

PRINT EDITION

OCTOBER 24, 2019

THE **VEGETATION MANAGER** *magazine* **2019**

LEADERSHIP:

**BEYOND RELIABILITY
PART II**

MOTIVATING AND MANAGING

THE DIAMOND SOLUTION

**BEST PRACTICES FOR FATIGUE
RISK MANAGEMENT**

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PUBLISHER:

Professional Vegetation Management
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SUBSCRIPTIONS:

All subscriptions are sent out via email
and posted on pvma.ca/Vegetation-Manager

DESIGN:

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GRAPHICS LICENSING:

Regular Licensing from Adobe Stock

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PRESIDENT'S REPORT



- CODIE ANDERSON, PRESIDENT PVMA



Hello, PVMA members, and welcome to the fall 2019 edition of the Vegetation Manager.

As I am writing this, the season is still in full swing. Members across the province (and beyond) are still dealing with the aftermath of either too much rain or too little rain, depending on where in the province your work takes you.

The one common denominator seem to be that most of us feel like there is too little time.

It has been said that a change can be as good as a rest, so I will spare a line to invite each of you to join us in Red Deer for our Fall session on October 16, although I suspect that some of you will be reading this for the first time as you peruse your copy of the Vegetation Manager at the event. To you, I'm glad to devote a line to say 'Welcome', and to invite you to come and say hello to your newly-elected board. While you are at it, please spare a moment to thank the outgoing members. Their efforts have been invaluable, and their input will be missed.

While there have not been any official board meetings scheduled through the summer, your volunteer committee

members have been hard at work. Fall and Spring workshops, Provincial variances, and UTT/UTW program development have been ongoing. I will invite you to look over the committee reports to take a look at ongoing programs and initiatives, as well as to see where there may be an opportunity for you to lend a hand in the coming season. As a volunteer organization, our members are both our primary responsibility and our primary resource. While your board will always appreciate your feedback, what will really help is your commitment, your participation, and your support. Let us know how we are doing, but also come lend a hand to keep the good work moving, or to help make good work better. Even great work can benefit from great stewardship, and we welcome the opportunity to reap the benefit of the experiences and talents of our members.

In closing, I hope the past season was safe and prosperous, and that the coming season affords the opportunity to reflect, recharge, and to retain all of the momentum gained so far. May the best of your yesterdays be the worst of your tomorrows.

Thank you for your time, and for your trust.



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PROGRAM AT A GLANCE

Credentials: See www.pvma.ca for certification registration requirements and details. Email val@pvma.ca or call 1.877.249.1508 for more details.

PROGRAM DATES:

November 14 - 15, 2019

Length of Program: 2 Days @ 8 am - 5 pm

Delivery: Olds Campus

Applications Deadline: This program fills quickly. If your certification expires in 2018, register today!

Costs: Tuition \$440 (subject to change). See www.pvma.ca for the Professional Vegetation Management Association application fee for certification.

Admission Requirements: Previous successful passing of full course.

This is a recertification only.

BEYOND RELIABILITY, TO IVM, STEWARDSHIP, AND SUSTAINABILITY - PART II

- BY JOHN GOODFELLOW

COMPONENT STEPS (PRINCIPLES) OF AN IVM SYSTEM

(P5): Understanding pest and ecosystem dynamics

(P6): Setting management objectives, Tolerance Levels, and Action Thresholds

(P7): Compiling treatment options

(P8): Accounting for economic and ecological effects of treatments

(P9): Site-specific implementation of treatments

(P10): Adaptive management and monitoring

Nowak and Ballard (2005)

Note: (PX) refers to Principles of ROW Steward accreditation.

UNDERSTANDING PEST AND ECOSYSTEM DYNAMICS (P5)

Vegetation Managers are knowledgeable about the ROW ecosystem(s) being managed:

- basic biology • ecology of plant communities • wildlife habitat
- Vegetation Managers and IVM workers are provided opportunities for continuing education.

P5 WHAT WE KNOW, AS REPORTED IN THE LITERATURE

- All plant life forms – grasses, ferns, herbs, shrubs – can suppress incompatible trees through interference (competition) and by providing habitat for seed and seedling predators. The intensity of competition is similar amongst a wide variety of plant cover types.
- Competitive pressure to the disadvantage of trees appears to differ mainly by the duration of interference effects, rather than intensity. If so, shrubs can be considered better competitors for trees because they are taller than other compatible plant life forms, and interfere with the emergence of trees longer.
- All compatible plant communities have openings (5-10%), so incompatible species are able to become established even in dense covers.
- A ROW surrounded by maturing trees, especially in forest or woodland condition, will periodically receive thousands to millions of tree seeds across a hectare, which episodically produce thousands of successfully established, incompatible tree seedlings banked in the cover of compatible plants

SETTING MANAGEMENT OBJECTIVES, TOLERANCE LEVELS, AND ACTION THRESHOLDS

(P6)

- Tolerance levels for incompatible species of vegetation are used to define action thresholds for vegetation maintenance treatments.
- Vegetation management actions are scheduled based on site conditions
- Vegetation maintenance activities occur when action thresholds are reached to assure that tolerances are not exceeded, and at the optimal time to meet stated objectives.
- Operational objectives may include:
 - reliability • access • safety • regulatory compliance • economic efficiency • environmental concerns.

P6 KEY IPM CONSTRUCTS ADOPTED IN NEW IVM STANDARD

IPM: Economic Injury level

- The point where loss of yield = cost of management.
- When (if) this happens, management shall occur

IVM: Tolerance level

- The point where the level of incompatible plant pressure can no longer be tolerated without creating unacceptable consequences.
- If this happens vegetation maintenance shall occur

IPM: Economic Threshold

- The point where management action should be taken in order to prevent the conditions reaching the Economic Injury Level.

IVM: Action Threshold

- The point where vegetation maintenance should be conducted in order to prevent incompatible pressure reaching the tolerance level.

P6 MINIMUM OVER GROUND VERTICAL CLEARANCES ON UNDEVELOPED SITES*

Nominal Voltage	NERC 232.C.1C (m)	NERC 232 (ft)	MVCD** (m)	MVCD** (ft)	Not-to-Exceed (m)	Not-to-Exceed (ft)
765 kV	13.0	42.7	3.6	11.8	9.4	30.9
500 kV	10.4	34.0	2.1	6.9	8.3	27.2
345 kV	8.8	29.0	1.3	4.3	7.5	24.7
230 kV	7.7	25.2	1.2	3.9	6.5	21.3
138 kV	6.8	22.2	0.7	2.3	6.1	19.9
115 kV	6.5	21.4	0.6	2.0	5.9	19.5

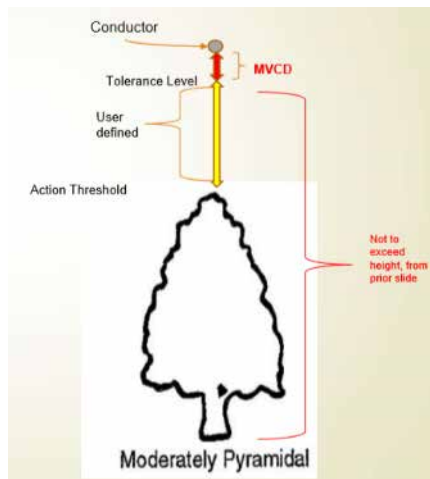
*Over ground vertical clearances for undeveloped sites such as cropland, pastures, boundary sites, etc. [NERC 232.1 & 232.C.1]
** NERC FAC-003.4

P6 Example of the TL & AT model using FAC-003.4

- NERC FAC-003.4 establishes Minimum Vegetation Clearance Distances (MVCD) that must not be violated.
- Since violation of MVCD's risks a citation they define a clearance less than which can not be tolerated (TL).
- The point at which preventive maintenance is performed (AT) is determined based on factors such as species, growth rates, and costs.

