

TOMLINSON TIMES

INTERNAL NEWSLETTER OF TOMLINSON GROUP OF COMPANIES

CORE VALUE:



EXCELLENCE



ROCK-THERED ★ TEBEY ★ TIM & THE GLORY BOYS STICKS 'N STONES ★ NAYANA ★ ORNATE

The Tomlinson Red Army was out in full force and definitely ROCKED THE RED! We had a great musical line up Friday and Saturday with three separate stages going.

It was fantastic to see familiar faces and lots of new ones as people participated in white water rafting, kayaking and stand-up paddle-boarding. A few brave souls even went swimming, although it was 30 degrees all day, which made

the water very refreshing. As the evening line-up started a friendly competition for volleyball started up. Good times!

Tim and the Glory Boys, followed by Tebey had everyone in the crowds singing along. Tomlinson provided transportation for day trippers and overnight camping and RV sites for everyone to stay over for the weekend.



MESSAGE FROM THE CEO

CORE VALUE: EXCELLENCE

I'm often asked what the most important part of my job is. My answer is always the same - developing leaders, so they can build a stronger team. This is how we succeed.

If we are not building ourselves as leaders and pushing ourselves outside of our own comfort zone to try something new or learn something new, then how can we as a business continue to grow and prosper?

As you may know, I'm a race car driver. When we're practicing for a race first we plan and schedule for every possible outcome over the weekend, we look at data to prepare the set up for the car, and we build processes and procedures to follow throughout the weekend so everyone knows and understands their requirements fully so they can execute their role. We meet every morning to go through the game plan to ensure that everyone is on track.

Then we study the track, review the weather reports, road conditions, and tire data and we then start to look for possible efficiencies in everything that we do. Now the efficiency is tenths of a second in each action, to gain total time savings over a lap. So, gaining a tenth of a second over 10 corners gives you a 1 second advantage per lap which translates into 50 seconds over the length of a race potentially. That 50 seconds can win or lose a race.

At a Tomlinson job site, if you look at all your actions throughout your workday, and you're following similar processes, are you achieving your full potential? Is your team? Are you measuring it to even know? I believe everyone wants to continue to grow and achieve a higher level and they enjoy the internal competition and pride in continuously doing better.

To do better it takes growth, it takes development, and it takes commitment. Sometimes it may seem like it's not a growth opportunity, but when you reflect on where you started to where you are today, I bet each of you can say that you grow each day.

Take that growth, share it with others. It will make our Team better and drive us towards a stronger future.

Ron Tomlinson, CEO



CONT'D FROM COVER >

New fans of country music were definitely made over the weekend.

The after-parties at various campsites kept raging through to sunrise. Everyone was a bit tired and sore the next day, but in a good way.

It's been a tough couple of years with COVID and not being able to get together with friends and coworkers or to hold as many company events. Rock the Red was a fantastic

event that brought together people from all our various groups from Kingston, to the Bruce Mines, Cambridge and Ottawa as One Team. Lots of laughs, lots of singing and dancing and fun times.

Special thanks to the Stores, Comfort Station crew and Events team for helping to pull all of this together and working behind the scenes for months to make our first live concert event such a huge success.



MEET OUR 2022 SUMMER STUDENTS

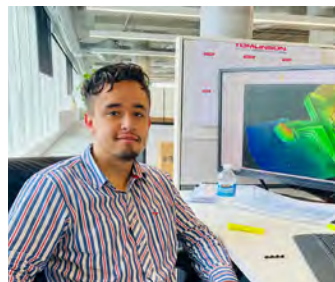
WELCOME STUDENTS!



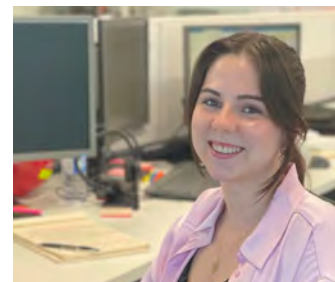
Olivia Clark
Accounts Receivable Student



Luke DeRose
QC Lab Student



**Daniel Eduardo
Leon Sabogal**
Survey Student



Amanda Hawes
Accounts Receivable Student



Shaelin Kelly
Stores Yard Labourer

This summer, Tomlinson welcomes over 30 summer students from both Ottawa and Kingston. They are working full-time in the office and out in the field as Project Assistants to Sales Assistants and everywhere in between. Some of our students are here for a short 4-months while others are here for 8-months. Be sure to say hi if you see them around the office or on site!



