

COMPANY VISION

With offices strategically located across Canada and the United States, RBI will be the leading provider of electrical & communication solutions in the Industrial / Commercial / Institutional marketplace.

COMPANY MISSION

Through the strength and integrity of our team, we will provide our services safely, on time, and on budget, every time.



RBI Insight

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The First Word From WB.....

Isn't it interesting that as we move into a new year there are signs of another economic downturn? And while the dark clouds are certainly more prevalent in our Canadian markets, there is still much fragility on both sides of the border. I recently attended a construction conference where one of the speakers was sharing his thoughts on business success. He had five points....

1. Your firm is perfectly designed to get your current results;
2. Companies trend independent of the market, as following the crowd is a sure-fire way to lose money;
3. Best in class companies remain profitable regardless of the economy;
4. Internal activity does not equal measurable results; and,
5. Contractors who understand their markets and have a structured go/no-go process make significantly more money than those who do not.

If space permitted I would expand on all five points (perhaps in future Insight editions), however, the one that has been ringing in my ears since the conference is point # 3 "Best in class companies remain profitable regardless of the economy". While he did not go into detail as to how, I have begun to formulate my own thoughts on what is required for RBI to remain profitable regardless of the economy. It's actually pretty

simple. IF we continue to invest in our people, with a focus on training and education, both in-house and externally. IF we continue to focus on process improvement through every phase of our operations. IF we continue to develop a culture of open communication, where our team feels at liberty to share their ideas and opinions. And IF we continue to deliver world class service to our clients, RBI will remain profitable regardless of the economy. That's 4 big IF's - What happens when we are profitable? RBI has the ability to repeat the cycle I just described, which in turn provides the resources needed to invest in our people so we will continue to grow.

I'm looking forward to what 2016 will bring, I'm excited to face the challenges in front of us, and while I am concerned about those storm clouds, I am determined to get past them by executing the 4-IF's, and I hope you are too.

Thanks for your efforts and for helping RBI be the best service provider we can be.

Wally Budgetell
President, RBI





Business Development

Jason C. Bosnos
Director of Pre-Construction

Leadership

We foster an environment of responsibility and accountability.

We teach.

We make a difference.

We find solutions, and are resourceful.

Our Culture

Robertson Bright Inc. is truly about people. We are after all, serving people in our business, and in their businesses.

We are passionate about the preservation of our culture and we don't just talk about it, we mean it. From the beginning, we were clear about what was important to us and what we wanted our culture to be.

This doesn't mean we won't make mistakes or have set backs, but it does mean we have a clearly defined way of doing things. We know that some people simply won't be happy working here, and that's ok. We are looking to attract and retain those who thrive in this type of environment.

As winter is upon us, the seasons have changed and brings reflection of yesterday, thoughts of today, and excitement for tomorrow. Seasons are always welcoming, they bring a change of scenery, as well as changes to our lives. The landscape has whitened, our homes are warmer, and we are bundled up and ready for the cold bitter days of winter. With all that said, RBI is full of changes like that of the seasons. Our markets across the geographical areas are constantly changing, we have challenges in all market sectors and RBI is adjusting accordingly, and ultimately planning our strategies moving forward. We are bundled up and ready for some long days, working diligently to make a difference.

As I make my visits to each branch and get to know the RBI team, I've seen a common attribute. We have selectively acquired great people throughout our organization who are true, dedicated, goal driven and most importantly working towards the ONE common goal - to serve our clients by listening to their needs, fulfilling their projects from conception to completion, and working collectively and collaboratively as a team. These visits have been educational, learning the different geographical areas, market conditions, and market sectors. With all this comes strategies we've been discussing and implementing at the same time in order to posi-

tion RBI in each area, and with each one of our clients.

Some of our latest changes are in the form of additions. We have recently added an Estimator in our Las Vegas branch, Will Ranney. Will has brought extensive knowledge and experience from all sectors of the Las Vegas marketplace, has added value to our estimating team, and to RBI.

Other important changes include are improved estimating policies, procedures, and processes. The quality of RBI's various systems and their processes are very important to our success. With these improved estimating mandates, we are able to accomplish cross training between our Design Build division and our estimating group, improve the our quality of estimate set ups, which will have a direct effect on proposals and the content detail, along with uniformity throughout North America.

