECIFICATIONS 101

This is an interactive half-day course that will cover the fundamentals of interpreting construction specifications. The seminar will deal with the basics of reading and interpreting both the general and technical specifications.

## Topics covered in this course:

- Recognize the role of the project manual in relation to the bidding documents, construction contract documents, general requirements, and the technical specifications
- Recognize the role of Master Format in construction specifications
- Recognize the difference between a prescriptive specification and a performance specification



**Instructor: Phil Perry**



**4 Hours**



**Earn 1 Gold Seal Credit**

# FIELD PRODUCTIVITY 101

Contractor success depends heavily on the field production of tradespeople. Lead towards efficiency and start seeing improvements to your bottom line. This course will define field productivity, discuss the effects of low field productivity, and outline approaches to increasing field productivity.

## Topics covered by this course:

- Introduction to field productivity
- The contractor's role in improving productivity
- The supervisor's role in improving field productivity
- Labour productivity
- Equipment productivity
- Factors that impact productivity
- Quantifying lost productivity



**Instructor: Phil Perry**



**7 Hours**



**Earn 2 Gold Seal Credits**





## FIELD SCHEDULING 101

Site managers (superintendents & foremen) are critical to profitability because they ensure that resources are available on time and used efficiently. This course provides the training that few site managers receive – that is, training in how to plan and schedule field activities efficiently.

### **This one-day workshop covers:**

- Planning Principles
- Network Schedules
- Critical Path Gantt (Bar) Charts
- Manpower Curves
- Progressing the Work Productivity & Performance Factors
- Look-ahead Schedules



**Instructor: Phil Perry**



**8 Hours**



**Earn 2 Gold Seal Credits**

# MANAGING SHOP DRAWINGS, SAMPLES, & SUBMITTALS

This workshop will review the process from cradle to grave and offer tips and tricks to avoid common mistakes.

## Guides covered by the course:

- ACA Doc E - Alberta Standard Guide for Shop Drawings and Submittal Procedures
- CCA 53- Trade Contractors Guide and Checklist to Construction Contracts

## This half-day workshop covers the common Shop Drawing Process as articulated in:

- CCDC-2 Stipulated Price Contract
- CCA-1 - Stipulated Price Subcontract
- CCA-19 - Stipulated Price Sub-Subcontract
- ACA Form A - Stipulated Price Subcontract
- CCA-5B-Construction Management for Services and Construction Contract
- CCDC-14- Stipulated Price Design-Build Contract Procurement Schedule Submittal
- Log Review Process
- What to do when the client wants more than what is called for in the Specifications



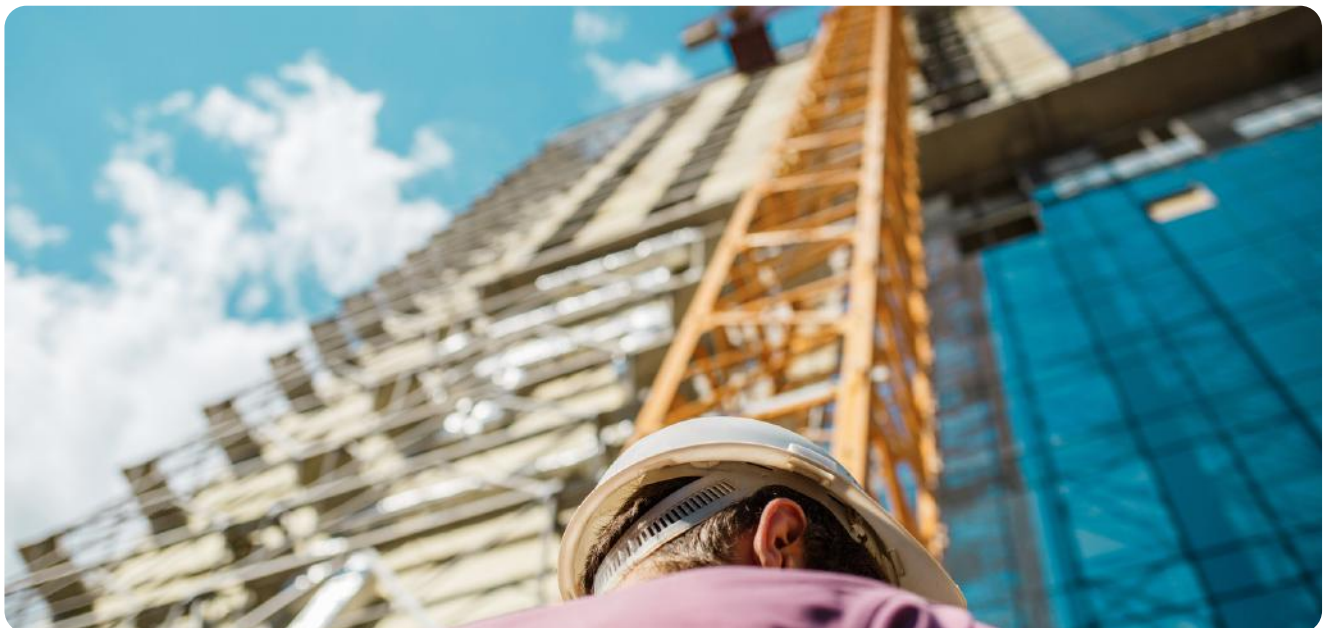
**Instructor: Phil Perry**



**4 Hours**



**Earn 1 Gold Seal Credit**





# CONSTRUCTION PROJECT MANAGEMENT



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[members.edmca.com/education](https://members.edmca.com/education)

# ACCOUNTANT'S GUIDE TO PROJECT MANAGEMENT

While accountants bring strong financial expertise, many are unfamiliar with the unique demands of construction. This course fills those knowledge gaps, showing how accounting practices, cost control, and financial reporting directly impact project success.

## Learning Outcomes:

- Understand the roles of Project Managers and Accountants in construction.
- Differentiate between project management and accounting systems.
- Forecast cash flow, manage receivables, and evaluate fixed asset purchases.
- Identify contract types and their impact on financial reporting.
- Apply revenue and cost accruals for accurate financial statements.
- Interpret coding phases and analyze job cost reports.
- Conduct post-project evaluations to identify improvements for future jobs.
- And more!



**Instructor: Wayne Newell**



**8 Hours**



**Earn 2 Gold Seal Credits**

# CHANGE ORDER MANAGEMENT

Changes are an inevitable part of the construction process, but if not managed well, change orders can cause unnecessary project disruptions and lead to cost increases and schedule delays. This course will provide participants with best practices for successfully navigating this complex project management challenge.

## At the end of the course, participants will be able to:

- Identify & document changes from original contract
- Price changes fairly and realistically
- Present and negotiate changes collaboratively
- Understand the importance of early detection of change orders
- Negotiate delay claims caused by changes
- Develop a change order process for a construction company



**Instructor: Tim Williams**



**8 Hours**



**Earn 2 Gold Seal Credits**

# CONTRACTOR'S PRACTICAL GUIDE TO CHANGE ORDER PRICING & MANAGEMENT

This workshop equips contractors with tools and strategies to simplify change order preparation, increase approval rates, and ensure fair payment. Participants will learn step-by-step procedures for preparing, pricing, gathering, submitting, negotiating, and managing change orders—supported by a manual with 25+ checklists, forms, and letters.

## Key topics include:

- Identifying conditions that create change orders and preparing for them
- Using RFIs and Supplemental Instructions (SIs) effectively
- Understanding contractual obligations, overhead, profit, and pricing periods
- Managing the full change order process:
  - Creating a master change control log
  - Coordinating subcontractor pricing and corrections
  - Tracking internal costs (direct, indirect, consequential)
  - Assessing schedule impacts with time impact analysis
  - Compiling and submitting comprehensive pricing packages with full documentation
- Protecting pricing validity with proper qualifications
- Managing consultant/owner reviews and approvals
- Issuing notices of delay when necessary
- Handling change directives, daily labour timesheets, and “zero dollar” subcontractor change orders
- Understanding cumulative impacts of changes and predicting their future effects



**Instructor: Lee Kelly**



**7 Hours**



**Earn 2 Gold Seal Credits**





# BLUEPRINT FOR SUCCESS: CONSTRUCTION PROJECT PLANNING

The core principle of this workshop is that construction management is a methodical process. This workshop presents a planning process that spans pre-construction, construction, and turnover. It structures traditional project management functions—scope, budget, scheduling, and change management—into a format tailored for construction.

Participants will receive a comprehensive manual, built on over 40 years of industry experience. It includes instructions, checklists, and templates to support the implementation of new processes in the office and on the jobsite.