Isaiah Pearce
BBQ Coordinator



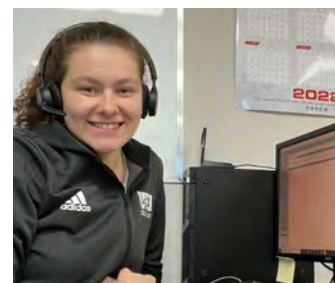
Kymen Kwan
Engineering Student



Heidi McLachlin
Sales Student



Gregor Nordstrum
Construction Project Assistant



Dakota Patter
Operations Administrator/
Landscaper

Aaron Chase • Amanda Hawes • Anthony Zimmer • Anupam Nath • Curtis Leahy • Dakota Patter • Daniel Eduardo Leon Sabogal • Dara Palmer • Dylan Tingley • Ethan Thompson • Gregor Nordstrum • Heidi McLachlin • Isaiah Pearce • Jessica Sfeir • Joleen Mason • Jonathan Tsizis • Karanpreet Hundal • Kymen Kwan • Liam Leahy • Lindsay Grbic • Luke DeRose • Max Craston • Maya Hutmann • Michelle Mulvihill • Olivia Clark • Paige Denis • Shaelin Kelly • Simon Jones • Ben Gilbert • Rachel McDonald



2021

EMPLOYEE SURVEY

We have been conducting employee engagement surveys for over 10 years. We got a bit off-cycle due to COVID but held the last survey in August/September 2021.

We used an outside company called TalentMap for their professional experiences and market data access. Our latest engagement score was **76%**, which is six points above the benchmark data for our industry.

We have already implemented a number of changes based on your feedback. We made enhancements to the Canada Life benefits program, we added additional training courses to Tomlinson University for both technical and leadership skills, we built out career paths for more roles and we've been working on improving our communication at all levels within the organization.

As for next steps, your Senior Leadership Team member will continue to role out their plans to address the areas specific to them. This may involve some changes or putting together a few employee task forces to help come up with possible solutions.

We would like to thank everyone that participated in the survey and those that provided open feedback during the employee sessions with Ron. Hearing directly from employees what's working well and where we can improve is extremely important and **helps to make Tomlinson an even better place to work for everyone.**



We presented the results of the survey to over 40+ teams across Ontario, Ron Tomlinson attended each of those sessions to deliver the results and hear the feedback directly. At these smaller group sessions, we conducted a 'deeper dive' to better understand the issues that affected these smaller groups.

The feedback was collected and provided to the Senior Leadership Team members. Part of the Senior Leaders task was to create both short- and long-term action plans to help address issues and concerns that were raised and to share some of the best practices for what is working well in their groups with other teams.



DID YOU KNOW?

WE ARE NOW IN KEMPTVILLE

KEMPTVILLE QUARRY

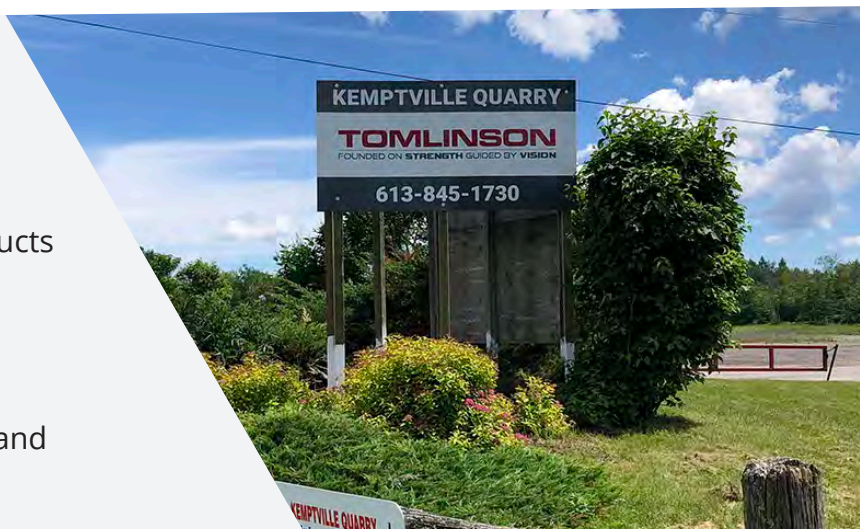
613-845-1730 | 4054 County Rd 45

Road Granulars | Clear Granulars | Depot Products
Washed Landscaping Stone | Top Dress Soil

LOUGHLIN PIT

613-845-1730 | 10215 Loughlin Ridge Rd

Mortar Sand | Hydro Sand | Sand Fill | Arena Sand
Bedding Sand | Septic Sand



HUMAN RESOURCES

TRAINING & BENEFITS

ON BOARDING AT TOMLINSON

When we hire at Tomlinson, we're looking for people that are ready for a challenge. To be part of the Red Army, you have to rev up quickly and get your hands dirty from day one. That often means being thrown into the chaos and figuring things out on the fly.