In Ontario we've been awarded a couple of large projects in the past weeks. These projects show our true commitment to following a project from conception to completion. Our team is proud of their accomplishments, which they should be, as they are full of enthusiasm, experience, knowledge, and desire to fulfill the goals of RBI and our clients.

In Calgary we've been awarded a couple of projects also, with weeks of preparation from our Calgary team, we were able to accomplish and partner with a great client. Our commitment was to fulfill our client's needs, and help alleviate problems that may occur on the construction project.

These are just some of the exciting advancements RBI has made in the last few months. With our hard work and dedication, there will be more to come in the very near future.

As we reflect back on the changes of the seasons, the year has come to an end, and the New Year is upon us. We look towards tomorrow with clarity, a go-forward plan, with a great team, great partnerships, good practices, and well established clients. We have everything needed to provide our services with utmost quality, integrity, trust, and clear understanding of our goals which are set forth by the people of RBI, the team, and our clients.

Stay warm, keep bundled up, and enjoy the changes of the seasons. Happy New Year!

Jason C. Bosnos

Dir. of Pre-Construction, RBI



The View

It has been fantastic to see the development and additions that have been made to the Senior Management at RBI. The arrival of Jason Bosnos to lead the pre-construction team, focusing on securing work, it is going to have a positive impact on RBI. However, it is important that we all realize, that no matter our position, we have a responsibility in sales at RBI.

Does a construction operations group need to be thinking about sales? Does customer service matter out on the construction site? The answer is a resounding yes to both questions! Most of us would say that in construction, the site is an adversarial battleground and the winner is the one that can push everyone else around. Perhaps one could argue that was the way the site was... but as it always does, the marketplace is changing. Success on today's construction sites is heavily dependent on proper communications and the flow of information from one party to another. To stand out from the crowd, we need to be different. We need to separate ourselves from the others in a positive way. We need to look down the road, see where the market is heading and take action now. Anticipation of the future is key to maintaining success in any business.

Although all of us on the construction site have a role to play, in this article I am going to focus on our leadership in the field. Leaders in today's construction industry need to use the time honored skills of people manage-

ment, while standing on site with a smart phone in one hand and a tablet in the other.

The ability to be proactive, solve problems, plan and communicate are just a few of the traits that the new generation of trade leadership need to possess.

I know that some of you reading this are saying, Brian, you must be crazy! Our relationship with the General Contractor is the best example of dysfunction ever. In some cases, I would agree. However as the marketplace trends change and the owners, developers and governments focus on the entire project team, the "best in class" subcontractors will rise to the top of every list.

Why would someone want RBI on their project team? Is price important? Yes it is, however more attention is being placed on the abilities, quality and expertise of the subcontractor rather than just the lowest price. The complexity of operating systems within a building regardless of its use, is increasing each year. Integrated solar systems, smart building systems, smart metering, generators connected not only to the building, but also the grid, make even today's basic buildings more dynamic than ever. We need to continue the development of our team to be able to provide solutions for each of these systems.

We need our field leadership to understand that business development is not just for the office. Our leadership should be a positive influence on site, not only when things are going well, but when the difficult

Brian Watson
VP of Construction
& Operations



times emerge. Yes, in most cases we have a predetermined scope of work that we have planned for and need to stay within, however we need to ask ourselves if we are bringing solutions to the table.

It is important to remember that the reason we are on site is because of the customer! In most cases, the General Contractor does not have the expertise to provide the solutions and will rely on us to provide assistance. Think about it from the General Contractors view point... would you not want a subcontractor who is willing to work with you to provide solutions? We need to move away from the mindset that the General Contractor is out to get us. Admittedly, some do have that attitude, however the best in class General Contractors are learning that their success is based on our success.

When you are on site, ask yourself one question, are you someone that you would want to work with? No matter the position, from Apprentice to Superintendent, are you focused on sales and providing the best customer service?