P6 OTHER POSSIBLE TOLERANCE LEVELS AND ACTION THRESHOLDS

- Ensure Public or Worker Safety
- Economic Optimization of VM Treatment
- Provide for Access
- Inspection, Lines of Sight
- Impact on Wildlife, and Wildlife Habitat
- Risk of Wildfire Ignition
- Aesthetic Impact
- Etcetera... defined in terms of management objectives for the site



P7 COMPILING TREATMENT OPTIONS

- A wide variety of treatment methods are available.
- Maintenance treatments are considered and the most appropriate method for the site is chosen.
- There is a bias for selective treatment options which minimize the impact on compatible vegetative cover types.
- Non-selective treatments may be used in efforts to reclaim a site that has not been maintained or for cover type conversions.

Selective Individual Stem Treatment
Frill, injection
Cut stump (cut surface, cut surface and bark)
Low volume basal
Low volume foliar (including Thinvert)
High volume foliar (a.k.a. hydraulic foliar)
Other
Non-selective Broadcast Treatment
High volume foliar (a.k.a. hydraulic foliar)
Cut stubble (assumes fixed nozzle)
Aerial
Other
Non-herbicide Treatments
Mechanical control methods
Manual control methods
Other

P7 COMMON CHEMICAL AND MECHANICAL CONTROL METHODS

- Note that there is a difference between selective control methods and selective chemistry.
- Chemical and nonchemical methods can be either selective or nonselective
- Chemical control methods can include both

P8 ACCOUNTING FOR ECONOMIC AND ECOLOGICAL EFFECTS OF TREATMENTS

- The cost effectiveness and expected ecological effects of the VM program over time are used as a basis for selecting IVM treatments.
- The IVM plan is economically viable while taking into account the full environmental, social, and operational costs of vegetation management activities.
- The preferred approach systematically establishes compatible vegetation cover types that assist in reducing populations of incompatible vegetation on the ROW, reducing the need (and cost) of future maintenance.
- The VM program is adequately funded to achieve its long-term strategic goals and objectives.

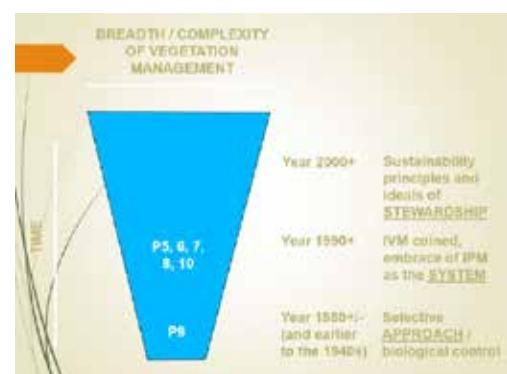
P9 SITE-SPECIFIC IMPLEMENTATION OF TREATMENTS

- Site specific VM units are designated within each ROW/project.
- Project-specific vegetation maintenance prescriptions are used to define treatments for each ROW vegetation maintenance unit.
- Maintenance prescriptions provided to IVM workers and site-specific treatments.
- Plans, prescriptions, and the decision to treat incompatible vegetation are based on current inventories of vegetation and site conditions.

KEY: selective removal of incompatible plant

P10 ADAPTIVE MANAGEMENT AND MONITORING

- Results of IVM work is monitored with reference to judging the degree to which vegetation management objectives are achieved: Reliability, Safety, Changes in ROW conditions; stocking of compatible and incompatible species, Environmental impacts, Social impacts, Cost, productivity, effectiveness, efficiency
- Results from monitoring IVM work provide an opportunity for continuous improvement in VM program and maintenance practices.





BUSINESS AND INDIVIDUAL IMPROVEMENT DOES NOT NEED TO BE COMPLICATED

- BY NEIL THIESSEN, PAST PRESIDENT IVMAA (PVMA), UVMA, UAA

“

THERE IS NO MAGIC TO COMMON SENSE (TINMTCS). YET AS WE WORK IN A BUSINESS OR ON A BUSINESS WE OFTEN GET BURIED IN DETAILS AND LOSE SIGHT OF THE BIGGER PICTURE OR GOALS. IN WORKING WITH SMALL AND MEDIUM BUSINESSES FOR THE PAST 15 PLUS YEARS, THERE ARE COMMON AND PREDICTABLE ISSUES THAT CONTINUE TO SURFACE. IN THE ARTICLE I WOULD LIKE TO GIVE YOU A VERY HIGH LEVEL LOOK AND WHAT SOME OF THESE ARE. WHETHER YOU ARE AN EMPLOYEE, MANAGER OR SMALL BUSINESS OWNER, THE PRINCIPLES DISCUSSED APPLY TO ANY BUSINESS. MY WORK HAS INCLUDED OWNER OPERATORS, TEAMS WITHIN COMPANIES LARGE AND SMALL INCLUDING AIRLINES, OIL & GAS COMPANIES, SERVICES COMPANIES, MANUFACTURING AND VEGETATION MANAGEMENT INDUSTRY.

Regardless of whether you are an employee or owner, you add value to the business. You also are a cost to the business, so it is important that you remain vigilant on ensuring your value is greater than your cost to the company. Further, each individual has an ethical responsibility to be as productive as possible and learn about and implement their best efforts at leadership. To that end, this article will outline key areas to pay attention to in the business environment. I call them Basic Skills Inventory. The Basic Skills Inventory will include a discussion on Trust, Morale, Making Assessments, Leadership™ and The Diamond Solution™. These topics are the subject matter of a 2 to 5 day workshop; however, I will give an overview for purposes of provoking thoughtful awareness. The author believes nothing exceptional or great happens without some level of skill and competence in these topics.

TRUST

Many acknowledge that we all have some level of leadership competence. Trust is one of the most fundamental qualities of leaders. Trust can be defined by three main characteristics; competence, sincerity and engagement. It is virtually impossible to build trust individuals that are incompetent, insincere in their communications and actions and lack the ability to engage others in the vision or mission at hand.

MORALE

There is a powerful human factor that affects us all in our daily lives. That factor is how our own moods are affected by surrounding influences/people and how we affect the mood or morale of others around us. We influence each other's moods routinely. Often very positive people tend to influence those around them in a positive way and negative people tend to bring the mood down of those around them.