We are One Team and that means moving towards a more organized chaos where new employees can still get on board

from day one while also having access to resources that help them navigate their roles and responsibilities better.

The HR team officially rolled out a more structured on boarding and development plan for Project Coordinators in January and continued for Safety Advisors in June. We're collecting feedback and looking to make improvements over time.

Developing similar resources for other roles will only help us build better technical skills across the Red Army.

STAY TUNED FOR MORE DETAILS!



RED ARMY DISCOUNT PROGRAM

We like to work hard and play hard, and our recently refreshed Employee Discount program is there to promote that play hard lifestyle! Tomlinson employees are currently offered discounts to over 40 different businesses, so now is the time to go out and explore Ottawa without breaking the bank!

From Automotive savings on both accessories and insurance, to discounted rates at restaurants, phone plans, hotels, barbershops and golf courses, our Employee Discount Program has you covered!

Did you know that in 2021, we added 10 new businesses to our discount program based on your feedback from the recently completed employee survey?

It's not only external businesses giving out discounted rates, all employees are eligible for employee pricing on Tomlinson Services. These services include Construction Bin Rentals, Shredding Services, Ready Mix, Trailer Rentals and more! Certain conditions apply.



For more information on discounts available to you, please reach out to hr@tomlinsongroup.com or call us at 613-822-1867.

GOOD PEOPLE KNOW **GOOD PEOPLE**

Did you know that if you refer an employee to Tomlinson, you are eligible for **up to \$1,000** for a referral bonus? **We want your help to build our team!**

There are several advantages to Employee Referral Programs, such as boosting morale, cutting recruitment time and cost, and increased employee retention. Another great perk being that you get to go home with some money in your pocket!

Check out the job postings on our website.

Questions? Email hr@tomlinsongroup.com



MEET **JOSH BLAIS**

"I appreciate the Employee Referral Program because it gives us the opportunity to find the best people, who have proven to be assets to our team. Along with many different opportunities, Tomlinson has so many different jobs to offer. There is something for everyone"

– Josh Blais, Asphalt Foreman



A CHECK IN WITH HEALTH & SAFETY

REPORTING CLOSE CALLS

Reporting close calls is one of the best things you can do to keep you and your team safe. They can help resolve hazards before incidents occur, potentially saving someone from something major. It can also remind people to stay alert throughout the day.

When you're out on the field or even at a plant or in the office, we rely on you to say something. We are One Team so **let's look out for each other!**

MY HEALTH & SAFETY MOMENT

I was walking in the Stores parking lot one day in May. I was about to put on my safety hat and cross the road when I heard some honks coming from the left. On my right, there was a large van obstructing my view so I couldn't see the shovel driving my way.

I didn't think the honking was for me but, subconsciously, I slowed down and popped my head past the van to make sure it was safe to cross. At that moment, I saw the shovel – still a ways away but it could've turned into a close call or worse.

Did those honks make me think twice about my safety? Definitely! Even if it didn't register until 5 minutes later that

those honks were probably for me. That shovel also likely slowed down because of the honking. I could tell you that I was planning to stop and check anyways but who really knows... Those small moments from others looking out for us is what it means to have a strong safety culture at Tomlinson. **Let's keep it up!**

PRE-JOB SAFETY INSPECTION (PSI)

We're a company that delivers high-quality work with a lot on the go. That often means tight deadlines and thinking about what's next. As a foreman or experienced worker, you can't watch over everything happening at once and so we have to train everyone to become a safety expert.

Pre-job safety inspections are one of the tools that can help develop strong safety knowledge and skills. These inspections need to be part of the morning conversation with your crew before the work gets started. Review hazards to ensure work performed doesn't endanger any workers, the public, equipment, structures, and the environment.