Brian Watson
VP of Construction
& Operations, RBI

RBI Calgary's Scott Johnson and Don Runne receive their 10 year Service Award @ the Oct 21st Safety Meeting



In October we had a safety meeting off site at a restaurant where we enjoyed a steak and a beverage. While the team was all together, we presented theater tickets to Scott Johnstone (above) and Don Runne (below) for their 10 years' of service with RBI. Congratulations!



Ugly Christmas Sweater Contest



Thanks to all that participated in the First Annual RBI Ugly Christmas Sweater Day. The winner was Tim McArthur in the Calgary Branch. Tim has won dinner for two. Congratulations Tim! Honorable mention go to Kristen for the bells, Bradley for the time spent on adding the lights and the entire Las Vegas group for the sun glasses! Please join us next year as we plan to make this an RBI tradition! All the money raised goes to the RBI charity committee.

Charity Corner



RBI's Charity Committee has been running overtime this quarter on all their worthy projects.

In September - RBI donated \$200 to REgeneration, a community outreach program who serves Peel Region's hungry, homeless, and hurting at Grace Place, located at 156 Main St. in Brampton. REgen has been serving breakfast and lunches, offering ID clinics, supplying gently used clothing, haircuts, personal care kits, showers, laundry, life skill counselling and bible study, prayer and fellowship to anyone seeking help. To get involved, please contact www.regenbrampton.com.

In November - Saint John Paul II C.S.S. received \$500.00. Melissa Walker (daughter of Rob), brought this fabulous initiative to our attention, and I just wanted to thank her for telling us about it in such an eloquent way. The following is her description of her activities. - We are a high school robotics team with students from Saint John Paul II Catholic Secondary School located in Scarborough, Ontario, Canada. Team 4718, the RoboPanthers gives students an outlet to pursue an interest in science, technology, engineering, and math. We give them the knowledge on how to program code, build a fully-functional robot, and provide the materials to build prototypes. But it's not all about hardware, through our business and media team, students learn business and promotional skills, and receive the opportunity to participate in business meetings. This beneficial program helps individuals develop team building skills such as design, creativity, innovation, dedication, focus on sustainability, and leadership. Participating in the FIRST Robotics Competition enriches the minds of the students and provides them with over 900+ scholarship opportunities from 180+ scholarship providers. This is made possible by our generous sponsors and dedicated mentors.

RBI donated \$200 to Movember, which was championed this year by Brent White from our Calgary office. The Movember Foundation is the leading global organization committed to changing the face of men's health. Some of the causes they support are research to find a cure for prostate and testicular cancer, mental health support, and combating physical inactivity. These are some of the biggest health issues faced by men, and together they're tackling them face-first. For more information contact www.movember.com.

In December - We donated \$2,500 to The Women's Centre located at 1515 Rebecca Street #229, Oakville, who offers a unique set of services, programs, and resources available for any woman. At The

Ontario Office News

Well...here in Ontario we can't complain about the weather this fall and early winter. A number of our days have been warmer than it's been in Las Vegas. The warm weather has been great for our team working on the Powerstream Residential Solar projects. Seven of these systems will be completed and installed by the end of December. PowerStream has partnered with Sunverge Energy to provide the battery storage and energy management system (EMS) for this pilot program. Using Sunverge's cloud-based software, PowerStream will maintain the fleet of Distributed Energy Assets, and operate a Virtual Power Plant. PowerStream has also partnered with RBI to install and maintain all the equipment.

Work continues on the London Street Dam project, and at the Bishop Strachan School, and will do so over the winter months. The Seven Oaks system's project has been successfully completed,

and we're just finished putting the final touches on the close out documents.

RBI is continuing to develop our relationship with Humber College; in addition to providing communication services, we are now a registered electrical service provider as well. Our communications team has done a great job of providing some innovative solutions to some of the challenges they were facing. Although our association is fairly new, it's quickly becoming a valued partnership.

Starting early in 2016, RBI has been teamed up with Toromont Cat Power Systems to pursue a large multi-locational opportunity throughout the Province of Ontario. It has been a great example of how a focused effort from a team of trained professionals, can accomplish incredible things. As we now commence the process of designing and planning for a large number of One Meg Generator

Brian Watson

Ontario General Manager



installs, we can show the marketplace that we are the go-to contractor for these types of emergency power system integrations. The planning detail required to reach in and control the electrical hearts of many large, fully-operational facilities (and not interrupt their regular activities) is not for the faint of heart. We have worked hard for this opportunity, and now are focused on executing these installations with excellence.