Many believe that this is a significant factor on company productivity and profitability. Seldom do companies thrive and optimize their resources when the company is primarily living in negativity. I use what I call the Mood Meter when working with individuals and company teams. Companies where the management and team Leaders are normally living in negative moods, struggle to retain employees and make sustainable profits. The opposite is also true, that companies that have a high level of good moods throughout the organization are often productive and have a higher retention of satisfied employees. Leaders must be aware of this influence and learn how to move negative moods to positive moods.

ASSESSMENTS

Making good and grounded assessments, whether negative or positive is an essential factor in business. Most of us do this all day, every day. The secret to making assessments is to remember they are ONLY assessments, not assertions or facts. While well-grounded assessments come close to being facts, they do not necessarily become facts. When we make assessments about someone's performance for example it is wise to remember that the better the grounding for the assessment, the more useful it is for the individual to take action for improvement.

An example would be if one was to assess that an employee was "not doing a very good job" and left it at that, the individual would have no idea on what the expectation is to improve. Be specific. "I am not satisfied with the job you are doing when you are cleaning up a job site". Then ground that assessment by giving current examples such as 1) sticks and twigs were left on the corner of the customer's lot today; 2) branches were left hanging in the trimmed trees along the fence line at the same job site". Now the person knows specifically what is needed to improve performance.

There is a very important process and discipline in giving meaningful and helpful negative assessments. This is described in my book "Gophers and Cheetahs - A Faster Way to Small Business Growth". One important component when giving negative assessments to someone is that you must ensure they are prepared to hear what you have to say. In other words, the listening stops if they are not willing to hear your negative assessment. There are techniques for resolving this condition discussed in the book.



Leaderment™ is a trademarked term for the blending of management and leadership skills. It is important to understand we all possess some degree of both. Some are more seasoned and skilled than others. Some are in roles where they are challenged to develop and continuously improve these skills. The following is an over-simplification of the terms: Management and Leadership. However, it gives some high-level perspective of the distinctions between the two. Often the two are confused. In other words some managers believe they are good leaders. It is not necessarily true.

Managers often direct; implement, discipline, monitor, create and follow policy. Leaders often lead by example; inspire a shared vision, seek improvement, empower and encourage others. (*"The Five Principles of Leadership" - Kouzes and Posner's - The Leadership Challenge.*)

Many books and articles by experts in the field have been written on these topics. Besides The Leadership Challenge, John C Maxwell's book *The 21 Irrefutable Laws of Leadership* is an excellent start to the study of Leadership.

Tom Peters says "Management is about telling, Leadership is about Nurturing". Peter Drucker says "Management is doing things right; leadership is doing the right things".

The importance of understanding the distinctions between management and leadership cannot be overemphasized. Management may get you there, leadership and influence will take you beyond.



LEADERS NEVER STOP LEARNING!

The Diamond Solution™ is a simple way to visualize commitments to each other to get things done. The overall concepts contained in this model were not developed by the author, however, the simplified and tested model known as The Diamond Solution™ was. Its proven value for taking action, identifying breakdowns that happen in every business and allowing for a visual process for achieving goals, has helped countless businesses.

The Diamond Solution™ is used to give clarity to an action to minimize foreseeable delays and breakdowns and to clearly identify who is accountable for what and by when. In addition, there are rules and a discipline on what to do if someone or thing falls short of promised commitments.

The use of a diamond was deliberate as it implies clarity and value. Both are possible when stakeholders use the discipline contained within The Diamond Solution™. The essence of this model is: a commitment between two people is made clearly and agreed to; all stakeholders that may be involved or influenced by this action are considered and prioritized; a determination of who needs to do what, by when is made with appropriate commitments and promises; the action is then carried out with the agreement that if something goes off the tracks during the delivery of the action, that an agreed process to get it back on track is adhered to; once action is completed, feedback and learning are shared with key stakeholders. This process is more fully described in the book "Gophers and Cheetahs".

Organizations and situations large or small can be easily visualized so stakeholders have clarity of expectations. When things go well you can visualize why, when they don't go well it is easy to diagnose and fix it for future actions. Throughout this use of this tool personal accountability is clear to all stakeholders. While this is scary to some managers, others welcome the transparency as it helps improve individuals and performance of the team or business.

The Basic Skills Inventory of Trust, Morale, Making Assessments, Leaderment™ and The Diamond Solution™ have helped many individuals and businesses over the years. While there is endless information on these topics, the summary contained in this article has condensed and compiled key and strategic information into a usable lesson on clarity, action and accountability.

And all of it confirms TINMTCS!

MOTIVATING AND MANAGING GEN “Y”

(PART I) A LEADERSHIP CHALLENGE

- BY BRENDA ROBINSON

So – what is all the fuss about Generation “Y”? Are they different? Yes. Are they difficult? Different is only difficult when we don’t understand or can’t understand what the difference means. As a leader, manager, supervisor, coach or mentor, what can you do to increase your effectiveness when motivating and managing Generation “Y”?

There are ten key elements that influence Generation “Y” behaviors and attitudes. Then, there are ten key strategies to support effectiveness for leaders and managers. You can be more effective by increasing your understanding of differences and responding differently and better as a result of the understanding. There is an old saying – “Knowledge is the key that opens the door to opportunity.” How much do you know about the generation commonly called “Generation Y”? They are also called Millennials and sometimes Gamers. Different research places them in a demographic position ranging from age 23 – 31.

However, some people suggest that they may be as young as 18 and as old as 33. We know that this grouping had a different upbringing, different education, different social interaction and a different exposure and experience with technology. It doesn’t really matter what they are called or what their exact age is. What matters is that they are now fully engaged in adult life – at work, at home and in our communities. They have voices and they want their voices to be heard. They have opinions and they expect people to be interested. They believe in participation, interaction, discussion and collaborative decision making.

Hey wait! These sound like attributes – not difficulties. Maybe we need to increase our understanding and minimize our worries and concerns.

Let’s take a look at the elements that influence Gen Y. The ten key elements that come with Gen Y background and experience. Like all of us, Gen Y is always growing and learning. However, they also carry with them what they have already learned and know. This becomes their springboard for other learning, growth and development. Elements of influence are also their foundation for interaction and performance. What are these critical and influential elements?

INFLUENTIAL ELEMENT #1

Gen Y has always been praised and rewarded for “thinking outside of the box.” Indeed, they were not told that colouring outside of the lines was “bad” or “wrong.” They were complimented and praised for their creativity, innovation and resourcefulness. The trees didn’t have to be green and the sky didn’t have to be blue. They were encouraged to use their imaginations to create pictures from their own ideas and inspiration. They bring that kind of thinking to the workplace where they say things like:

“Maybe it would be better to try ...”

“Let’s try a different way and see what happens.”

“I wonder if it would work better to ...”

“Let’s try it and see what happens.”

Sometimes these comments seem to lack caution and consideration. However, Gen Y is actually presenting their thinking for discussion – not for conclusion. They value the discussion and innovative ideas. They aren’t demanding agreement. They are asking for discussion and praise for new thinking and new ideas. They may, however, lose interest in this discussion when comments like this are offered:

“That’s not the way we do it here.”

“That’s not the way we’ve always done it.”

“If it ain’t broke don’t fix it.”

“That’s not the way I like it done.”