When you come in for the day, you might be focused on something at home, maybe as a young worker, you don't realize you need to pay attention to certain things, or maybe you're focused on getting the work

done... Having the morning conversation about safety reminds you to stay alert throughout the day – even subconsciously. **Let's all do our part!**

ALL IN A DAY'S WORK

Every month, the NCHCA Safety Committee reviews incidents where a worker or workers go above and beyond to help another worker or person who is in distress.

Recently, **Marc Lalonde**, a delivery driver with Stores, was driving on highway 511 when he came across a vehicle that had rolled over and was sitting in a water-filled area. The car was upside down and was slowly starting to submerge while the occupant was trapped inside the car with what was later determined to be a broken leg. Marc stayed with the woman to help get her out and keep her safe until emergency services arrived. Once emergency services rolled in and Marc gave his statement, he continued on with his deliveries – all in a day's work.

CONGRATULATIONS MARC! WE'RE VERY PROUD TO HAVE YOU AS PART OF THE RED ARMY!

TOMLINSON BURSARY PROGRAM

"The Tomlinson Bursary has lessened the financial stress associated with being a full-time student-athlete. More importantly, it has allowed me to fully concentrate on my studies while playing NCAA hockey! Thank you for your generosity!"

- Mathieu Jones, Group Dependent Bursary

Over the last 11 years, many post-secondary students have received a bursary from Tomlinson. Tomlinson recognizes students who are in a post-secondary degree or diploma and who maintain an average of 75% or higher.

"The bursary program helped me pursue my studies in education!"

- Valerie Bisson, Group Dependent Bursary

TOMLINSON OFFERS TWO BURSARY PROGRAMS:

(1) the Seasonal Worker Bursary for all summer and co-op students who join the Red Army during the summer months, and (2) the Group Dependent Bursary for full-time employees whose children are in post-secondary education.

The submission deadline was July 4th, 2022. The successful applicants will receive

their bursary cheques at the beginning of September. In 2021, Tomlinson awarded over \$20,000 in bursaries. We're looking forward to continue to support the future of our community!

"I have been fortunate to receive a bursary from Tomlinson for several years throughout my undergraduate and graduate studies. In a few months, I will be graduating and beginning my career. Thank you, post-secondary education and for contributing to where I am today."

- Hillary Wilson, Group Dependent Bursary



WE'RE ON THE MOVE IN A BIG WAY!

At Tomlinson, we never rest on our laurels. Being proactive and paying close attention to our local construction market and customers' needs is paramount in remaining successful for the future.

In the West of the City, we have been serving our customers and internal construction projects from our well established Moodie Asphalt Plant. Over the years we have witnessed the growth and increased volume in the East end. This really started to make having two asphalt plants in the West end of the City to be redundant – one on Moodie and one in Stittsville.



In typical Tomlinson fashion, we reacted and got to work on a plan to move the Stittsville Asphalt Plant. Our Stittsville Asphalt Plant has been recently disassembled and has been refreshed with a new coat of paint and is ready to be transported to its new

home at 3500 Rideau Road.

The “New” Rideau Asphalt Plant will be situated adjacent to the existing Rideau asphalt plant. The existing one has served us well for years and is a beast of a machine - a “Barber Green” Batch Plant that has been residing at that location since 1974.



The new Rideau Plant is a 10,000-pound batch plant with a significantly larger output, that will provide improved reliability and increased production capacity that will be beneficial to our own internal projects and our valued customers.

We are currently working on the engineering details and excavation siteworks with a target of having the “New” Rideau Asphalt Plant up and running for the 2023 construction season.

NAPANEE PLANT



Lots is going on the land of asphalt. As you may know, Tomlinson has steadily grown the Kingston market along with the 401 corridor. To continue this, the purchasing an asphalt plant to complement our Kingston Construction Division was an integral move to continue with our growth strategy.