Each month our foremen have been gathering together to participate in ongoing discussions, and continuing educational opportunities. It has been time well spent looking for ideas to improve our systems. I'm really enjoying where our discussions are leading us. When it's so easy to just complain, our team pursues the goal of not only bettering RBI, but themselves as well. Thanks for contributing.

Brian Watson

Ontario General Manager, RBI



Employee Spotlight

Each residential property has twenty solar panels installed on the roof, which provides a total of 5kW of power. This project saw us deploy a Sunverge Solar Integration System to each property. This unit consists of a hybrid inverter, solar charge controller, distribution gateway, input/output board and a lithium-ion battery all housed in one cabinet.



Bradley Fisher has been with RBI for 18 months in our Engineering and Design group, and we've been keeping him very busy. Bradley was born and raised in Perth, Australia, and grew up near some of the world's most beautiful sandy beaches. Did you

know that some kangaroos love the beach too?

He attended Central College in Perth where he received his Electrical Engineering degree. While on vacation in Denmark, Bradley met his Canadian wife on the steps of an army barrack. Can't you just picture the scene from a 1940's war movie in black and white? Bradley and Ashley moved to Canada in June of 2014, and have fully embraced the Canadian life-style ever since.

Bradley is the proud owner of a brand new snow shovel. We are planning to provide him with lessons when we receive the first significant snow-fall of the season.

In his spare time, Bradley will be found on the battle grounds of Call of Duty or building Lego.

Alberta Office News

It's tough to believe December is past, as 2015 had been a very busy year. 2016 may not start out as busy as 2015 did, but we are currently working towards multiple prospective projects, and see good things on the horizon.

We successfully completed our first opportunity with Dawson Wallace in mid-December. This included supplying and installing a new 800 amp 347/600 volt service, and the complete separation of their existing service's circuits to enable their warehouse expansion. We look forward to developing our relationship with Dawson Wallace, and partnering with them for additional projects moving forward.

Over the last couple months we have been in conversations with Nason Contracting Group on a joint venture with Maple Reinders for an Organics Composting facility in south-east Calgary. Through lead letters and phone calls, RBI actively pursued for the chance to participate in the prequalification process, and once granted that right, our team dug right in and went to work. On December the 11th we learned that RBI will be included in their bidding process. Goes to show you, growing jobs is more than just showing up at the job site to work, there's many steps along the way to making RBI be the best that we can be.

President, Wally Budgell has requested his executive team provide a forum by which our project managers, estimators, foremen and lead hands will receive

Brian Stoddart Alberta General Manager

ongoing monthly training needed for their own betterment, and that of the entire RBI team. Wally is a huge proponent of continuing education, as this makes us all stronger as individuals, and it absolutely improves Robertson Bright Inc.'s presence in the electrical community. It's his belief that its education that will separate RBI from our competitors. We are certainly reaping the benefits of this so far, with more communication between our team members, I can see why he's putting his money on us.

The past 12 months, we have working on approximately 45 projects at a time ranging from \$25,000 - \$3,500,000. This takes a highly motivated and efficient group of people to keep these projects moving smoothly, and to be delivered on time, and on budget. I am always amazed and proud of our team looking forward at the work load, and looking back at our successfully completed jobs.

The Bethany Care Center service up-grade started in mid-December working directly for the client. The targeted completion date is late April 2016.

In the spring of 2016, Ricklan Construction will be breaking ground on a new soccer center, and Delta Facilities Management with Elan Con-



struction is also kicking off their job at that time.

The Fire Hall #1 plaza renovation with Ellis Don is just getting started, and McKenzie Town Preschool with Syncom Construction is due for completion in the spring as well.

We have ongoing projects with PCL, with the Calgary Fire Department station #16 renovation, and Gentherm with a tenant fit-up.

Welco has a design build project with IMG targeted for completion in January, and they are looking forward to using their new facility.