## What you will learn:

- Mastery of Planning Techniques
- Comprehensive Understanding of Project Lifecycle
- Effective Scope Management
- Schedule Development
- Budgeting and Cost Control
- Risk Identification and Mitigation
- Stakeholder Communication and Management
- Quality Assurance and Control
- Procurement and Contract Management
- Project Documentation and Reporting
- Team Collaboration and Leadership
- Continuous Improvement



**Instructor: Lee Kelly**



**7 Hours**



**Earn 2 Gold Seal Credits**



# CLOSEOUT OF A CONSTRUCTION PROJECT



This workshop focuses on setting up a construction project for a successful closeout. Key principles include early organization, teamwork, and communication.

## Topics include:

- Meeting contractual closeout requirements
- Managing quality to reduce deficiencies
- Setting up the project from pre-construction through turnover
- Understanding how deficiencies, occupancy, and substantial performance are connected
- Clarifying the roles of owners, consultants, contractors, and subcontractors
- Closing out your own organization with evaluations and lessons learned

 **Instructor: Lee Kelly**

 **6 Hours**

 **Earn 2 Gold Seal Credits**

Exclusive to this workshop is a comprehensive manual, built on 40+ years of industry experience. It provides practical how-tos, checklists, and templates, serving as a foundation for new processes both in the office and on the jobsite. Registrants also receive all native checklist and spreadsheet templates.

# EARNED VALUE MANAGEMENT

Earned Value Management (EVM) is a proven project planning and control method that measures cost and schedule performance by comparing actual progress and costs against a baseline plan. This workshop presents the fundamentals of EVM in a practical, accessible way, with hands-on exercises and real-world examples.

## Participants will learn to:

- Use performance management systems to track projects effectively
- Detect positive and negative trends early
- Forecast final project costs
- Make confident decisions on scope, cost, and schedule
- Avoid pitfalls by identifying and mitigating risks

 **Instructor: Phil Perry**

 **7 Hours**

 **Earn 2 Gold Seal Credits**

# MANAGING CHANGE IN CONSTRUCTION

In this half-day workshop, the change management process in standard construction contracts (CCDC-2 Stipulated Price Contract, CCA-1 Stipulated Price Subcontract, CCA-19 Stipulated Price Sub-Subcontract) will be reviewed along with the following forms from CCDC-24 - A Guide to Model Forms:

- Change Order Form
- Change Directive Form
- Proposed Change Form
- Supplemental Instruction Form
- Notice Form Summary of Changes

## Guides covered by the course:

- CCA 16 - Guidelines for Determining the Costs Associated with Performing Changes in the Work CCA Guide to Cost Predictability in Construction

 **Instructor: Phil Perry**

 **4 Hours**

 **Earn 1 Gold Seal Credit**

# MASTERING SUBCONTRACTS

## MAXIMIZING OPPORTUNITIES & MITIGATING RISKS

Subcontracting is critical to project success, but today's subcontracts are increasingly complex. Mastering Subcontracts helps participants build this understanding through a practical, hands-on approach using spreadsheets, checklists, and real examples.

## Key topics include:

- Contractual responsibilities of subcontractors
- Clauses on design responsibility, performance specs, flow-down provisions, scope, payment terms, insurance, warranties, and site facilities
- Contract law basics: terms, conditions, and incorporation by reference
- Developing a customized "Subcontract Handbook"

Exclusive to this workshop is a comprehensive manual, built on 40+ years of industry experience. It provides how-to guides, checklists, and templates to support new processes both in the office and on the jobsite.

 **Instructor: Lee Kelly**

 **7 Hours**

 **Earn 2 Gold Seal Credits**



# EFFECTIVE CONSTRUCTION MEETINGS & MEETING MINUTES

Regular, well-documented site meetings improve communication, track progress, and make successful completion more likely. Making effective meeting minutes requires effective listening, accurate recording, and an understanding of the risks when action items are not completed.

## Topics include:

- Conducting effective and efficient meetings
- Recording accurate, factual minutes
- Standard, project-specific topics to document
- Using minutes to manage deliverables and risk
- Understanding minutes as permanent records
- Distribution and follow-up best practices
- Engaging stakeholders and managing action items
- Types of construction meetings and when to hold them

 **Instructor: Lee Kelly**

 **3.5 Hours**

 **Earn 1 Gold Seal Credit**

Exclusive to this workshop is a comprehensive manual built on 40+ years of industry experience. It provides practical instructions, checklists, and templates.

# PROJECT MANAGEMENT

Participants will develop skills and knowledge of how to manage a construction project. Participants will gain an understanding of the project processes and constraints encountered by project managers (using the current PMBoK approach) and how to successfully manage a complex project.

## Participants will learn:

- The importance of project planning
- To use risk management tools
- To understand the estimating process and adapt the project estimate to a project budget
- To understand the components of a project and the use of techniques to maximize job profitability and minimize costs
- To understand the importance of cash flow projections for construction companies

 **Instructor: Tim Williams**

 **16 Hours**

 **Earn 5 Gold Seal Credits**

# CRAFTING WINNING PROPOSALS

## STRATEGIES FOR SUCCESSFUL RFPS

More private companies and government organizations are using Requests for Proposals (RFPs) instead of traditional bids. Construction companies now win or lose contracts based on the quality of their RFP responses. Success requires not only compliance but also a compelling solution that convinces the Owner that your company is the best fit for their project.

**Through the case study of an actual RFP and the development of a response, participants will:**

- Understand the difference between an RFQ and prequalification, and how to respond effectively
- Learn to analyze their company's SWOT and apply it to strengthen the response
- Break down an RFP to:
  - Understand the Owner's requirements and project needs
  - Demonstrate knowledge of the Owner
  - Position their company as the best solution
  - Build a winning response strategy
- Prepare a written response that follows RFP guidelines
- Complete refillable schedules and a CCDC-11 2019 accurately
- Understand how RFPs are evaluated and address evaluation criteria
- Learn engaging presentation techniques to stand out

**Instructor: Lee Kelly**

**10.5 Hours**

**Earn 3 Gold Seal Credits**

Exclusive to this workshop is a comprehensive manual, built on 40+ years of industry experience. It provides practical how-tos, checklists, and templates, serving as a foundation for new processes both in the office and on the jobsite. Registrants also receive all native checklist and spreadsheet templates.



A low-angle photograph of a construction site. Several large tower cranes are visible against a blue sky with light clouds. In the foreground, a group of construction workers wearing white hard hats and high-visibility vests are looking towards the site. The background shows a multi-story building under construction, with steel beams and concrete structures visible.

# CONSTRUCTION TECHNOLOGY

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[members.edmca.com/education](https://members.edmca.com/education)



# BLUEBEAM REVU: BASICS

This two-half-day webinar series will provide the knowledge and skills to create, edit, markup, and collaborate on construction documents using Bluebeam Revu.

## Topics Covered:

- Interface and navigation
- Profiles Markup tools
- Stamps
- The tool chest
- The markups list
- PDF creation
- Document management
- Introduction to Studio
- Studio sessions
- Studio projects




**Instructor: Morgan Gerry**  
**7 Hours**  
**Earn 2 Gold Seal Credits**

Recommended Computer Setup: You will need TWO screens for the training to be effective.

# BLUEBEAM REVU: CAD

Many people in the construction industry use CAD programs to create 2D CAD designs for various reasons. Although Bluebeam is not specifically designed for creating CAD drawings, it offers several capabilities that can be utilized to create 2D CAD drawings. In this course, we will show you and your staff how to use Bluebeam effectively for this purpose and avoid the costs associated with CAD programs.

Revu CAD Drawing Creation focuses on teaching participants how to effectively create 2D CAD drawings using Bluebeam Revu. Participants will learn essential drawing techniques, editing tools, and best practices, along with using the Tool Chest to create and manage CAD symbols.

**Instructor: Morgan Gerry**  
**7 Hours**  
**Earn 2 Gold Seal Credits**

# MICROSOFT EXCEL 365 BASICS

This course is intended for anyone who wants to gain a foundational understanding of Microsoft Excel. Participants will learn how to use the basic features and functions of Excel to create and edit basic spreadsheets.



**Instructor: Izzy Perry**



**3.5 Hours**

Prerequisites: A basic knowledge of and experience with Windows, including being able to start programs, switch between programs, locate saved files, and close programs.

# MICROSOFT EXCEL 365 INTERMEDIATE

This course is intended for anyone who has a foundational understanding of Microsoft Excel and wants to dive deeper into some of its more advanced features and functions.

## **In this course, students will learn to:**

- Customize the Ribbon and Quick Access Toolbar
- Define and use Names and Named Ranges
- Create links to other sheets and external workbooks
- Use Conditional Formatting
- Create and manage Tables and Charts
- Create and work with Pivot Tables to quickly analyze and visualize information
- Create and work with logical functions including IF(S), SUMIF(S), AVERAGEIF(S) and COUNTIF(S)
- Create and work with Lookup functions such as VLOOKUP and XLOOKUP



**Instructor: Izzy Perry**



**4 Hours**

# MICROSOFT OUTLOOK 365

## BEYOND THE INBOX

This course is intended for anyone who uses Microsoft Outlook and wants to explore the more advanced time management features Outlook has to offer.