This new asphalt plant will be a key in expanding our portfolio of



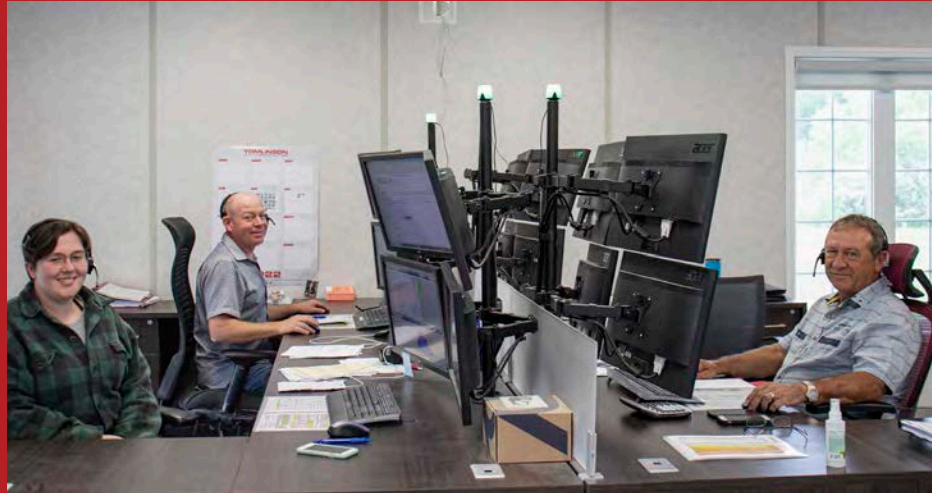
services and materials for our internal projects and our expanding customer base.

The new Napanee asphalt plant is a 6600-pound Astec Batch Plant. The asphalt plant will be erected in the Napanee Quarry and will be in full operation upon receipt of our ECA approval expected in 2023.



TOMLINSON READY MIX

CENTRALIZED DISPATCH



WE'VE REVAMPED OUR DISPATCH GROUP TO SERVE OUR CUSTOMERS BETTER!

At TRM, we aim to build long-lasting relationships with our customers. We always strive to do better by listening to customer feedback. Sometimes, that means taking on big changes.

As of April 4th, we've centralized our dispatch so we can coordinate trucks and manage logistics better.

Did you know TRM Dispatch manages on average 1,500 calls per day? Originally, dispatch would take on these calls and batch at the same time. One group was focused in Vars (East end) and one in Stittsville (West end).

This meant two different phone numbers to call depending on where your project was located, and it often meant that trucks stayed in their area even if one area was busier than the other.

Now with five different locations in the Ottawa area and more volume than ever, coordination is key.

Did you know from the time a ready mix batch is created, it needs to be poured within a two-hour window? This is a National Standard as deemed by the CSA (Canadian Standards Association).

High volume and short timeframes mean that both batching and coordinating with customers are both incredibly important to get done right. With this change, batchers and dispatchers are now two separate roles. Dispatch can focus on coordinating with customer orders/requests, handling increased call volumes, and communicating across all locations while batchers can focus on producing quality products, manage the driver roster, and ensure fleet/plant efficiency.

WITH SUCH A BIG CHANGE, WE'RE FINDING OUR GROOVE AND STEPPING UP OUR GAME!

RED ARMY SHOUT OUT!

Send us photos of you and your team, projects, and job sites. We want to highlight your awesome work. Email us at social@tomlinsongroup.com



WE ARE LIVE IN KINGSTON

TOMLINSON READY MIX HAS EXPANDED TO KINGSTON!

As of mid-June, we've opened our doors to Ready Mix customers in Kingston. With six drivers, a batcher, and a plant manager, operations are in full swing already. Welcoming new Kingston customers and expanding services to our Ottawa customers with projects in the area, it's clear that Tomlinson is recognized for its commitment to quality, superior goods and services.

We'd like to recognize the entire Ready Mix team for a job well done! We've already received incredibly positive customer feedback from both a product quality and customer service standpoint. This was a big endeavor and it took the full team to be successful.



WELCOME CHRIS WALKER, OUR TRM KINGSTON PLANT MANAGER!



A Kingston local, Chris previously worked in Ready Mix and continued to work with concrete during his time with the Heavy Civil group. A major change from his previous role has been the new hustle and bustle in the day-to-day operations. Having to shift from one focus to another quickly to support the team has been an exciting challenge that he's taken on.