We received 3 new service vans in the last couple months, with the intention to remove 2 of the older vans from the fleet. To date we haven't been able to remove the vans because service is very busy, and that's a really good problem to have these days.

In late November we had our annual Christmas party at the Deerfoot Inn and Casino. We had a great meal and it was very well attended. There is a lot of hard work to make this happen so flawlessly, and Darlene and her team did a great job as usual to making sure that everyone was looked after, and got home safely. Many thanks Darlene!

Brian Stoddart
Alberta General Manager, RBI

Welco - this design build project with IMG Design Build Ltd. encompasses a fabulous new 20,000 sq. ft. warehouse and 5000 sq. ft. office spaces.



Employee Spotlight



Darlene Stoddart has been with Robertson Bright since 1994. Her current role is Operations / Office

Manager in the Calgary office.

Darlene has lived in Calgary for most of her life. She's worked in the hospital field for 11 years, as a part time flight attendant trainer for 12, and was also the co-owner of Breaker Electric with her husband Brian. Darlene started at RBI part-time in 2008, and in 2012 took the plunge and came on full-time in her current position.

Her challenges include trying to keep things running smoothly throughout the office, and helping out wherever else she can (which she does brilliantly!). Each day brings her plenty of new challenges, which has to keep it interesting!

Darlene and Brian have 2 married daughters, and 4 beautiful grandchildren. She loves spending time with her family and travelling.

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Women's Centre for women they provide opportunities for them to learn, grow, and recognize their own strengths and abilities. Through individual coaching, supportive counselling, support groups, workshops, and culturally based counselling, we educate women to find solutions to their own life situations. To find out more about this organization, go to www.haltonwomenscentre.org.

RBI donated \$200 to Providence Child Development Centre, a therapeutic and educational service for preschool for children with disabilities. This very worthy charity was stated in 1943 by the Sisters of Providence. For over 70 years, Providence has grown and changed to meet the needs of Calgary families. Our community outreach program provides a range of support and services for pre-school aged including speech and language therapy (expressive and receptive language, articulation), occupational therapy (fine motor skills, sensory concerns, organization) and physical therapy (safety, accessibility, gross motor skills). To find out more contact <http://providencechildren.com>.

This year all the money raised during the 1st Annual Ugly Sweater Contest and Christmas Prize Draws were in support of the mission Krista Budgell is embarking upon in early January. She and Brittany Telford will volunteer their time and energy for the next four months at orphanages located in Thailand for children living with Aids. This group of centers is supported by the Pentecostal Assemblies, and received \$700 directly from the charity committee, which was matched by the many participants of these contests. The whole RBI family wishes Krista and Brittany all the best for their life-altering experience they are about to begin.

Please contact us with any opportunities or suggestions that you may have.

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Diana Issa @ ext 207
dianai@rbigroup.net

Darlene Stoddart @ ext 453
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Mary Reed @ ext 501
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Job Information Sheets

In the last few months I have become involved in working with the Job Information Sheet (or JIS), and working closely with the various branches project managers and administrators. We had to encompass many elements into this Excel file. We had to have a tool that will clearly communicate the estimated labour and material pricing of a successful tender, and present that information for different functions and audiences. This initial job layout will in most cases be the key to the project's success, as it translates how the job was meant to be built. Without a clear picture of our intended outcome, things become random and unplanned.

The Project Manager – they take the JIS and become the acting architect of this document. Between the PM and the Estimator, they need to transfer the concepts and designs of how the estimating team quoted the job, and break it down into usable sheets for all the different participants in a job. The different sheets or parts of the JIS are:

Head Sheet – it contains the Job #, Estimator, Project Manager, Project Name, the Client's Project #, Location, Description of Work, the beginning and end dates, and weeks. It provides detailed information about the Owner, General Contractor and the Electrical Consultant. This is also where you list the Pre-Tax Contract Amount. Since this form is integrated throughout, the pre-tax estimates and change orders also filter to the head sheet.