- Create and manage custom views
- Using conditional formatting
- Create and manage rules
- Calendar Management
- Customizing the Ribbon and Quick Access Toolbar
- Creating tasks and custom lists using Microsoft To-Do



**Instructor: Izzy Perry**



**4 Hours**

# MICROSOFT PROJECT: BASIC

This course is intended for anyone new to Microsoft Project.

- Create a new project plan file and enter project information
- Determine critical path, total float, and free float
- Manage resources for a project, such as labour
- Finalize a project plan by setting a baseline
- Track progress using the tracking Gantt chart
- Manage tasks by organizing and setting task relationships



**Instructor: Phil Perry**



**7 Hours**



**Earn 2 Gold Seal Credits**

# MICROSOFT PROJECT: INTERMEDIATE

This course will provide an in-depth look at the features of Microsoft Project.

- Format project views and Gantt charts
- Modify project calendars
- Modify task relationships and lags to allow for buffers and concurrent activity
- Manage resources for a project and explore resource leveling options
- Set up a master program with subprojects
- Generate a cash flow projection
- And more!



**Instructor: Phil Perry**



**7 Hours**



**Earn 2 Gold Seal Credits**



# MICROSOFT SHAREPOINT &

## ONEDRIVE 365

Participants will gain a basic overview of the SharePoint platform to create and navigate SharePoint sites, and work with documents and libraries. Participants will learn how to use OneDrive to store, share, and manage files.

### Modules:

- What is SharePoint?
- SharePoint Sites Site templates
- Creating & Navigating sites
- Library Basics & Templates
- Library views
- Working with Documents
- Checking out documents
- Deleting and restoring documents
- What is OneDrive?
- Add files to OneDrive
- View and edit files on OneDrive
- Sharing files using OneDrive
- Working with Microsoft Teams and SharePoint/OneDrive



**Instructor: Izzy Perry**

**4 Hours**

# MICROSOFT WORD 365 BASICS

This course is intended for students who have little to no familiarity with Microsoft Word. Participants will gain efficiency in using some of Word's features to create and manage professional-looking documents.

### Modules:

#### **Foundations**

- Navigating the interface
- Ribbon/Quick Access Toolbar

#### **Formatting**

- The Clipboard
- Margins
- Format Painter
- Lists
- Headers and Footers
- Page Numbering

#### **Proofing Tools**

- Show/Hide
- Find, Replace, & Go To
- Spelling and Grammar: Editor
- Read Aloud and Dictate

#### **Pictures, Shapes & Text Boxes**



**Instructor: Izzy Perry**

**4 Hours**

# MICROSOFT WORD 365

## INTERMEDIATE

This course is intended for those who use the basic features of Microsoft Word, but want to learn more. Participants will gain efficiency in using many of Word's more advanced features to create and manage professional looking documents

Modules:

### Ribbon and Quick Access Toolbar

- Customizing the Ribbon
- Customizing the Quick Access Toolbar
- Exporting your customizations

### Advanced Formatting and Design

- Borders and shading
- Watermarks
- Styles and themes
- The Navigation Pane
- Sections and breaks
- Columns

### Working with SmartArt

#### Tables and Charts

##### *Tables*

- Convert text to table
- Sort data
- Formulas
- Insert an Excel worksheet

##### *Charts*

- Create a new chart
- Insert an existing chart

### Collaboration

- Track Changes
- Comments



**Instructor: Izzy Perry**



**4 Hours**



# CONSTRUCTION ESTIMATING

A hand holding a yellow pencil points to a set of architectural blueprints spread across a desk. In the background, a white hard hat sits on the desk, along with a calculator, a laptop, and a tablet. The scene is set against a blue gradient background.

REGISTER FOR COURSES ONLINE:  
[members.edmca.com/education](https://members.edmca.com/education)



# CONSTRUCTION ESTIMATING

Participants will learn skills and knowledge to estimate construction projects and prepare a successful bid.

At the end of the course, participants will be able to:

- Analyze projects and decide on which ones to bid
- Understand risk analysis and how to price this into a bid
- Do competitor analysis and understand how this impacts the bid
- Formulate a bid strategy
- Understand how to prepare an estimate and the estimating process
- Understand how to present a bid
- Be familiar with how to use the bid depository and online bidding platforms
- Understand the post-bidding process
- And more!



**Instructor: Tim Williams**



**16 Hours**



**Earn 5 Gold Seal Credits**



# MICROSOFT EXCEL FOR

## CONSTRUCTION ESTIMATING

Participants will learn skills and knowledge to estimate construction projects and prepare a successful bid.

At the end of the course, participants will be able to:

- Understand risk analysis and how to price this into a bid
- Record material and other prices and maintain contact lists
- Do competitor analysis and understand how this impacts the bid
- Understand how to prepare an estimate and the estimating process
- Analyze projects and decide on which ones to bid
- Formulate a bid strategy
- Understand how to present a bid
- Understand the post-bidding process
- And more!



**Instructor: Phil Perry**



**7 Hours**



**Earn 2 Gold Seal Credits**



# BLUEBEAM REVU: ESTMATING L1

Estimating is a course that teaches you and your staff the fundamentals of using Bluebeam Revu for Estimating.

This full-day training course provides you and your staff with the knowledge and skills to scale, measure, organize take-offs and calculate on Construction documents using Bluebeam Revu 2017.



**Instructor: Morgan Garry**



**7 Hours**



**Earn 2 Gold Seal Credits**

# BLUEBEAM REVU: ESTMATING L2

Estimating Level 2 is a course that takes you and your staff on a deeper dive of how to Bluebeam Revu for Estimating at a more advanced level. Built specifically for individuals that have take the Estimating Level 1 course, this course promises to build on that knowledge and improve your workflow efficiency.



**Instructor: Morgan Garry**



**7 Hours**



**Earn 2 Gold Seal Credits**





# BUSINESS

## MANAGEMENT & DEVELOPMENT

REGISTER FOR COURSES ONLINE:  
[members.edmca.com/education](https://members.edmca.com/education)

# CONSTRUCTION BUSINESS MANAGEMENT

Participants will learn how to improve the management and business systems of their construction company.

At the end of the course, participants will be able to:

- Understand the strategic planning process and how to implement it
- Understand the importance of a business plan and how to prepare one
- Formulate a marketing plan
- Develop a human resource management plan
- Understand operational planning
- Formulate a financial plan, budgets, ratios, and break-even analysis
- Use risk management tools to identify risk and how to mitigate risk
- Understand the participants within the construction industry – their roles, responsibilities, and limitations



**Instructor: Tim Williams**



**16 Hours**



**Earn 5 Gold Seal Credits**

# GETTING PAID AND MANAGING CASH FLOW IN CONSTRUCTION

This half-day course reviews the payment process in standard contracts (CCDC-2, CCA-1, CCA-19) and highlights non-standard clauses (pay-if-paid, pay-when-paid, “notwithstanding”) that can delay payment. Participants will learn to recognize and address contract language that impacts cash flow.

Guides covered:

- CCA 28 – Guide to Improving Cash Flow in the Construction Industry
- CCA 50 – Prime Contractor’s Guide to Project Financing and Payment Security
- CCA 53 – Trade Contractors Guide and Checklist to Construction Contracts
- CCA Banking Guide for the Canadian Construction Association
- CCDC 12 – Project Financial Information Disclosure Form



**Instructor: Phil Perry**



**4 Hours**



**Earn 1 Gold Seal Credit**

# FINANCE & ACCOUNTING FOR NON-FINANCIAL MANAGERS

In today's construction environment, strong operations are not enough. To succeed, you need a clear understanding of the numbers behind your business.

This practical course helps construction professionals tackle key challenges, including:

- Labour shortages and productivity issues
- High overhead and avoidable costs
- Low profit margins and cash flow struggles



**Instructor: Wayne Newell**



**12 Hours**



**Earn 4 Gold Seal Credits**

**You Will Learn To:**

- Read financial data and make confident decisions
- Understand essential accounting principles and reports
- Track labour productivity and reduce job site inefficiencies
- Set clear profit targets using simple formulas
- Justify capital purchases through cost-benefit analysis Improve billing, collections, and job costing accuracy Identify and address overhead excesses
- Avoid cash flow shortfalls through effective forecasting
- Manage risk using insurance, bonding, and internal controls
- Tackle the skilled labour shortage with smart HR policies
- Use KPIs and analytics to measure what matters
- Navigate the accounting cycle and financial statements
- Understand revenue recognition, accruals, and GAAP basics
- Immediate Impact on Your Bottom Line

This is not a theory-heavy course. Every module is designed to deliver real-world value that can be applied to your projects and company right away.



# PROFITABLE CONTRACTING

This half-day course reviews the payment process in standard contracts (CCDC-2, CCA-1, CCA-19) and highlights non-standard clauses (pay-if-paid, pay-when-paid, “notwithstanding”) that can delay payment. Participants will learn to recognize and address contract language that impacts cash flow.