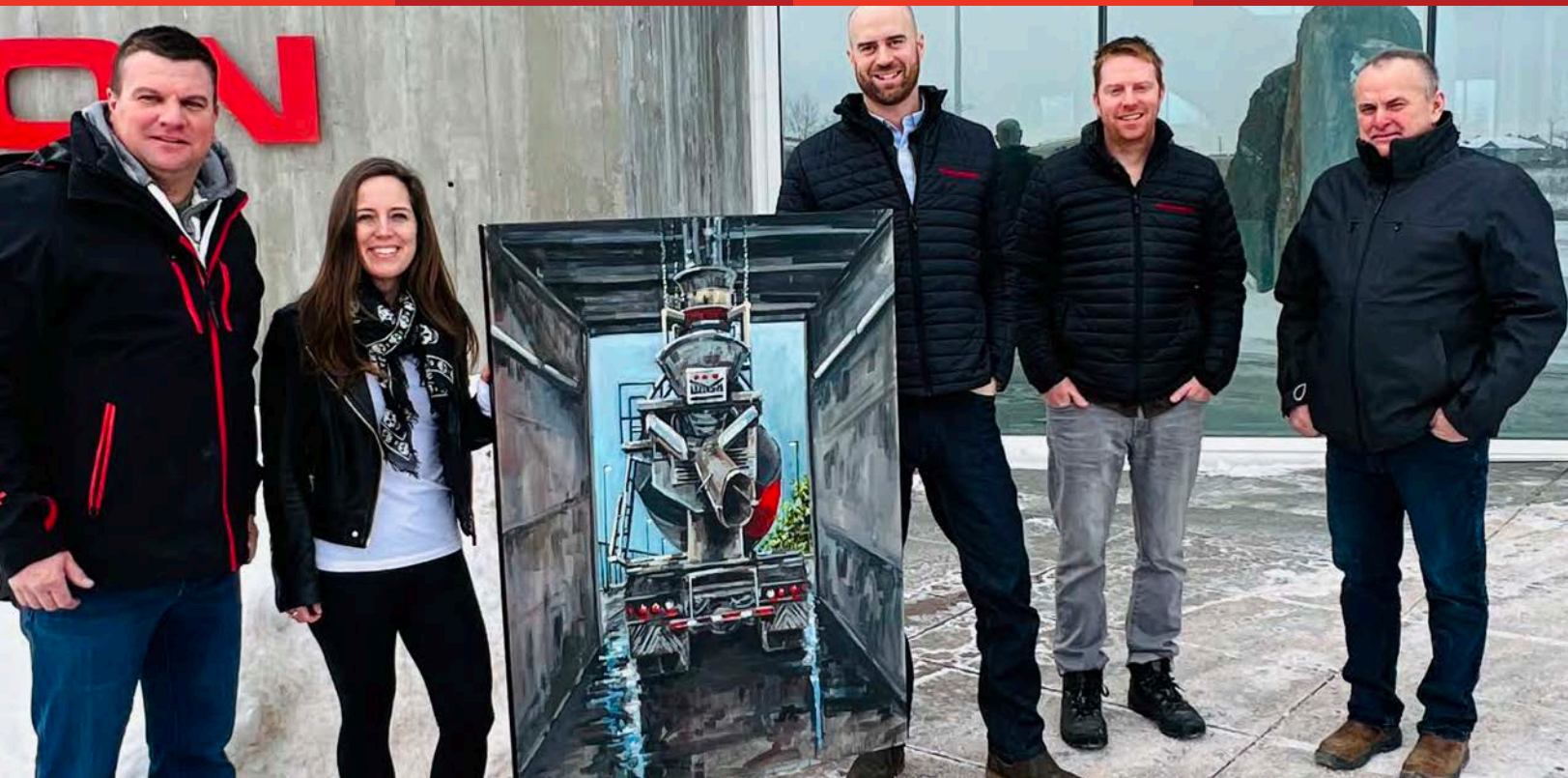
Chris wanted to recognize the great team effort everyone has put in to make sure the plant was ready to run smoothly on day one. From site prep and logistics to quality control, it can always be nerve-wracking to get a big project kicked off the ground.



ARTWORK BY ERYN

We're such a proud Red Army Team that even our paintings show off our hard work!

Thank you, Eryn O'Neill, for transforming our day-to-day into incredible artwork!