The Hours Forecast Sheet – This is where the magic starts as the project manager enters in the total direct hours from the estimator's Accubid estimate, and then breaks that down into the various cost codes throughout the divisions that make up the direct labour component. To choose the appropriate cost code, the PM uses the drop down menus for the description of work that is covered for cost codes 1000 to 6000 (the direct labour divisions are: Demo, Temporary, Site, Rough In or 1st Phase, Trim Out or 2nd Phase, and Low Voltage Systems). When the description has been chosen, it provides the appropriate cost code in the adjacent field. This sheet also allows you to break down the hours into areas, example warehouse or 1st floor, etc. if that's what the job setup requires to improve clarity.

The Estimate Sheet – When the PM was creating the Hours Forecast Sheet, this populated the correct cost codes and associated hours into the Estimate Sheet for the direct labour portion of the job (divisions 1000 to 6000). Once the PM adds the Base Labour Rate, all those division fill in and calculate automatically. For divisions 7000 to 13000 (or Incidental Labour, Indirect Labour, Subcontractors, General Expenses, Equipment, Quoted Material A, and Quoted Material B), they would use the same process for acquiring the cost codes by choosing the descriptions from a drop down list. Since the incidental and indirect labour (divisions 7000 & 8000) doesn't necessarily use the base rate for electricians, labour values are required to be entered for both those divisions. Incidental labour includes

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Nevada Office News

The only constant is change...

We've all heard that statement before, and as we mature we learn how true it really is. This is certainly a season of change at RBI Nevada! We have recently completed some long-term contract work, and now are changing over to start some new projects; only this time with new team members. Recently our Nevada office has added Will Ranney in estimating, and Jason Bosnos in project procurement. RBI is continuing the push for growth, and to improve customer satisfaction.

We have just completed two indoor agricultural facilities, and these sites were turned over to the owners in mid-December. These jobs have been challenging and rewarding, as this type of construction was previously foreign to Nevada. Across the state, trades hadn't acquired the specific knowledge required for these specialized builds. However, through the strength of our entire team, we received the needed support from our design and engineering group in Ontario, and here with our quality field leadership running the projects day-to-day, we were able to per-

form this work effectively and efficiently for both our clients, and RBI.

We will also turn over a new retail dispensary project located just off the Las Vegas strip on Sahara Blvd. This new establishment expects to be one the first of its kind in Southern Nevada, and we were happy to have had the opportunity to build it!

As December has come to a close, we will be able to really get to work on the Las Vegas Day School's new gymnasium. We also are partnering with Clark County for a job involving a juvenile correctional facility. This project will allow us to really focus on our low-voltage expertise, as it has a number of low voltage systems in the scope. RBI Nevada is proud to offer a complete array of low voltage lines, fire alarm, access control, security (cameras and recording devices), voice / data, card access, and audio visual services and products. If it has wire, or uses power of any kind, we can provide, install and service it.

Greg Crader

Nevada General Manager



We look forward to the changes that 2016 will bring for Nevada and RBI. With the new teammates, we have added strength to our organization as a whole, and are well positioned to support our client's needs in the new year, and for many years to come.

Many thanks to those who have supported us in 2015! If you haven't yet had the opportunity to see for yourself what RBI can do for your operation, perhaps a little change would do you good!

Have a happy and safe New Year!

Greg Crader

Nevada General Manager, RBI

(top) The beautiful new-build clinic for Desert Orthopaedics' SW Center is located on 8205 W Warm Springs Rd. (far left) the fabulous interior renovation of this 1941 classic hotel & casino - the El Cortez is located at 600 Fremont St in Las Vegas. (right) Pictured is one of the many indoor agricultural facilities we are completing in the Las Vegas area. These top-notch clean environments are a mixture of high-end technology and advanced chemistry.



Employee Spotlight



Will Ranney has recently joined the RBI team in the role of Estimator here in the Nevada office. Will brings with him many years of estimating experience in a wide variety of pursuit types including: gaming, hospitality, medical, and com-

mercial. He will be providing estimating support across all 3 branch locations.

Growing up in Colorado, Will learned to love the outdoors, and after graduating from Colorado State, he came to Nevada to be a part of the recent construction boom experiencing here.