Guides covered:

- CCA 28 – Guide to Improving Cash Flow in the Construction Industry
- CCA 50 – Prime Contractor’s Guide to Project Financing and Payment Security
- CCA 53 – Trade Contractors Guide and Checklist to Construction Contracts
- CCA Banking Guide for the Canadian Construction Association
- CCDC 12 – Project Financial Information Disclosure Form



 **Instructor: Wayne Newell**

 **8 Hours**

 **Earn 2 Gold Seal Credits**

# PROJECT ACCOUNT & COST CONTROL

Participants will learn to design and interpret financial reports and enhance their company’s financial systems.

By the end of the course, participants will be able to:

- Understand contract types and their impact on project financial management and stakeholder satisfaction
- Manage project close-out processes, including budget vs. actual, deficiencies, and warranties
- Forecast percentage of completion reports, projected income, job costing, cash flow for stakeholders
- Read and analyze financial statements (income statement, balance sheet, cashflow, job cost reports) for timely decision-making
- Understand the estimating process from bid to site mobilization
- Read and interpret a General Summary Sheet of the bid and produce a Project Budget
- Understand Change Order methods and reporting requirements
- Understand holdback requirements of the Builder’s Lien Act and typical month-end invoicing processes



 **Instructor: Tim Williams**

 **8 Hours**

 **Earn 2 Gold Seal Credits**



# PROJECT MANAGERS GUIDE TO ACCOUNTING PRACTICES, COST CONTROLS & FINANCIAL REPORTS

This specialized course is tailored for project management professionals seeking to deepen their financial expertise, bridging the gap between construction processes and accounting principles.

Participants will learn to minimize unnecessary expenses, enhance productivity, optimize overhead management, and address labour shortages effectively.

- **Project Management Essentials:** Understand the key responsibilities of the Project Manager and the entire project team.
- **Construction Industry Challenges:** Navigate the unique risks, challenges, and contract types specific to the construction sector.
- **Financial Wisdom:** Master revenue and cost accruals and their impact on financial reporting.
- **Cash Flow and Assets:** Forecast cash flows, develop receivables strategies, and evaluate fixed asset acquisitions.
- **GAAP Fundamentals:** Gain a solid foundation in Generally Accepted Accounting Principles and essential financial terminology.
- **Labour Costs and Productivity:** Understand the critical role of labour in project costs, identify causes of productivity dips, and explore strategies to address the skilled labour shortage.
- **Recruiting Strategies:** Learn effective recruitment approaches to attract young talent, immigrants, and women into the workforce.
- **Overhead and Risk Management:** Explore overhead control, access training grants, and manage labour and project-related risks effectively.
- **Project Close-Out Mastery:** Streamline project close-out processes, evaluate costs, and prepare accurate cost forecasts.



**Instructor: Wayne Newell**



**12 Hours**



**Earn 4 Gold Seal Credits**

# STRATEGIC PLANNING FOR GROWTH

Success in business does not happen by chance—it's the result of strategic planning. Yet many construction companies fail to prioritize it. In just two half-day sessions, we will explore proven strategies through the lens of a \$25M mechanical contracting firm preparing to scale. Discover how intentional planning can drive lasting growth and profitability.

## Key benefits of strategic planning:

- Vision & Direction: Creates a clear future goal and a practical plan to achieve success.
- Aligned Goals: Ensures everyone in the company works toward the same objectives.
- Resource Optimization: Improves the utilization of people, time, and financial resources.
- Motivation & Commitment: Drives team engagement and accountability.
- Performance Standards: Establishes measurable benchmarks to gauge progress.
- Flexibility: Allows for adjustments as circumstances evolve, ensuring long-term adaptability.

What will you learn?

## Strategic Growth Plan:

- Build a success framework with clear action steps and financial milestones.
- Use SWOT analysis to guide strategic decisions.

## Annual Business Plan:

- Write a compelling executive summary and set focused business goals.
- Address sustainability, analyze competitors, and track market trends.
- Develop revenue strategies, calculate break-even points, and form strategic partnerships.

## Financial Plan:

- Create detailed annual and monthly forecasts and monitor key performance indicators (KPIs).
- Forecast profits and analyze balance sheets to track financial health.

 **Instructor: Wayne Newell**

 **8 Hours**

 **Earn 2 Gold Seal Credits**

# COMMUNICATION SKILLS



REGISTER FOR COURSES ONLINE:  
[members.edmca.com/education](https://members.edmca.com/education)



# COMMUNICATION SKILLS

## FOR CONSTRUCTION

Participants will learn how to improve their listening, speaking and writing skills as a construction leader.

At the end of the course, participants will be able to:

- Improve their writing skills: emails, texts, letters, RFIs and reports
- Improve their listening skills: interpret body language, use reflective listening, deal with difficult people, and use good questioning skills
- Improve their speaking skills: phone calls, meetings, small groups, and large group presentations
- Learn the benefits of collaborative decision-making and how best to lead other leaders
- Understand the basic elements of good communication and demonstrate effective communication skills with clients/constructors



**Instructor: Tim Williams**



**16 Hours**



**Earn 5 Gold Seal Credits**



# EFFECTIVE TECHNICAL WRITING SERIES: FUNCTIONAL TECHNICAL WRITING

This module is designed to enhance confidence in technical writing, particularly for practical applications like emails and written assignments. It emphasizes developing strategies that ensure writing is relevant and tailored to the intended audience.

Through group exercises, participants will explore critical aspects such as audience identification, verb selection, and layout strategies, all aimed at empowering effective communication and messaging.

The workshop addresses writing challenges often overlooked in the industry, helping participants learn to convey information and ideas in a concise and professional manner.



**Instructor: Amy Sparks**



**6 Hours**



## EFFECTIVE TECHNICAL WRITING SERIES: GRAMMAR TUNE-UP

This module offers a focused approach to enhancing grammar, punctuation, and mechanics skills, particularly in the context of business relationships. It includes practice assignments and aims to boost confidence in technical writing. Through group exercises, participants will address important writing aspects to ensure effective and professional communication. The workshop aims to address commonly overlooked writing challenges in the industry, teaching participants how to convey information and ideas clearly and succinctly.

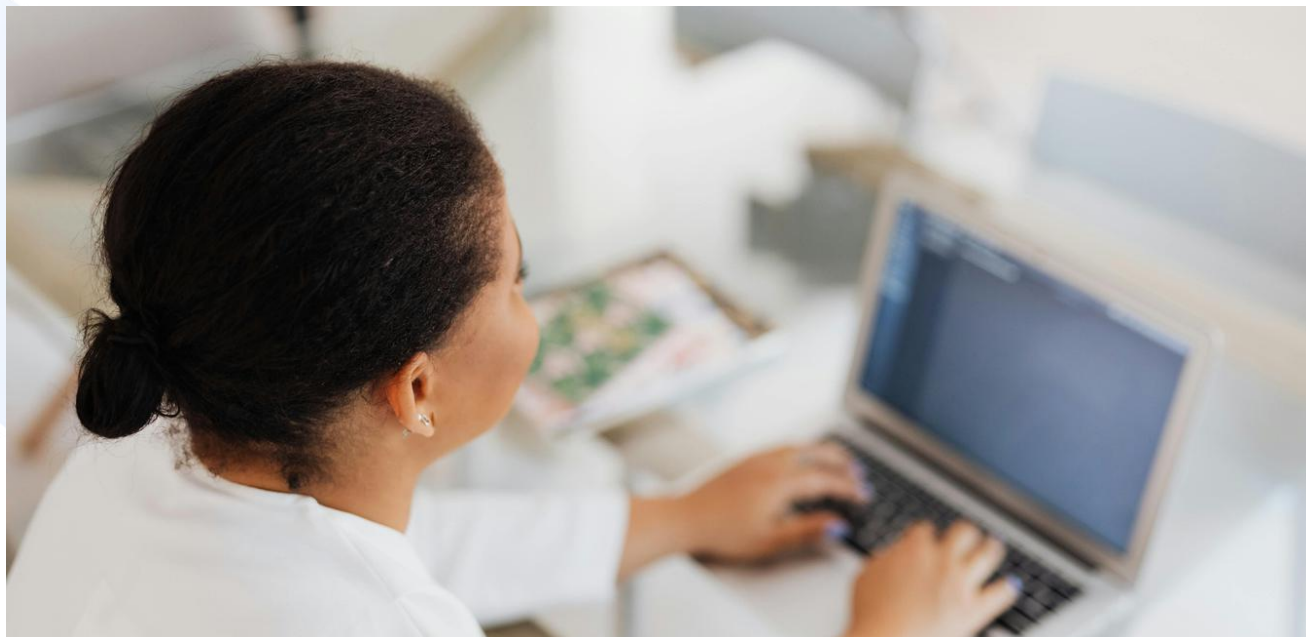
The course covers topics such as punctuation, mechanic elements, and grammar. It's suitable for individuals seeking to enhance their technical and professional writing skills with a focus on day-to-day exchanges in emails and other related technical document preparation. Topics reviewed in this course: Punctuation Mechanic Elements Grammar



**Instructor: Amy Sparks**



**4 Hours**





# LAW & CONTRACTS FOR CONSTRUCTION



REGISTER FOR COURSES ONLINE:  
[members.edmca.com/education](https://members.edmca.com/education)

# CCA SUBCONTRACTS 101

Eighty percent of the people managing construction contracts do not read, do not understand or are not following the construction contract in place between the two organizations. This creates problems for both the contractor and the subcontractor (and sub-subcontractor).