To Gen Y, these are barriers and obstacles to creativity and successful change. And speaking of change...

INFLUENTIAL ELEMENT #2

Gen Y is the generation of “changing times.” Change for Gen Y has been consistent and “fast.” There is less respect for something that lasts than there is for something that changes fast. Consider how often the cell phone, Iphone, Ipad and blackberry update and provide new applications. In fact, anything more than two years old is often described as outdated, even “old” and “worn out.”

Generation Y is often excited and enthused and even motivated by change. The old adage about change has changed for gen Y. They no longer say:

“I don’t like change just for the sake of change.”

“Change and chaos go hand in hand.”

“Every time I think I get it figured out it changes.”

“Sometimes change happens before the last change is actually in place.”

Indeed, they tend to talk in terms of:

“When do we update again?”

“I can hardly wait for my new blackberry.”

“This new app is going to be great!”

“I’m tired of the old way of doing things.”

This kind of thinking often challenges older generations who put a lot of value on things that last. It is also reflected in the attitude towards longevity and seniority. Gen Y will change jobs as much as they can to gain more experience and more diverse experience. They believe that the new challenges are as important as “moving up.” They put more emphasis on a broad, general experience than on a specific, directed experience. A change is as good as a rest for Generation Y.

They feel stimulated and energized by changes in duties and responsibilities. They appreciate the opportunity to job share, job shadow and work in job exchanges. They enjoy learning from other people and changing what and how they do things.

The attitude towards change and change expectations is positive anticipation. Gen Y views transition as a time to learn and grow.

Change is not something to be dreaded or to bring out defensiveness. It is part of the exciting, interesting and informative transition period leading to different and better results. Gen Y welcomes change.

INFLUENTIAL ELEMENT #3

Gen Y is part of the multi stimulus generation. When Gen Y were tiny babies, they had bedrooms that were decorated like circus tents. There were mobiles and music and murals on the ceiling. They had themed wallpaper, sheets, blankets and towels. Their lives were lived in colourful surroundings with audio, visual and interactive stimulation of all kinds. The TV was on while they ate and did their homework. They were playing exciting video games by the time they were seven or eight.

How has this influenced the work styles of Generation Y? Well, for one thing, Gen Y workers are excellent multi taskers. Yes, they can work on more than one thing at a time. They can also work in highly stimulated work environments where many things are going on at once. Indeed, they can listen to a discussion and text a co-worker for more information. They can take minutes on their laptop and participate in meeting discussion. They can research while you talk and answer the phone while they perform data entry.

They may have three or four types of technology on the go and be downloading music or videos while they work. They love the pace of social networking and may use two or three different formats at the same time. They can search and research using multiple resources and compare results for best outcomes.

Generation Y finds it more motivational to be involved in several projects at a time. They enjoy balancing and juggling priorities and timelines. They have been busy and active since they were small children. They were parented in the model of "involvement." They played sports, they were in scouts and guides. They were in drama and they went to the library, the museum and the zoo. Their interests were varied, and they were encouraged to try as many different activities as they wanted. They travelled, they competed, they represented their schools and their communities.

Sometimes the complaint is that they can't focus and their attention spans are short. The truth is, they have multi focus abilities and they can attend in multi directions with amazing results. This difference is very challenging for other generations. Is this a difficulty or a new strength?

INFLUENTIAL ELEMENT #4

Gen Y has had a different experience with feedback then many of the older generations. They do not believe that "no news is good news." Indeed, they have been a generation raised with concern about developing self-esteem through praise and encouragement.

Gen Y has not experienced failures and criticism. They were not always told they could learn from their mistakes. They do not believe in "no pain, no gain" and they don't understand the "I have suffered and so should you." In the Gen Y thinking there is no need to suffer as part of growth and learning.

They expect the encouragement and support that comes from positive feedback. When criticism and corrections are necessary, they expect it will come in balance with recognition for what went well and how we can move ahead to make things better. Older generations were taught to give feedback in a formula known



WE KNOW

VEGETATION MANAGEMENT SOLUTIONS

Spectrum Resource Group is a vegetation management solutions provider working actively in forestry, oil and gas, utility and community resource industries across Canada.

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as the “Oreo cookie” formula. This meant information was shared in a “positive, negative, positive” format. We now know that this formula generally fails and that the first positive is viewed as a trick or a set up. The last positive is seldom heard by the receiver. The negative or corrective information is often responded to with comments like:

“It doesn’t matter what you do around here, nobody notices the good things.”

“The best way to get any attention here is to make a mistake.”

“If he didn’t like what I was doing, he should have said so at the time.”

Gen Y has experienced environments of ample praise and positive feedback. Their pictures, paintings, report cards, performance and sports activities were all praised and cheered for in positive, personalized ways. They were told how well they did everything (even when it may have been an average or less than average effort.) They were praised for their attempts and for their progress. They didn’t have to wait for the finished product to receive positive feedback.

Generation Y was part of the generation where every participant received a trophy. Positive results were often measured by participation, not by outcomes. They have come to expect feedback for effort and any investment. They also believe the feedback should be given throughout the activity – not just at the end.

The new formula for feedback for Generation Y is four positives to one correction or criticism. Indeed, it is important to build a foundation of positives to ensure reception of a negative piece of feedback. Hence, the new formula is positive, positive, positive, negative, positive. This will ensure that the information is received and considered without defensiveness or blame.

Feedback is one of the greatest motivators for Gen Y workers. They want and need to know they are doing well before they consider changes or corrections. This often requires extra effort and energy from their leaders, supervisors and managers. The old idea that if you are doing well you won’t hear anything about it is old and worn out. Building good levels of self-esteem will build morale and motivation in Generation Y.

INFLUENTIAL ELEMENT #5

Generation Y are interested in and want to be on a team. They grew up in the “fair play” era where everyone got equal time and opportunity to play every position. This has strongly affected how they view teamwork in the workplace.

They believe that the team bridges organizational structure and evens out the power positions in the workplace. They work “with” not “for” and they believe that everyone has potential for equal contribution to the team results.

However, they also view the team from a social as well as a functional or organizational perspective. They want to work together and interact in social and interpersonal ways. Gen Y is interested in team dynamics and the dynamics of a team.

Gen Y believes in synergy. They like and want to work together because they see the benefits of shared ideas, shared workloads, brainstorming, group decision making and job satisfaction.

They enjoy the stimulation of group discussion and interaction. They recognize the creativity that can be achieved by team conversation and they value the “C” generation approaches of:

- Communication
- Collaboration
- Cooperation
- Consensus
- Conflict Resolution
- Creativity
- Change
- Chaos
- Community
- Celebration

They are not interested in working with the “I” generation where they see the following:

- Isolation
- Independent decision making
- Internalization
- Insulation
- Individualization
- Indifference

Teamwork allows Generation Y to address their workplace values of belongingness, self-esteem and actualization. They know who they are on teams and they gain a huge sense of accomplishment from their contribution to the team. They want to be supported and supportive. They will invest energy in building teams that work and teams to work with.