In his free time Will enjoys boating at the lake and spending time with his dogs in the Southern Nevada outdoors. Additionally Will plays the violin with the Henderson Symphony Orchestra.

Please feel free to contact him with any project bidding or budgeting opportunities at 702-914-2290 or willr@rbigroup.net



RBI Safety Matters

Jason Braam
Director of HR & Safety

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Practicing a Professional Approach to Health & Safety

As part of my safety responsibilities, I've had the opportunity to visit the sites where the RBI team is working to conduct safety audits. The purpose of the safety audit is to review how our actual site practices are conducted in comparison to laws, legislations, and the policies set out and documented in our Health & Safety manual. A side benefit of conducting the audits is seeing the passion of our team, and the high quality workmanship on the projects that we are involved in.

Over the past number of months we have embarked on the journey of launching Foremen's Training, which will continue for the next number of months as well. A significant portion of the first session was spent reviewing RBI's Health and Safety manual's policies / procedures, forms, and its required documents. We're all striving to lay a strong foundation for each member of our field staff that fulfills a supervisory role.

We need to ensure that the required tools and training are fully available and utilized throughout all our branches, and that RBI's expectations for our team's conduct is clearly defined, and being carried out as per the manual.

As part of a recent safety audit, I entered an RBI construction site where I immediately noticed a crew diligently working who were donning white hard hats that prominently displayed the RBI logo. Scattered amongst the white hardhats were a number of other individuals going up and down ladders, but not wearing any head protection. Upon a second glance I noticed that this same group of other individuals was also absent of any safety footwear! What's going on here! How can there be such a contrast amongst a group of employees, and their approach to Personal Protective Equipment (PPE)? The RBI site foreman quickly advised me that the individuals not wearing the appropriate PPE were not members of the RBI team at all; but rather an entirely different sub-trade working on the site amongst the RBI group. Wow! I was pleased and relieved to see our team wearing the proper PPE for the site, but also concerned that another trade was demonstrating such an apparent disregard for safety.

This occurrence took me back to the verbiage of an email that I received not even a week earlier where a third party had recognized RBI as an organization "who practiced a professional approach to health and safety". Both examples validate that the safety culture that we portray, continue to hone and develop, is demonstrated in all aspects of our work life. We are continuing to advance the safety focus that is rooted in our organization, and to become a best-in-class North American electrical contracting company.

We are doing many things right, and being a visibly safe contractor on the construction sites is fundamental. We can continue to develop our safety culture with our ongoing commitment to ensuring that we do what we've documented in our safety manual, by conducting daily hazard assessments, completing relevant toolbox talks, and documenting our pre-use inspection of equipment. We have a strong Health & Safety Management System, and our goal is to continue strengthening it through teamwork, commitment and input from all. I'm pleased to see our teams doing so many things right, and thrilled that others are recognizing the efforts being put in. Let's strive for 2016 to be our safest year on record!

Jason Braam
Director of HR & Safety, RBI

things like pre-construction planning, commissioning, truck driver, testing, or as-built drawings. Indirect labour would cover things like the PM, non-working foremen, engineering, drafting and purchasing. 9000 is for the Subcontractors portion of the job and would cover civil work, cutting & patching, coring, FA, voice/data, and security. 10000 is for General Expenses, and would apply for things like permits, site offices, parking, room and board, etc. 11000 is for Equipment, cranes or lifts. 12000 and 13000 are for your quoted materials. 12000 would be for lighting, distribution, generators, FA, voice/data, and audio visual. 13000 would cover things like your conduit, conductors and boxes, or your general material.

The Value of Change Orders is used to track the extras that are collected during the job. It requires the date of the change order, a description, the value charged, Customer's PO #, Job # if different than the contract's, the appropriate cost code and category for the work being done, and final the cost to RBI. These totals are transferred to the head sheet, and if used throughout the job, present a complete picture of the work being conducted.

And finally the Schedule of Contract Values. This handy sheet makes the administrators job a breeze, as it collects the summary totals of the estimated values from all the 13 divisions, and converts those figures to the agreed upon contract price for entering into Timberline.