This is a workshop on the various CCA subcontracts with an emphasis on the roles and responsibilities of the contractor, the subcontractor, and the sub-subcontractor.



**Instructor: Phil Perry**

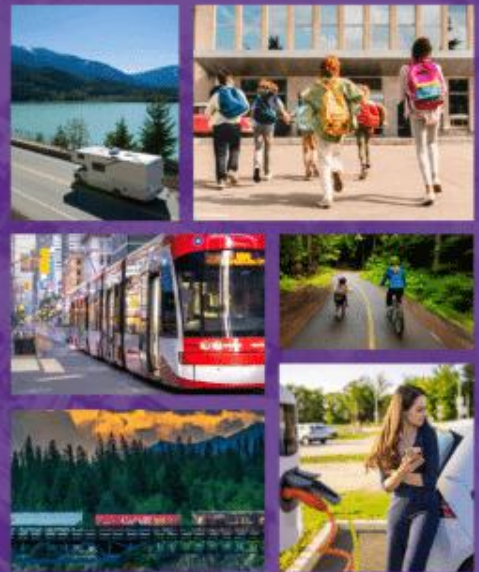


**4 Hours**



**Earn 1 Gold Seal Credit**

A strong foundation for  
**a stronger Canada**



## CCDC 14 + 15

# MANAGING THE UNIQUENESS OF DESIGN BUILD

This Workshop will focus on the crucial clauses in the CCDC 14 + 15 contracts and the fundamental elements of Design-Build for project success. These technical skills, as well as critical insights into the challenges and opportunities from each partners' perspective, make this Workshop the “sharp arrow you need in your quiver”.

### LEARNING OUTCOMES:

- Gain an understanding of the Design Build process
- Learn how to improve your chances of project success with Design Build
- Understand the Project Owner's Initial Action Items
- Determine how to procure and evaluate Design Build services
- Learn the roles and responsibilities of each partner for team success
- Become familiar with best practices to optimize Design Build performance
- Understand the key clauses in CCDC 14 & 15
- Learn the key elements to focus on for project success
- Acquire critical insights into the challenges and opportunities with the Design Build Delivery Method
- Learn the key drivers to developing a Design Build organization



**Instructor: Debbie Hicks**



**12 Hours**



**Earn 4 Gold Seal Credits**



# CCDC 5A + 5B CONSTRUCTION MANAGEMENT

## “KEYS TO SUCCESS”

Construction Management is about building a collaborative team from the outset of the project. Whether you are the Project Owner, Consultant, General Contractor, or Subcontractor, you need to understand your Construction Management roles and responsibilities throughout all project phases: predesign, design, project delivery, and post-construction.

This course will help you:

- Gain an understanding of the Construction Management process
- Recognize when to use Construction Management as a Delivery Method
- Learn the roles of each partner for collaborative success
- Determine when and how to procure Construction Management services
- Identify tools and techniques to optimize Construction Management performance
- Grasp the nuances of the different forms of Construction Management contracts – CCDC 5A|5B (industry-standard contracts)
- Understand the duties assigned and compensation for Preconstruction, Construction and Post-Construction in the CCDC 5A | 5B
- Practice the key elements to focus on for project success:
  - Engage the design-assist process
  - Align budgets to estimates
  - Use design control to promote cost control
  - Apply the learned knowledge to establish the Construction Manager’s compensation
  - Discuss the pros and cons for conversion to consolidated pricing
  - Acquire critical insights into the challenges with the Construction Management Delivery Method



**Instructor: Debbie Hicks**



**12 Hours**



**Earn 4 Gold Seal Credits**

# CONSTRUCTION LAW

The Construction Law course is designed to develop an understanding of contract law as it relates to construction. The participants will build practical skills and learn how to effectively and proactively deal with conflict situations and avoid litigation. The course will also review other construction-related law, such as builders' liens, collecting debts, bonding, insurance, environmental law, and safety law.

At the end of the course, participants will be able to:

- Understand the basics of contract law
- Be familiar with CCDC/CCA contracts
- Be familiar with legal terms used in contracts
- Understand contract responsibilities
- Understand the bidding process and contractual obligations
- Understand how specifications and drawings fit within the contractual hierarchy
- Understand the contractual relationship between the contractor and the sub-contractor
- Compile and submit proper extras and claims
- Define back charges and how to avoid them
- Avoid construction disputes and claims from the site level
- Write professional RFIs and Change Orders
- Understand the dispute resolution process
- Use the Builder's Lien Act to obtain security for debts
- Understand how the "holdback system" works and why
- Use the Small Claims process to recover debts
- Understand bonding/surety and how it's used in construction
- Understand the types of insurance used in construction
- Understand safety law requirements and WCB



**Instructor: Tim Williams**



**16 Hours**




**Earn 5 Gold Seal Credits**


# MANAGING CCDC CONTRACTS FOR PROJECT SUCCESS DO YOUR JOB!

By sharing decades of expertise from the training team, this workshop will help you to understand the roles, responsibilities, and expectations of the CCDC contract clauses that are our commitments to each other. This understanding will empower you to manage and mitigate risk to better ensure your project is successful.

Whether you are the Project Owner, the Consultants, or the Contractors, first you need to understand what you have agreed to in the CCDC and related contracts and why the clause exists in the first place. NOT opening, reading, and understanding the contract requirements until it's too late is exactly what gets us into trouble time and time again on construction projects.

Waiting until there is conflict and only then referring to the contract to see how, or if, we can get out of the problem is like playing Russian roulette. BE AWARE : In the nuances of the prime contract clauses, there are implications and requirements impacting all partners, including the Consultants and Subcontractors.

**Instructor: Debbie Hicks**

**12 Hours**

**Earn 4 Gold Seal Credits**

**LEARNING OUTCOMES:** In this session, you will learn from a team of industry partners' perspectives:

- Learn which CCDC and related clauses and concepts in the different project delivery methods consistently create challenges and conflict
- Discover what these clauses mean and why they exist
- Explore how to mitigate the pain points associated with these clauses by developing your "go forward" strategies and practices
- Apply your skills to a specific scenario by presenting possible outcomes and strategies to achieve alignment by all parties.



# PROJECT DELIVERY METHODS

## KNOW YOUR RESPONSIBILITIES

Through a team of multi-disciplinary trainers with decades of experience, this workshop will discuss the characteristics, risks, benefits, and disadvantages of the various project delivery methods. Each presenter will provide key insights into the success of each delivery method from the perspectives of a Project Owner, Consultant, and Contractor.

Using a hands-on, practical approach, this workshop will also provide you with an opportunity to apply what you learn by guiding you through an interactive exercise that involves assisting a “client” in determining an appropriate project delivery method.

**LEARNING OUTCOMES:** For each Project Delivery Method, you will:

- Learn the key characteristics. Understand when best to use
- Discuss projects that succeeded with the model and those that did not
- Acquire key insights for success from the perspective of Owner, Consultant, and Contractor
- Demonstrate your knowledge of the advantages and disadvantages, risk mitigation, and project approach



**Facilitator: Debbie Hicks**



**12 Hours**



**Earn 4 Gold Seal Credits**

# PROPOSAL PURSUIT

## RFQ & RFP STRATEGIES FOR SUCCESS

Whether you are the: Project Owner or P3 Developer seeking qualified contractors or issuing a proposal request, Design Consultant creating, reviewing or participating in the process for Design Build or Integrated Project Delivery, General Contractor responding to any project delivery method process, or the Subcontractor new to the "Invitation" activities, this workshop will share decades of expertise from the perspectives of the Project Owner, Consultant and Contractor on each stage of the proposal process and discuss how to make sure each partner is successful in the pursuit. Packed with tips and suggestions; you'll walk away with actionable knowledge you can put to work on the job immediately.