Sometimes we see this interaction as lacking the ability to be self-directed. Sometimes we don’t know how to evaluate team success instead of individual success. It is a different way of working. It may work for us. If we can’t continue to do more with less, maybe we can get enhanced results by working differently and better together.

We’ve been talking “team” for years now. Maybe Gen Y will push us to walk the talk!

When we consider all of these influential elements that make up the patterns for Generation Y at work, what do we do now?

Here are five of the ten top tried and true strategies to help us recruit, retain, train and manage Gen Y. Can we meet the challenge?

STRATEGY #1

Encourage creativity – build a work environment where creativity is praised and celebrated. Engage your workgroup in discussions to support brainstorming, sharing of new ideas and “outside the box” thinking.

STRATEGY #2

Welcome change – and be ready and responsive to change ideas and suggestions. Look for better results from changes and if we can’t do more with less, we need to look for different and better ways to get more done.

STRATEGY #3

Understand the multi-stimulus generation – thrive on the chaos. Celebrate new abilities to multitask and move quickly from one task to another.

STRATEGY #4

Provide consistent, positive, encouraging feedback – to build the foundation for correction or criticism. No news is not good news. We need to motivate and encourage the results we want by using feedback to open doors for communication.

STRATEGY #5

Make teamwork the way to work – build team projects, support team activities and celebrate team results.

In the next issue we will look at the 5 remaining Influential Elements and strategies to support effectiveness for leaders and managers

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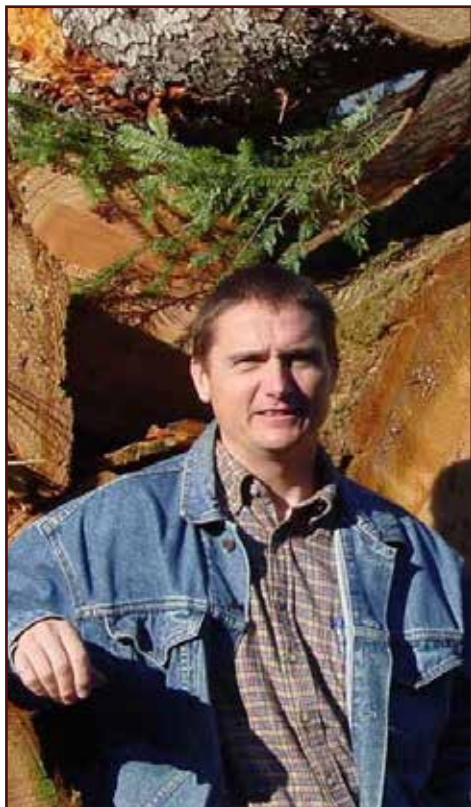
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WAYNE ORTIZ : INDUSTRY SERVICE PROFILE

- BY VAL EICHELT



WAYNE ORTIZ GRADUATED IN 1985 WITH A FORESTRY DEGREE FROM LAKEHEAD UNIVERSITY IN THUNDER BAY, ONTARIO, AFTER WHICH HE SPENT THE NEXT 4 YEARS IN TRADITIONAL FORESTRY PLANNING, SILVICULTURE & HARVESTING.

Late in 1989 he both got married and began his career with Manitoba Hydro. As a Utility Forester he oversaw the quality assurance program for new wood pole procurement, and the ongoing maintenance of the existing wood pole facility. Additionally, he was often called upon to provide vegetation management technical support to the regional field operations – both for trees and weeds. Although Wayne was

a licenced applicator, he seldom did the actual application, but managed contract applicators. Manitoba Hydro historically maintained a mix of internal staff and contractors.

As part of the Regional Services Forestry Section, Wayne provided expert advice to those planning and executing the programs. Over time the vegetation management program at Manitoba Hydro evolved to be more centralized so that budgets and most planning was completed by the Forestry Section. The role changed from providing technical advice to program management; planning and implementing programs as budgets grew.

Wayne spent 27 years working for Manitoba Hydro. Starting as junior forester, he retired as Chief Forester from Manitoba Hydro in January 2018.

Wayne had a thoroughly enjoyable career with Manitoba Hydro. There was logical and satisfying development. He was able to help Manitoba Hydro grow and become more efficient as the program became more centralized, and budgets grew. They developed from a department of 2 to 7 and went from technical support to overall managers. It was a satisfying journey, technically focused and operationally challenging.

During his time with Manitoba Hydro, Wayne served on the board of directors of several industry associations including the Canadian Wood Preservation Association, Industrial Vegetation Management Association Man/Sask, and the Utility Vegetation Management Association (UVMA) providing support and assisting in the development of the Professional Utility Vegetation Management Course. In February 2018 Wayne accepted a

position with Davey Resource Group, which is the consulting arm of Davey Tree Expert Co. Ltd. His role with Davey Resource Group is as the Manager of Utility and Vegetation Management in Canada. They are involved in the data collection, GIS, and consulting for the planning of utility right-of-way vegetation management programs, offering field supervisory and quality control services across Canada. They do program assessments for electrical, oil and gas, railways, and transportation utilities, assessing results and providing advice on improvements to help with better planning, treatments and scheduling. They are also involved in urban forestry, helping towns, municipalities and cities manage their urban forests through inventories, canopy assessments, urban forest planning and strategies.

Asked if there are any highlights or things that stand out to him about his time in the Industry, Wayne indicated that

“THE BIGGEST CHALLENGE HAS BEEN ACCESS TO AND THE RETENTION OF A RELIABLE, WELL TRAINED WORK FORCE. As a utility forester he expected contractors to provide it and watched contractors struggle to keep it. Wayne realized early that an ongoing and trusting working partnership between the utility and contractors was critical to getting the work done and done well. Now viewing it all from the Contractor point of view, it is even more glaringly obvious that utilities and contractors work together to provide more predictable workloads, within a competitive framework. The UVM workforce is a limited resource and becoming even scarcer in this computer age. There is no “hiring hall” filled with UVM professionals looking for work ...

DO YOU KNOW OF A PVMA MEMBER WHO IS GIVING BACK TO HIS/HER COMMUNITY OR ARE YOU ONE? PLEASE EMAIL VAL@PVMA.CA AND LET US KNOW.