ABOUT ERYN

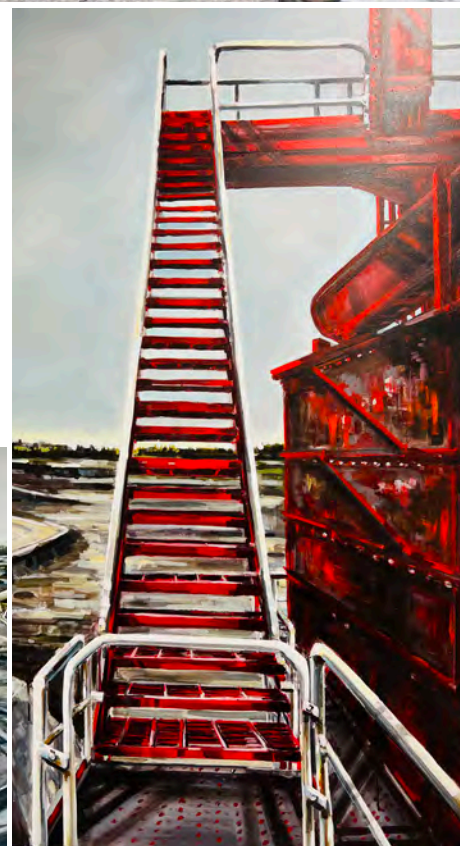
Born in Ottawa, Eryn O'Neill's paintings study an urban space in transition through the perspective of a runner. The paintings are the product of months of repetitive outings, in all conditions, to gather enough information, visually and mentally, to create sensory charged paintings suggestive of a figure navigating an urban environment.

Eryn attended the Vermont Studio Centre in 2016 and the Golden Foundation Artist in Residence

in March 2019. Her work was showcased as part of a group exhibition in New Berlin, New York in April 2020. She is a multiple Ontario Arts Council Grant recipient, and a two-time recipient of the Elizabeth Greenshields Award.

In 2021 her work was acquired by Global Affairs Canada and the City of Ottawa's Art Collection.

Eryn lives and works as a full-time artist in Ottawa, with a studio space at the Rectory House in the Byward Market.



ENERGY SERVICES

BUILDING A GREENER FUTURE

HELPING TO BUILD A GREENER FUTURE

After years of planning, the Government of Canada decided to start a large-scale multi-billion-dollar project (ESAP – Energy Services Acquisition Program) with the goal of building a greener future in the National Capital Region. Specifically, this project aims to revamp the heating and cooling plants to over 80 government buildings.

For Tomlinson, this is a four-year project will have us working at Tunney's Pasture, in the downtown area, and in Gatineau doing trench work, shoring, and piping substructure. We're even pricing for more work!

The Red Army crews have been making significant progress on the project. Big-volume work is expected for our crews this year and next.

A lot of good work was completed back in 2021 at Tunney's with more work to be done this season.

We have some work coming around the corner in the area of the Parkdale and the Sir John A. Macdonald Parkway so keep an eye out for us!

We're also responsible for the in-water work in the Ottawa River that will be starting soon between Gatineau and Ottawa.

A project of this size and complexity with so many moving components requires a lot of logistical work, a lot of planning, and organization. With various other companies working together to make this project a reality, good communication is required to make the work work.

We want to recognize all the people involved in this project across both provinces as we play our part in helping our community be environmentally conscious.

MENTAL HEALTH CHECK IN

A lot has changed since the beginning of the COVID-19 pandemic. While business closures and quarantines forced us to make difficult adjustments, there was an unexpected consequence to leaving our "normal" lives behind: The hardships of social isolation. Many of us didn't realize how much we valued the simple pleasure of being in the same physical space as our co-workers, friends and non-immediate family.

COVID-19 may be forcing us to physically isolate and be socially distant, but the most important thing to remember is that you are never alone. If you're fortunate enough to have people with whom you feel safe sharing your thoughts and feelings, call them.

As someone who has people close to me that live with mental illness, which may be exacerbated by current circumstances, I have realized the importance of each of us having someone to connect with when needed.

Making yourself available to someone in difficult moments or reaching out to engage in a conversation, be it casual or more in depth, can be a more meaningful interaction than one may realize at the time. Every time someone reaches out for help, it is an opportunity to connect and offer support and resources as needed.

If you don't have a social support network you can rely on, **Tomlinson is proud to offer the Employee and Family Assistance Program (EFAP). EFAP is available 24/7 to all Tomlinson employees. It is 100% confidential and free.** Through EFAP, you and your immediate family members can access immediate and confidential support in a way that is most suited to your preferences, comfort level and lifestyle.

You can access EFAP **24/7 at 1-877-671-3327** or visit their website at **workhealthlife.com** to find additional resources. EFAP's services are accessible in a variety of ways and it is completely anonymous.

Whether you or your loved ones are living with mental illness, you can learn more about it through Workplace Safety

& Prevention Services' online course, **Reducing Mental Health Stigma in the Workplace – Workplace Safety & Prevention Services (wsps.ca)**. The course is 30 minutes in duration and completely free. The concept of mental health can be shrouded in mystery, shame and guilt. This course teaches you how to be an advocate and ally for those living with mental illness.