In this workshop you will:

- Learn the key ingredients to prepare a successful Request for Qualification (RFQ)
- Understand the Project Owner's mindset in soliciting a Request for Proposal (RFP) competition
- Identify "homework" to be done prior to responding to the RFQ/RFP
- Familiarize yourself with best practices when successfully responding to an RFP
- Develop a winning RFP strategy
- Recognize the same techniques for successful Subcontractor submissions
- Understand how to prepare for, manage, and excel in the Interview
- Learn about Corporate Social Responsibility (CSR) and create ideas on how to demonstrate your CSR Strategy
- Apply learnings to an RFP case study and table your RFP mini proposal to an evaluation panel
- Enhance your presentation skills by participating in an RFP interview simulation



# READ THE FULL CONTRACT

## A DEEP DIVE INTO CCDC-2

Eighty percent of the people managing construction contracts do not read, do not understand, or are not following the construction contract in place between the two organizations. This creates problems for both the owner and the contractor, as well as the other participants involved with the project (consultant, subcontractors, sub-subcontractors, and suppliers).

The Canadian Construction Documents Committee (CCDC) and the Canadian Construction Association (CCA) publish standard contracts and guides for the construction industry. In this course, the bidding process will be reviewed (Expression of Interest (EOI), Request for Qualifications (RFQ), Request for Proposals (RFP), Contract A, Contract B), the difference between a Letter of Intent and Letter of Award (one of which one is simply an agreement to agree) and the terms and conditions of the CCDC-2 (2020) Stipulated Price Construction Contract.

**Instructor: Phil Perry**

**4 Hours**

**Earn 1 Gold Seal Credit**

### Guides covered by this course:

- CCDC-00 – Guide to Use of CCDC Master Specification for Division 00 – Procurement and Contracting Requirements
- CCDC-10 – Guide to Construction Project Delivery Methods
- CCDC-20 – Guide to the use of CCDC-2 Stipulated Price Contract
- CCDC-23 – Guide to the Call and Awarding of Construction Contracts
- CCDC-21 – Guide to Construction Insurance
- CCDC-22 – Guide to Construction Surety Bonds
- CCDC-24 – Guide to Model Forms
- CCDC-29 – Guide to Prequalification
- CCDC-40 – Rules for Mediation and Arbitration of Construction Industry Disputes
- CCA 53 – A Trade Contractor's Guide and Checklist to Construction Contracts



# SUPPLEMENTARIES TO CCDC CONTRACTS

## “BE AFRAID” THE GOOD, THE BAD, THE UGLY

It starts with reading and understanding the General Requirements, General Conditions, and associated Supplementary Conditions in the contract. By exploring some Supplementary Conditions, you will hear from the perspectives of the Project Owner, Consultant, and Contractor on why each clause exists and best practice recommendations on how to address the clause.

Remember when it comes to contracts, it's not about your own thoughts and assumptions; it's about what is “written”! What has caused these changes to industry-standard contract clauses? Allocation of risk often gets modified in contract clauses based on the Project owners or their lawyers' past experiences. The issue with modifications to contract clauses is the lack of understanding of what the clause means and its associated risks to Project Owners, Consultants, Contractors and other Stakeholders. If the risk materializes: disputes arise, relationships are damaged, project costs can increase, schedules can be compromised, bidders can jeopardize their businesses and the potential for litigation increases.

**BE AWARE:** In the nuances of the prime contract clauses, there are implications to all partners, including the Consultants and Subcontractors.

**Prerequisites:** It is recommended that students have some experience in a construction/contract management role and/or have familiarity with contract language, format, and usage. Those with less experience are welcome to attend but may find it hard to absorb and appreciate the material without prior experience or context.



**Instructor: Debbie Hicks**



**12 Hours**



**Earn 4 Gold Seal Credits**

# LEADERSHIP & DEVELOPMENT



REGISTER FOR COURSES ONLINE:  
[members.edmca.com/education](https://members.edmca.com/education)

# BUILDING WITH CONFIDENCE

## SITE SUPERVISOR PRACTICAL SKILLS WORKSHOP

As the backbone of any successful construction project, a competent site supervisor plays a crucial role in ensuring that projects are completed safely, on time, and within budget. From organizing the construction site to managing subcontractors to ensuring all project deliverables are met, this workshop will provide valuable insights, practical strategies, and tools tailored to meet the unique challenges faced by site supervisors.

### What You'll Learn:

- **Communication and Leadership:**
  - Develop essential communication and leadership skills to effectively build and manage teams, resolve conflicts, and maintain strong stakeholder relationships.
- **Construction Fundamentals, Project Delivery Methods, and Construction Law:**
  - Optimize project efficiency, minimize risk, and achieve successful project outcomes by understanding basic principles.
- **Pre-construction Project Planning:**
  - Understand one of the most critical phases of any construction project phase which involves comprehensive preparation and strategic decision-making before the actual construction work begins.
- **Start-up and Mobilization:**
  - Realize how start-up and mobilization lay the foundation for success by putting essential systems, processes, and resources in place.
- **Construction Operations:**
  - By mastering the art of coordination, resource management, quality control, safety, and communication, supervisors can navigate the complexities of construction operations with confidence and deliver exceptional outcomes.
- **Construction Closeout:**
  - Closeout encompasses a series of essential tasks and procedures aimed at ensuring that the project is finalized smoothly, all requirements are met, and the transition to post-construction activities is seamless.



**Instructor: Lee Kelly**



**32 Hours**



**Earn 10 Gold Seal Credits**



# ENHANCED SUPERVISOR TRAINING PROGRAM (ESTP)

The Enhanced Supervisor Training Program (ESTP) emphasizes the knowledge and skills required to provide effective leadership to crews and project teams in the construction industry. You'll gain actionable knowledge and real-world tools that you can immediately apply in your role.

## The 9 modules of ESTP:

- Leading a Team
- Leadership in a Diverse Workplace
- Leaders Role in Problem Solving
- Personal Productivity
- Project Delivery Methods
- Documents, Records & Reports
- Leading Effective Meetings
- Change Order Management
- Environmentally Responsible Construction



Instructor: OpenCircle



27 Hours



Earn 9 Gold Seal Credits



# EMERGING LEADERS INSTITUTE

Hosted by the ECA and Results, Results has been delivering leadership education to Edmonton and Western Canada for over 30 years.

This program has been thoughtfully updated from previous ELI offerings to better align with today's busy schedules. The course schedule will be split up over a span of 3 months, allowing for time in between for students to implement their learnings into real-world solutions.

## WHO SHOULD ATTEND

The Emerging Leaders Institute is designed for new managers & leaders in the industry.

- New or potential managers
- Department managers
- Project managers
- Project engineers
- Estimators
- Field Leaders & Foremen



**Instructor: Results**

**28 Hours**

## WHY SHOULD I ATTEND

With engineering and construction talent in high demand, investing in the growth of your emerging leaders is no longer optional. Developing leadership, management, and business skills in your team ensures your company's future is built on a solid foundation of skilled, capable leaders.

- Develop the next generation of leaders.
- Build business management skills.
- Participants can earn continuing education credit.
- The course is designed with industry needs and challenges first and taught by consultants with decades of real-world experience.

# NEGOTIATION & CONFLICT MANAGEMENT

Participants will learn skills to enhance their ability to de-escalate conflict, listen effectively, build mutual respect with others in a construction context, and negotiate effectively.

## At the end of the course, participants will be able to:

- Understand the basic elements of communication and demonstrate effective communication skills with clients/constructors
- Understand motivation theory and apply motivational techniques to win trust and engage clients/individuals/teams you work with
- Identify different personality styles and how to communicate appropriately and negotiate effectively with each one
- Understand the basics of negotiating, de-escalating conflict and setting the groundwork for effective negotiation

 **Instructor: Tim Williams**

 **8 Hours**

 **Earn 2 Gold Seal Credits**

# SITE LEADERSHIP

The course is designed for lead hands, foremen, and supervisors who want to increase their leadership effectiveness.

## At the end of the course, participants will be able to:

- Utilize leadership techniques to build cohesive and effective crews
- Understand personality styles and how to communicate with each one
- Recognize substance abuse and how to deal with it appropriately
- Deal with difficult people, conflict, and confrontational situations
- Use collaborative decision-making skills and build a collaborative culture

 **Instructor: Tim Williams**

 **8 Hours**

 **Earn 2 Gold Seal Credits**

# SUPERVISORY & MANAGEMENT SKILLS

Participants will improve their skills in leadership, management and supervision of staff. Participants will learn skills to enhance their ability to build a collaborative team culture with their staff and on job sites.

## At the end of the course, participants will be able to:

- Identify different leadership styles and approaches & apply those styles to deal with various situations
- Be familiar with various motivational approaches
- Understand different personality styles and how to communicate appropriately
- Have knowledge of substance abuse, recognition, and prevention
- Conduct a successful toolbox talk
- Appropriately discipline/terminate staff
- Apply various negotiating skills



 **Instructor: Tim Williams**

 **8 Hours**

 **Earn 2 Gold Seal Credits**

# SUPERVISOR TRAINING PROGRAM (STP)

This training program has been designed to help you become a more effective supervisor in the construction industry. By training you in the various aspects of successful communication, productivity, and time management – among other things – this course will help you build the skills necessary to expertly coach, connect with, and create a safe and respectful working environment for your team.