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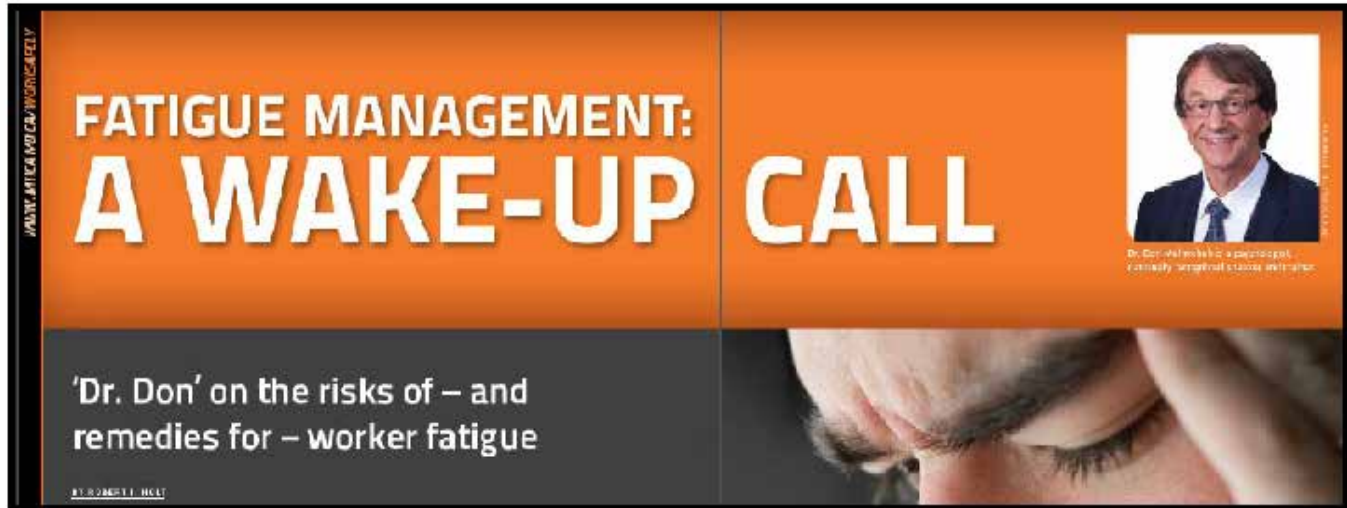
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We look forward to working together in 2020.



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BEST PRACTICES FOR FATIGUE RISK MANAGEMENT

- BY DR. DON MELNYCHUK

1. PURPOSE

Human fatigue is recognized as being one of the primary causes of accidents in industry today. The costs of fatigue are a major human and financial burden to companies, workers, and their families.

Employers must ensure that everyone in their workplace is aware of potential workplace hazards (such as fatigue), and take steps to prevent workplace accidents, injuries and illnesses that may be a result of fatigue.

This workshop will present some of the key issues related to employee fatigue and identify resources for managing fatigue. This workshop will answer the following questions: What is fatigue? What variables impact fatigue? What are the consequences of fatigue? How do you overcome fatigue?

2. WHAT IS FATIGUE?

Fatigue is the dynamic balance between competing forces; forces producing fatigue and forces reversing the effects of fatigue (recovery). Fatigue is the feeling of extreme tiredness or exhaustion, often involving muscle weakness.

There are a number of different definitions of fatigue, including:

- The consequence of inadequate restorative sleep.
- Extreme tiredness after physical or mental exertion.
- The increasing difficulty to perform physical or mental activities.

3. WHAT VARIABLES IMPACT FATIGUE?

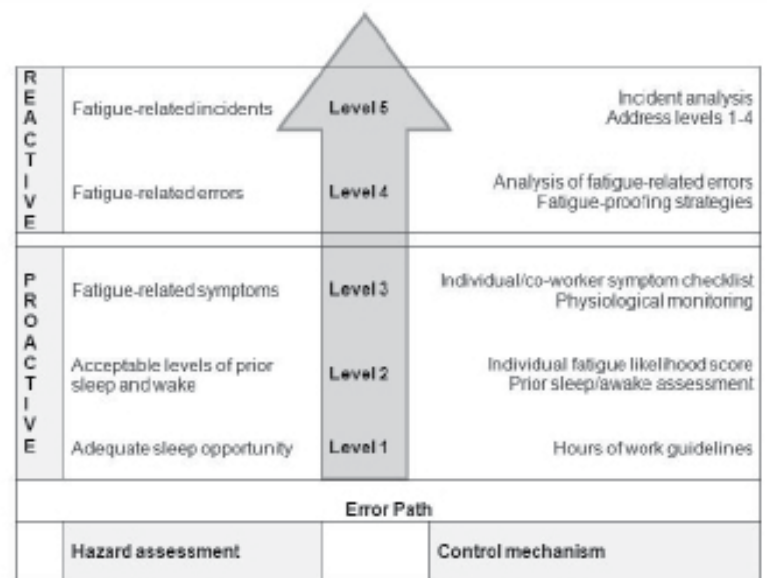
Stress	Health	Nutrition	Exposure
Sleep debt		Hydration	Mental activity
Physical activity		Biological factors	Life style choices
Corporate culture		Circadian rhythms	Personal protective equipment
Job requirements			

4. WHAT ARE THE CONSEQUENCES OF FATIGUE?

- Decreased alertness
- Slowed reaction time
- High error rate
- Failure to respond
- Poor communication
- Nodding off
- Below standard performance
- Reduced motivation
- Impaired judgment
- Poor decision making
- Reduced short-term memory
- Increased tendency for risk-taking
- Workplace fatigue has been recognized as a major cause of accidents, which can cause injuries, and loss of life.

5. FIVE-LEVEL FATIGUE HAZARD CONTROL MODEL

- SAFE WORK PRACTICES AND PROCEDURES:



6. FATIGUE ASSESSMENT

Fatigue Assessment					Score
Step 1: Sleep in prior 24 hours					
Sleep	≤2 hours	3 hours	4 hours	≥5 hours	
Points	12	8	4	0	
Step 2: Sleep in prior 48 hours					
Sleep	≤8 hours	9 hours	10 hours	11 hours	≥12 hrs
Points	8	6	4	2	0
Step 3: Prior wake Count the total hours you will have been awake at the end of your shift. For every hour more than your sleep in the prior 48 hours, add one point.					
Individual Fatigue Likelihood					
Step 4: Add all points together to determine your score.					
Total Score					
Score					Control Level
1-4					Self-monitoring
5-8					Supervisor monitoring
9+					Supervisor provides control measures.

Individual controls	Team controls
Caffeine Energy drinks (use with caution) Adequate hydration and food intake Assessment of fatigue-related behaviours Work break Quiet rest Napping Sleep Increase physical activity Increase social interaction Double check familiar tasks Defer to a second opinion (supervisor/co-worker) Downgrade responsibilities (don't drive) Increase supervision	Communicate fatigue status at team briefings Increase cross-checking Increase supervision Seek a second opinion (supervisor/co-worker) Task reallocation Not acting as primary operator Task rotation Defer non-urgent work Delay decision-making (where appropriate) Shift swaps Fatigue leave - stand down - fit for work Reallocate duties after on call Safe-home policy

7. IMPROVING PRODUCTIVITY DURING CIRCADIAN TROUGH:

1. Start the morning with a good breakfast. Have a snack 2 or 3 hours later that morning to stabilize blood sugar level.
2. Keep lunches to a reasonable size. A large meal increases the urge to sleep.
3. Make sure your breakfast and lunch contain protein, carbohydrates and good fats. Avoid high fat lunches. Limit food that has high amounts of saturated or hydrogenated fats.
4. Avoid foods high in sugar since sugar can lead to blood sugar spikes that result in a powerful insulin response.
5. Hydration. Have a glass or two of cold water.
6. Ritualize the 2:00 PM to 4:00 PM time so that tasks requiring precise concentration are routinely done at other times.
7. Go for a brisk walk, get fresh air, get natural light at this time, or have a brief stretching routine.
8. Learn to take 15 to 20 minute power naps. A power nap can return two hours of high productivity.