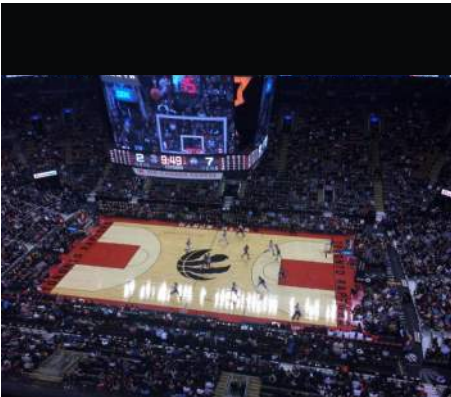
Now that we have covered the contents of the JIS, let's look at how this one file is pivotal to so many roles, and out each part is used in so many different ways.

The Foremen or lead hand – they receive the Hours Forecast sheet, which provide them with the job's cost codes, areas and hours allotted to do all the different tasks required.

Project Manager – follows the entire setup and plan, and uses all this information to monitor all phases of the job, in conjunction with the regular job cost reports they receive.

The Prequalification team – the Head Sheet contains all the information required for our various branches to complete a prequalification packages for our existing and potential clients. As we continue to collect and maintain a solid database of RBI's past job experiences, we can showcase our body of work in an impressive way. An accurate job description that spells out the numerous disciplines and challenges covered in a job is the least expensive, and most powerful tool our sales team has at their disposal. Since prequalification's specified that only jobs that have been completed in the last 5 years can be used, it is imperative for RBI to work together collaboratively and consistently in this effort. Fifteen years ago prequalification's were an odd occurrence, today they are virtually standard with any large GC, hospital, university or regional government organization, so opting out isn't an option.

To receive help at any time with this or any process, please contact Irene Moniz at irenem@rbigroup.net, or 905-813-3005, ext 227.



Trying something new in Ontario this year, and held the Christmas party watching the Raptors. We all got invested in the game, and together we cheered them along. It was a great opportunity for the coworkers to meet in a friendly causal atmosphere and get to know one another a little better.

Forecasting future events is often like searching for a black cat in an unlit room that may not even be there.

~ Steve Davidson ~



Champions know that success is inevitable; that there is no such thing as failure, only feedback. They know that the best way to forecast the future is to create it.

~ Michael J. Gelb ~

Anniversaries

Alberta

Brodie Birt	Mar-16	1
Darryl Bradley	Feb-19	1
Jake Chiblow	Mar-24	1
Graham Duke	Mar-16	1
Matt Dyck	Mar-31	1
Greg Goucher	Feb-09	1
Curtis Hainstock	Feb-23	1
Allan Matsuda	Mar-23	1
Colin McNair	Feb-14	5
Paul Mercer	Mar-09	1
Megan Moore	Jan-19	1

Head Office

Irene Moniz	Feb-01	5
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Nevada

Scott Wells	Jan-22	1
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Ontario

Colin Burton	Feb-01	5
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Celebrating years 1, 5, 10, 15, 20, etc.

Birthdays



Alberta

Matt Dyck	Jan-19
Curtis Hainstock	Jan-07
Shane Hussey	Mar-13
Ryan Lynch	Feb-21
Paul Mercer	Jan-17
Vernon Scott	Feb-25
Scott Winslow	Mar-21

Head Office

Krista Budgell	Feb-04
Steve Purcell	Jan-30

Nevada

Paul Okashige	Feb-04
Will Ranney	Feb-17
Valentin Sotelo	Jan-17
Sean Venable	Feb-19
Scott Wells	Mar-08

Ontario

Ross Armstrong	Jan-18
Mark Bolton	Feb-19
George Boneschanker	Feb-03
Rick Burfield	Mar-29
Kevin Crowley	Jan-16
Ozzie Dabo	Mar-17
Marc Dodsworth	Jan-22
Steve Hennessy	Feb-06
Sean Keddo-Green	Mar-16
Darren Mahoney	Mar-08
Don Penticost	Jan-02
Kevin VanAlstyne	Mar-12
Rob Walker	Jan-31

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Contacting RBI Insight - For ideas, photos, comments or submission, please contact: Irene Moniz at (905) 813-3005, Ext. 227, irenem@rbigroup.net