- Managing Time & Priorities
- Productivity & Quality Control
- Scheduling & Effective Communication
- Workplace Respect
- Negotiating Successfully
- Managing Day to Day Performance
- Coaching & Mentoring
- Promoting Mental Health & Wellbeing in Construction



 **Instructor: OpenCircle**

 **33 Hours**

 **Earn 10 Gold Seal Credits**





A construction worker wearing a blue jumpsuit and an orange hard hat is working on a steel rebar structure. The worker is positioned in the upper center of the frame, with their legs and torso visible. The background shows a complex network of steel beams and rebar, suggesting a construction site. A large, semi-transparent blue overlay with a geometric, star-like pattern is centered over the image. The text "SELF-PACED COURSES" is written in white, bold, sans-serif capital letters across the middle of the blue overlay.

# SELF-PACED COURSES

REGISTER FOR COURSES ONLINE:  
[members.edmca.com/education](https://members.edmca.com/education)

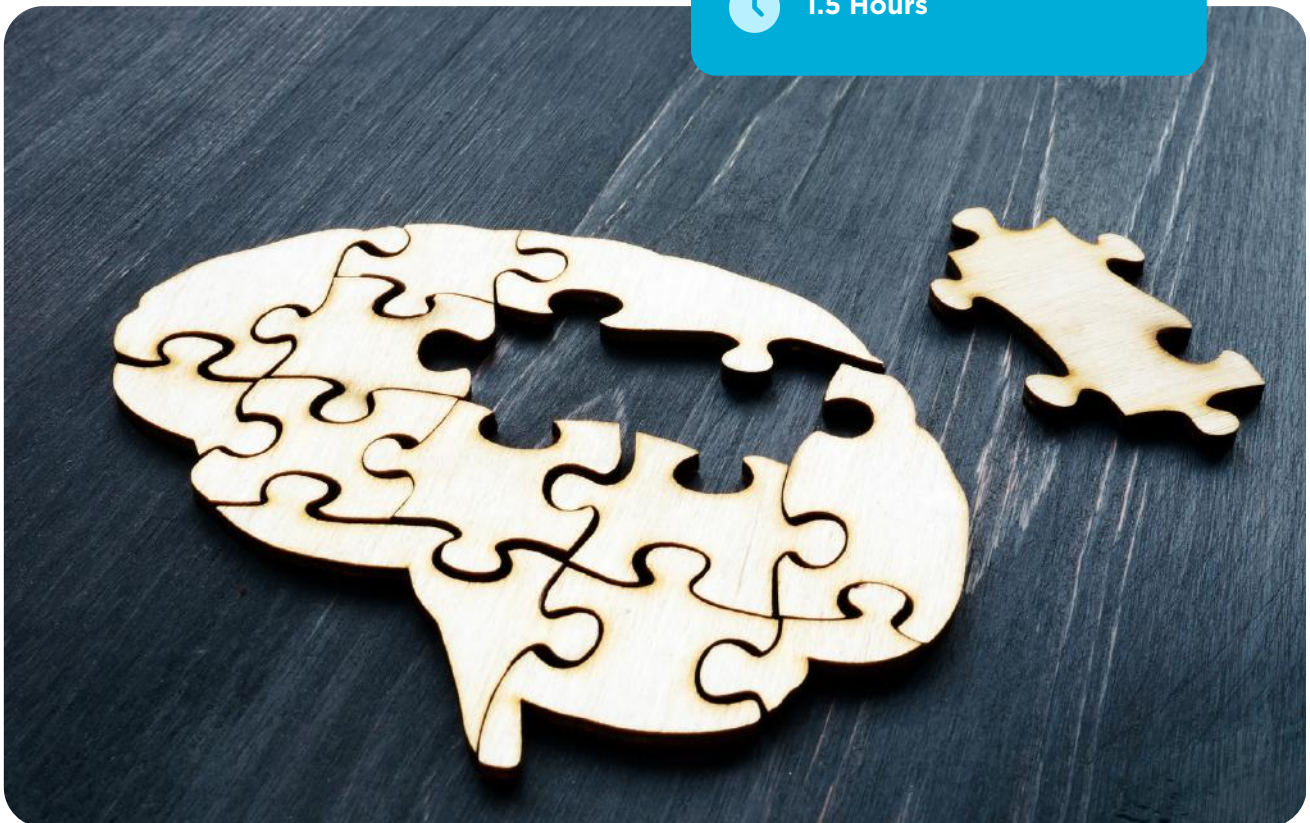
# BUILDING BLOCKS FOR POSITIVE MENTAL HEALTH

This program is designed to help employees expand their awareness of mental health so they can maintain their own mental health and offer a bridge to support for co-workers experiencing a mental disorder or temporary mental health problem.

This gamified program contains six short, engaging, interactive modules lasting from 10 to 15 minutes each. They include short quizzes and games to evaluate your knowledge of mental health. But don't worry; your scores won't be tracked so you can examine and expand your knowledge in a fun way.



1.5 Hours





# CANADIAN CONSTRUCTION

## CONTRACT ESSENTIALS

For contactors and anyone involved in procurement and contracting within a construction company.

Gain a basic and practical understanding of Canadian construction contract and subcontract essentials.

### **Understand what a contract is from a legal standpoint and what makes it valid and enforceable.**

- Know some key legal principles regarding general contracts and construction contracts.
- Understand why contracts are important in the construction process.
- Learn the difference between a “bidding” contract and the actual construction contract.
- Be able to discern the difference between a letter of intent, a purchase order, and a construction contract.
- Learn about a major cause of construction disputes and why standard industry contract forms can reduce the risk of such disputes.
- Know the different types of construction contracts in terms of project delivery and pricing methods.
- Understand the structure, approach, and key provisions in a typical stipulated/fixed-price or lump-sum construction contract and subcontract.
- Know how to read and understand a typical construction contract and subcontract

This course builds upon the BuildForce Construction Law course, and thus repeats some of the material where applicable. Construction Law, however, is not a prerequisite to taking this course. This course uses interactive elements, scenarios, videos, and quizzes to reinforce learning.



**5 Hours**



**Earn 1 Gold Seal Credit**

# COMMUNICATION, NEGOTIATION, AND CONFLICT RESOLUTION

Communication, Negotiation, and Conflict Resolution has been designed to help improve written, oral, and negotiating skills within the construction industry.

For supervisors, project managers, and anyone who must deal effectively and professionally with employees, subtrades, owners, clients, engineers, and employers.

- Improve your written, oral, and negotiating skills and enhance your conflict resolution skills.
- Define a conflict and identify the stages of conflict.
- Appreciate the importance of communication.
- Apply assertiveness techniques to get a point across.
- Deal with difficult people more effectively.
- Recognize what makes an effective negotiator.
- Understand how power can be used or abused in negotiation.
- Determine when to close negotiations.

This course uses interactive elements, scenarios, videos, and quizzes to reinforce learning.

 **5 Hours**



**Earn 2 Gold Seal Credits**





# CONSTRUCTION INDUSTRY ETHICS

## MANDATORY GOLD SEAL

Ethical behavior is essential for the construction industry. By maintaining high ethical standards and being consistent in our practices, we thrive both personally and professionally. The Construction Industry Ethics course is designed to help you and your team think through the ethical decisions you face every day.

For owner/clients, contractors, supervisors, project managers, etc., who must deal effectively and professionally with employees, subtrades, owners, clients, engineers, employers, and the public.

Understand ethics as it relates to the construction industry and learn how to navigate daily ethical grey areas. **Understand what is included in “ethical behaviour.”**

- Be aware of the importance of ethics in business.
- Know how to make ethical decisions.
- Recognize ethics in the context of the law.
- Understand the direct link between ethics and a company’s success.

This course uses interactive elements, scenarios, videos, and quizzes to reinforce learning.



# CONSTRUCTION LAW

Construction Law is designed to teach and familiarize owners, managers, supervisors and project managers with construction contracts and contract law; liabilities and responsibilities of all parties to a Contract, compiling and submitting proper extras and claims, and ways and means for leaders to avoid conflict with contracts, owners, trades, and labour.

For owners, managers, supervisors, and project managers who deal primarily in trade-to-trade and/or trade-to-customer situations. **Understand construction contracts and contract law.**

- Understand the origins of law.
- Understand what a contract is and what makes it valid or invalid.
- Know the different types of construction contracts.
- Understand roles in the construction industry as they apply to contract law.
- Understand the liabilities and responsibilities of all parties to a contract.
- Be able to interpret contracts.
- Understand what defines a custom contract.
- Understand the principles of surety and different types of bonds.
- Know what type of insurance is required.
- Understand claims, the reasons for claims, and how to compile and submit proper extras and claims.
- Know the acts and regulations that are relevant to the construction industry.
- Develop strategies to avoid conflict with contracts, owners, trades, and labour.