8. GOOD SLEEP HABITS:

Try to follow these good sleep habits so that you can get the best possible sleep:

1. Get an adequate amount of sleep every night. Identify the amount of sleep you need to be fully alert all day long, and get that amount every night.
2. Get continuous sleep. For sleep to be rejuvenating, you should get your required amount of sleep in one continuous block.
3. Stick to the same schedule. Try to wake up and go to bed at the same time each day.

4. After finishing a hard day at work it is really important to wind down. Build in time during the evening to relax and recover. If there are things on your mind, set aside time before or after supper to worry about them. Don't discuss or think about stressful things just before you go to sleep.
5. Develop a regular bedtime routine. Develop routines to practice before you go to sleep. Have a shower or hot bath and bring light reading material such as a favorite magazine.
6. Make up for lost sleep as soon as possible. To catch up, go to bed earlier.
7. Keep your bedroom dark and quiet. Sleep on a good bed.
8. A somewhat cool 19 to 20 degrees Celsius room also contributes to a better sleep.
9. Aerobic exercise increases deep sleep, but don't do it close to bedtime.
10. Reduce caffeine intake for six hours before going to bed. Caffeine will prevent you from easily falling asleep.
11. Avoid alcohol near bedtime. Both NREM (deep, restorative) and REM (active dreaming) sleep will be suppressed, and you will experience early-morning awakening if you drink alcohol within two hours of bedtime. Poor communication
 - Nodding off
 - Below standard performance
 - Reduced motivation
 - Impaired judgment
 - Poor decision making
 - Reduced short-term memory
 - Increased tendency for risk-taking
 - Workplace fatigue has been recognized as a major cause of accidents, which can cause injuries, and loss of life.

9. HIGH PERFORMANCE NUTRITION:

1. Choose easy to digest foods such as fish, lean meats, skinless chicken, rice, vegetables, soybeans, tofu, fruits, whole grain breads, and cereals, and low fat milk or cheese products.
2. Cut down on heavy, saturated fat found in foods such as fatty meats, pastries, pizza, potato chips, rich dairy products, sausages, pork and fried foods. While adults need some dietary fat in order to be well, most simply eat too much. As a result many people are overweight and have high blood cholesterol.
3. For extra energy eat more protein. Protein contains the amino acid, tyrosine, which converts to the alertness neurotransmitters norepinephrine and dopamine. Proteins include: lean meats, skinless chicken, fish, soybeans, and low fat milk or cheese products. Meat and alternatives should be 3 to 4 ounces for lunch and supper, for a total of 6 to 8 ounces per day (2 decks of cards) (Norepinephrine and dopamine).
4. To induce sleep and calm nerves eat some carbohydrates prior to going to sleep. Carbohydrate assists the amino acid, tryptophan, which converts to the calming neurotransmitter serotonin. Carbohydrates include: corn flakes cereal, bread, mashed potatoes, waffles, fruit, granola, and macaroni and other pastas (Serotonin).
5. Moderate blood sugar level by having complex carbohydrates. Include fresh fruit and vegetables (Rainbow concept).
6. Add fiber to your diet with plenty of vegetables, cereals, and whole grain breads (Fiber should be 30 grams).
7. Follow the 50% complex carbohydrates, 30% fat, and 20% protein rule. Have complex carbohydrates, protein, and healthy fat at each meal to satisfy and provide energy for 3 to 4 hours (Glycemic Index).
8. Try to follow a regular three meal a day pattern. Have at least one hot meal a day. Supplement these meals with snacks every two to three hours (Grazing versus gorging).
9. Drink 6 to 8 glasses of water a day (Hydration).
10. Avoid food and beverages containing caffeine (e.g. coffee, cola's) within 4 hours of bedtime.
11. You can have a light snack before going to bed. In the same way that a too-full stomach can disturb sleep, so can hunger. Choose traditional breakfast foods such as carbohydrates, cereals, toast, or wheat thins.

10. THE FITNESS PYRAMID:



VARIANCE UPDATE

- BY BRANDON TUPPER

In the spring of 2019 members of the PVMA petitioned the provincial government to address legislation that hinders the work performed by herbicide applicators.

Out of 950 Industrial Pesticide Registrations about 9 chose to be involved in the application. The details of this application are below. Companies that took part in the Ministerial Application also chose to apply for a Directors Variance as we await approval as an industry for the change. Some of the feedback from various PVMA member companies was that they are "Federal" and do not fall under provincial Labour Law.

We were provided a criteria list that each company could use to determine what labor law they must follow (Federal or Provincial). The timing of the Ministerial Variance was very difficult as it had to be done after summer staff was hired. This resulted in a low contribution rate.

The variance being requested:

- CONFINE EMPLOYEE'S HOURS OF WORK WITHIN A PERIOD OF 16 CONSECUTIVE HOURS OF WORK IN ANY ONE WORKDAY
- WHEN IT'S PRACTICALLY AVAILABLE, TO NOTIFY EMPLOYEES OF START AND STOP TIMES.
- THAT EMPLOYEES GET 4 DAYS OF REST DURING EACH PERIOD OF 4 CONSECUTIVE WORK WEEKS, AND THE DAYS OF REST DO NOT HAVE TO BE CONSECUTIVE.
- FOR UP TO 26 WEEKS IN A 52-WEEK PERIOD, OVERTIME HOURS IN RESPECT OF A WORK WEEK ARE: OVERTIME TO BE CALCULATED BASED ON A 10-HOUR WORKDAY OR HOURS WORKED IN EXCESS OF 52 HOURS IN THE WORK WEEK WHICHEVER IS GREATER.



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PVMA SCHOLARSHIP & BURSARY PROGRAM

SCHOLARSHIP:

DEADLINE NOVEMBER 30, 2019

The PVMA will be awarding one scholarship of \$1000.00 each year to an Alberta student who is enrolled in an Alberta Post Secondary Institute with preference given to those enrolled in a vegetation management-related program. In addition to the scholarship, the winner will be invited expenses paid to our Spring Seminar.

Refer to the Student Scholarship Application form for more information and application instructions at www.pvma.ca.

BURSARY:

DEADLINE OCTOBER 31, 2019

The purpose of the bursary program is to recognize the scholastic achievement of dependents of members and to encourage them to enter an approved university or college course of study leading to a degree or diploma beyond the secondary school level.

For more information, please refer to the Bursary Criteria Form and the Bursary Application Form at www.pvma.ca.



Do you know how to conduct an HSC Meeting?

Ensure your members know how to conduct an HSC Meeting with these helpful tips.

<p>1</p> <p>Record meeting minutes</p> <p>Meeting minutes are a legislated requirement. They're helpful not only from a legal standpoint, but from an organizational standpoint, too. Minutes are a detailed written record of what went on at the meeting. They also validate meeting discussion and identify worker disclosures and reporting. When workers review the posted minutes, they can learn the outcomes of their concerns.</p>	
	<p>2</p> <p>Use roll call</p> <p>The Chair calls the meeting to order and conducts a roll call before any item of business is discussed. It should be noted that this is a formal meeting, which requires proper meeting etiquette. For the first meeting, members should introduce themselves and the department they represent.</p>
<p>3</p> <p>Stick to a schedule</p> <p>Always start on time and end on time. The first few meetings may take a bit longer than scheduled. However, once you're comfortable with the process, meetings shouldn't go past an hour.</p>	
	<p>4</p> <p>Review new items first</p> <p>Always discuss new items, hazards, and deficiencies that have arisen recently before reviewing older business. Note these items and any plans the committee has for dealing with them. Assign any necessary duties and tasks to committee members before moving on.</p>
<p>5</p> <p>Review monthly inspections</p> <p>Once new items have been reviewed, the chair calls for a review of the monthly inspections and discuss any deficiencies that haven't already been covered. The committee should also discuss the inspection report's relevance, and any observed training issues. Use a rotation list to ensure all areas of the facility are being inspected at regular intervals. Discuss future inspection participation and schedule it.</p>	
	<p>6</p> <p>Review incident/investigation reports</p> <p>Once inspections have been discussed, the chair addresses incidents and investigations, detailing the number of near misses, injuries, incidents, lost time claims, and investigations. Review and investigate all open investigations to determine causes and make recommendations for corrective action. In addition, review any investigation reports that have been completed to ensure corrective actions were effectively implemented.</p>

Use these tips to ensure your HSC meetings are efficient and effective.



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- CASINO COMMITTEE

We are actively spending the 2018 Casino proceeds. We have used proceeds to cover some rent and other office expenses as well as a Google ad campaign to drive traffic to the PVMA Job Board. We have just under a year to spend the remaining funds. Our next Casino date will be in the last quarter of 2020 (October, November, December).

Laura Hammer – Director in Charge

- SEMINAR/CONFERENCE COMMITTEE

Our next Spring Seminar will be held March 4, 2020 at the Red Deer Radisson Hotel. This will be a 1-day seminar which also includes our AGM. Once our speakers have been confirmed the details will be sent out by newsletter to those who are on our subscribed list, as well as posted on our website and Facebook page.

THE PVMA CONGRATULATES KIRSTEN STEINKE AND DON CORMIER who were the winners of our Spring Conference Survey Contest. Kirsten won a PVMA Hoodie and Don won a copy of our new Field Manual for Rehabilitating Soils Affected by Residual Herbicides.

Thanks to all of you who completed the survey. We appreciate the positive comments and remaining feedback which will help us as we plan future workshops and conferences.

Candice Manshreck – Director in Charge

- MEMBERSHIP COMMITTEE

As a bonus to membership for 2019, paid up members were offered 1 free job board posting on the PVMA website for each named member under their membership. If you haven't already used your free job board posting, you have until the end of this calendar year to take advantage of this offer.

Laura Hammer – Director in Charge

- AWARDS COMMITTEE

The PVMA 2019 Bursary & Scholarship applications are available on our website. Deadlines are coming up fast so, if you have summer employees or children who might be eligible, be sure to have them apply before the deadline.

Keith Sanftleben – Committee Chairman

- PUBLIC RELATIONS & MARKETING

At our Spring Seminar we announced we would be spending a portion of our Casino funds to drive traffic to the PVMA Job Board. This benefited all those who posted jobs on our website.

Aaron Foster – Director in Charge

- UTT/UTV COMMITTEE

The UTT/UTW board has been busy this summer. We have been working hard with Olds College to upgrade the content for the UTT/UTW course. The final reviews are taking place and the new content should be in place for our April sessions in 2020. The next step is to look at the content for the recertification course. Hope that everyone had a safe summer season.

Jason McRobert – Director in Charge

- GOVT LIAISON COMMITTEE

I don't have a lot to report at this point. Since the Provincial election was called to be held on April 16th, 2019 all services government departments including Alberta Environment and Parks came to a halt.

Since the election we have a new Minister of Environment and Parks Jason Nixon – MLA for the Sundre region was sworn in as minister. The Pesticide Branch of Alberta Environment and Parks have been evaluating the Code of Practice for Pesticides, however they have been somewhat delayed in pushing this through due since the election. They are hopeful for a 2020 sign off on all changes for the code, but we have heard these same comments for a few years now.

Our PVMA members sitting on the Industrial Committee are: Brandon Tupper (Knights Spraying), Keith Sanftleben (West Country), and Geoff Thompson (AdvantageVM) Landscape Committee member representing the PVMA is Michael Badger (Blue Weed).

Any other questions or concerns that require either my or the committee's attention feel free to contact me, and on behalf of the PVMA I will try and follow up with the appropriate Government department to assist our membership.

Geoff Thompson – Director in Charge

- LANDSCAPE COMMITTEE

Following a review of Edmonton's Integrated Pest Management Policy, councilors endorsed at their meeting in early July a recommendation to update a previous pesticide policy that was first adopted in 2004. The Integrated Pest Management Policy was reworked and adopted a short time later.

With that, there should be an increase in the amount of noxious weed control undertaken by the city, moving forward.

Michael Badger – Committee Chairman

- EDITORIAL COMMITTEE

Our committee's goal is to provide informative, educational and relevant articles and information for our Industry. We hope you enjoy this issue

Val Eichelt – Committee Co-Chairman

- SAFETY COMMITTEE

We continue to make progress on a number of fronts, the committee is strong with a wide range of experience. With that being said we have had some members leaving the industry, we continue to keep our doors open to anyone who has the willingness to get involved.

We have many projects we have been involved in with and some are now rolled out for use by industry.

One project that we have been piloting is the "Hazard Identification for Utility Tree Trimmers". We want to make it into a pocket size flip chart for the UTT and UTW members. It helps the worker identify and make correct decisions for managing hazardous trees.

What are they looking at? How should they deal with it?

This would include using mechanical solutions as well as manual solutions. Worker exposure and safety is paramount to making the correct decision when considering the following. When to use ropes, how to use ropes and which knots to use and of course which are the recommended industry standard.

The safety committee has also been involved in the development of competency sheets for tree falling, climbing and bucket that have been put on the PVMA website that can be downloaded and used to help you determine your own programs strengths and weaknesses.

The Safety Committee has always is a strong supporter of the Editorial Committee for the PVMA and will continue to provide support to that committee with articles and industry relevant safety information.. Competency Gap is the difference between the current competency level (CCL) of your employees and the required competency level (RCL).

- In other words, the disparity or difference between the existing abilities, skills and competencies of your employees and what are expected of them in achieving the objectives that you want them to achieve IS the competency gap.
- "Competency" consists of the skills and knowledge required by employees to effectively perform their jobs or specific tasks assigned to them from time to time. It can include talent or natural skill.
- One other definition of 'competency' is that it is "the ability to do something successfully or efficiently".
- An organization needs information on employees' competencies in order to improve the quality of human resource training and development programs.

Most important is that the worker must be able to identify when they are working out-side of their level of experience.

If you have any ideas or if you want to join our committee, please contact:

Bob Gordon – Committee Chairman

FIELD MANUAL: REHABILITATING SOILS AFFECTED BY RESIDUAL HERBICIDES

Field Manual for Rehabilitating Soils Affected by Residual Herbicides



Fifth Edition Prepared by
Jay Woosaree
Woosaree Environmental Inc.

Prepared for




December 2018

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