# CONSTRUCTION PROJECT MANAGEMENT

Construction Project Management has been designed to help managers administer projects from start to finish.

For everyone working in construction. **Gain the knowledge and skills to help you successfully plan, manage, and administer projects from start to finish.**

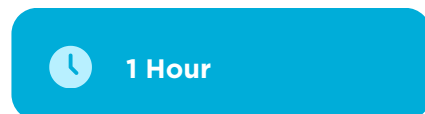
- Understand the construction business and your role in it as a construction project manager.
- Learn how to effectively communicate
- Learn how to manage worksite relationships.
- Understand what happens at the procurement stage.
- Know your roles and responsibilities at the pre-construction, construction, and close-out stages.



# CONSTRUCTION SITE REPORTING

Want to keep your construction projects running smoothly and ensure nothing falls through the cracks? Our Construction Site Reporting course is here to help! In this course, you'll learn how to effectively document daily activities, track progress, and manage on-site challenges. With practical tips and real-world examples, you'll master the art of reporting and journaling to improve communication, enhance accountability, and ensure regulatory compliance.

Join us to boost your project management skills, streamline operations, and make your construction site documentation a breeze. Make every day count with precise and efficient journaling!



# FIRST LEVEL SUPERVISOR TRAINING PROGRAM

For supervisors, foremen, or any individual who wants to become a First Level Supervisor. Develop the critical skills and learn the concepts required to supervise a construction crew, maximize productivity and quality, and ensure a job gets done on time, on budget, and safely.

- Build supervisory skills.
- Understand the difference between leadership and management.
- Communicate effectively.
- Lead a work crew.
- Plan and schedule.
- Manage effective meetings.
- Understand the supervisor's role in safety and due diligence.
- Develop and motivate teams.
- Handle disagreements and problems.
- Address personal problems and performance issues.



**14 Hours**



**Earn 4 Gold Seal Credits**





# INCLUSION 101

## 2SLGBTQIA+ FUNDAMENTALS COURSE

Become 2SLGBTQIA+ Workplace Inclusion Certified. Gain the knowledge and understanding to act, speak, treat, and celebrate all people fairly, regardless of gender expression, gender identity, and sexual orientation.

 **3 Hours**

# INTRODUCTION TO CONSTRUCTION

## ESTIMATING

The Introduction to Construction Estimating course will provide learners with skills and knowledge related to estimating practices, and help them understand the importance of estimates as one of the key first steps in any construction job. The lesson modules cover a wide range of topics, with interactive activities based on real-life field situations to help reinforce the lessons.

Gain the knowledge and skills required to visualize the scope and magnitude of a construction project and produce accurate and reliable estimates.

Coursework includes reviewing drawings through various phases of a project to determine the quantity and type of materials required for the project.

- Have a good understanding of estimating practices.
- Know site-specific conditions and regulatory requirements.
- Know how to handle purchasing and logistics, and how to manage materials on site.
- Be able to manage historical information related to costs and know how and when to update this information.
- Know how to assemble bids and meet bid closure deadlines.
- Provide on-site solutions to work-related problems in relation to equipment and material placement.

 **3 Hours**



**Earn 2 Gold Seal Credits**

# INTRODUCTION TO MENTORSHIP

This course will introduce you to the skills required to develop effective mentoring relationships with a focus on communication skills. Whether you are a mentor or mentee, the goal of this introductory course is to introduce the mentorship model and help you develop strategies to practice effective communication.

- Describe key steps mentors can apply to help mentees gain knowledge and skills.
- Describe key skills that mentees can apply to make the most of their mentoring experience.
- Define and identify the importance of mentorship.
- Explain key strategies for effective communication to expand on the mentoring relationship.
- Recognize the difference between one-way and two-way communication.
- Recognize how cultural diversity affects the way you communicate with other workers.
- Identify techniques for continuing to build mentorship principles.
- Identify tools and resources that support continued improvement of your mentorship principles.

 **2 Hours**

# INTRODUCTION TO UNDERSTANDING SYSTEMIC RACISM

The goal of this course is to increase awareness about systemic racism, and provide information and strategies to help organizations create and/or revise policies and processes to support workplaces that are inclusive of Black, Indigenous and People of Colour.

- Understand the concepts of racism, systemic racism, systemic bias, and unconscious bias.
- Recognize and reduce your unconscious bias as a leader.
- Recognize different levels of systemic bias in your organization.
- Have a tool kit of strategies and supporting methods to eliminate /reduce systemic bias in your organization.

 **3 Hours**



**Earn 1 Gold Seal Credits**

# LEADING A MENTALLY HEALTHY WORKPLACE

People leaders play a pivotal role within the organization by helping to create an environment that promotes mental health. This includes addressing behaviour and performance issues effectively and sensitively. This program encourages people to take an active role in preserving and enhancing workplace well-being. It creates awareness of the impact of mental health issues on individuals and the workplace, and explores The Stages of Workplace Mental Health Support – a six-phase model of best practices for managing mental health in the workplace, namely Prevention, Early intervention, Immediate Intervention, Recovery, Absence, and Return to Work.



**1.5 Hours**

# NATIONAL CONSTRUCTION SAFETY AWARENESS

This National Construction Safety Awareness course was developed by the construction industry to give you an overview and encourage a general awareness of the health and safety issues you'll be faced with on any work site in Canada.

- Know your rights and responsibilities on any work site.
- Learn the necessary communications to ensure the work gets done safely.
- Identify the personal protective equipment you'll use on the job site and how to use it effectively.
- Know the precautions to take when working with workplace chemicals
- Recognize the different types of hazards you may encounter on a job site, and how to assess and control them.
- Know precautions to take when working at heights, excavating, trenching, & working near power lines.
- Understand how regulations differ across Canada and across industries.
- Recognize hazards that may be present in confined spaces.



**3 Hours**



**Earn 1 Gold Seal Credits**

# PIPELINE CONSTRUCTION SAFETY TRAINING

For anyone working in the oil and gas pipeline construction industry. This course is designed to familiarize workers with the unique safety requirements associated with working in the pipeline construction industry, from construction to inspection.

- Understand the rights and responsibilities of workers and employers.
- Learn how to recognize, assess, and control hazards on the worksite.
- Identify front-end hazards associated with drilling and excavating.
- Understand hazards associated with drilling and hoisting equipment and learn to communicate them to others.
- Identify safe practices associated with pipe, including preparation, bending, assembly, coating, and instruction.
- Understand traffic control protocols, working safely in confined spaces and at heights, and how to use lock-out and tagging devices.
- Identify hazards associated with noise, air quality, the environment, and electricity.
- Learn the importance of the safe operation of construction vehicles and heavy equipment.
- Understand WHMIS and learn how to use personal protective equipment.
- Learn about emergency response plans, first aid resources, and incident reporting procedures.



6 Hours



Earn 2 Gold Seal Credits





# UNDERSTANDING GENERATIONS IN THE WORKPLACE

With today's diverse workforce, now is the time to understand your coworkers. This course will help you bridge the generational gap and open the lines of communication.

What you will get from this course

- Decode generational “languages” and connect like a pro.
- Master the art of collaboration across age groups.
- Lead and thrive in multigenerational teams with confidence.

Why you should take this course

- Build trust and understanding across age groups.
- Learn practical strategies to overcome generational barriers
- Manage diverse teams with confidence and success.



45 minutes

# WORKING IN A RESPECTFUL AND INCLUSIVE WORKPLACE

The Canadian construction and maintenance industry is committed to building respectful and inclusive workplaces. Our goal is to enhance your toolkit of career skills and equip you to be successful and participate in creating a respectful and inclusive workplace.

- Understand industry expectations and how a respectful and inclusive workplace can benefit everyone.
- Be able to lead by example.
- Understand how inclusive communication, teamwork, and mentorship allow you to work more effectively with your team.
- Work more effectively in mentorship relationships with all team members.



3 Hours



Earn 1 Gold Seal Credits

# WORKPLACE MENTAL HEALTH LEADERSHIP CERTIFICATE PROGRAM

OpenCircle has partnered with our Employee Assistance Program provider, Telus Health, and Queen's University to offer Members and their employees a unique mental health program. The Workplace Mental Health Leadership™ Certificate Program is the first of its kind in Canada, developed in partnership with Bell Canada Mental Health and Anti-stigma Research Chair and the Faculty of Health Sciences at Queen's University. The practical framework and leadership skills introduced align with evidence-based and industry best practices, including the National Standard for Psychological Health and Safety in the Workplace. Certification showcases organizational leadership and commitment to a mentally healthy workplace.

Over the course of three modules, participants will explore the ever-expanding business case for a mentally healthy workplace. This includes an improved understanding of relevant legal, ethical, and business concerns. The program also supports the development of empathetic and solution focused leadership skills, which can be transferred to a variety of professional settings and situations.



7 Hours







# SIGN UP FOR YOUR NEXT ECA COURSE NOW.

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