If you're living with mental illness, the most important thing you can do is talk about it, whether you talk to loved ones or trained professionals. Although everyone's mental health journey is unique, you may find comfort in knowing that what you're feeling is normal given our current circumstances and it's likely there's someone who feels the same way you do. You don't need to go through it alone.

Please reach out to loved ones for support when you feel comfortable doing so. If you're not comfortable with that option, you're encouraged to explore the confidential services that EFAP has to offer.

We're all in this together, and we couldn't do it without you.



LEARNING AT TOMLINSON

TOMLINSON UNIVERSITY

Our vision is to be the strongest transportation infrastructure and environmental services organization in Eastern Canada. To achieve this, we need to continually strengthen and build our team in both technical and leadership skills. Your supervisor has the most influence in this area, but another tool in your career development toolbox is Tomlinson University.

HOW TO REGISTER FOR A COURSE

Go to Halogen > Learning tab > Select a course > Register

Don't know which courses to take? Wondering about career growth opportunities? Book some time with HR to talk about career options and development programs.

Text us **613-875-7496** or email hr@tomlinsongroup.com



WE HAVE AN EXTENSIVE TRAINING & DEVELOPMENT PROGRAM THAT FALLS UNDER TOMLINSON UNIVERSITY.

The program includes:

- Custom designed leadership programs
- Operational Leadership Program (OLP is focused on construction field staff leadership development) – Level I and Level II
- Apprenticeship programs
- Professional Driver License upgrade programs (DZ, AZ-restricted)
- Tuition reimbursement
- Engineering Mentorship Program (PEng., CET, C.Tech)
- Mentorship program
- Professional development accreditation
- Career planning services
- Extensive in-house training program options

In the first half of 2022, Tomlinson University (TU) had 541 employees take training sessions and offered 48 different courses. Of those 48 courses, 18 of them were designed in-house by our own subject matter experts (SMEs). These SMEs know the Tomlinson work requirements and culture, so the courses they help to develop really build our employees faster, getting them ready to take on the next level challenges. These numbers don't include any safety training or orientation sessions...that's when the numbers get significantly higher.

Each employee owns their own career development, but that needs to be supported by both your supervisor and the company overall.

At TU we are continuously asking for feedback on our courses, looking at performance review notes and employee engagement survey results to help add courses and improve upon existing ones. We want employees to know they are supported in the career path of their choice, even if it may zig-zag over the years, we fully understand career choices don't always go in a straight line. We offer career coaching, we will go meet with you on site or Timmies and talk about your career interest, tell you about career paths for your current role or roles that may be of interest to you. Then, we can work with you and your supervisor on course selections or other growth options for you.

Here is an example of a career planning tool that we offer:

PROJECT COORDINATOR DEVELOPMENT GUIDELINE		TOMLINSON FOUNDED ON KNOWLEDGE, SKILL & INTEGRITY		
PROFESSIONAL DEVELOPMENT	PROJECT MANAGEMENT TRAINING	LEADERSHIP & SAFETY TRAINING	EXPERIENCE	
	<ul style="list-style-type: none">• SAP Implementation Training• PM Basic Training Plan Academy Introduction• Foreign Document Control Training and Orientation• PM Process Training• Screening and GPS Training• AutoCAD Basics and Traffic Control Plans• Complete PM Basic Certification Plan Academy	<ul style="list-style-type: none">• Basics of Supervision• Workshop at Heights• Tomlinson Orientation (Day 1)• Fundamentals of CDM (Day 2)• Safety Plan Training• Risk & Training• F10: AHS and GPS• Confined Space Training	<ul style="list-style-type: none">• Average (Self-rated) Expert "Ability" for support• Chemical Control Inventory• Values Introduction to Tomlinson• ~75% Site based work (Focus on lower jobs)• Ability to read drawings & specifications• Communicate proper project document control (C)• Ability to prepare time and material daily work reports and billing• Participate in project based health and safety program (C)• ~75% Site based work (Focus on lower jobs)• Ability to perform material quantity take off (C)• Understanding of project metrics and key milestones (C)• Single to light and focus on client relationships• Ability to manage subcontractors (C)• Ability to compile and prepare contract submittals (C)	
	TOMLINSON UNIVERSITY	TOMLINSON UNIVERSITY	TOMLINSON UNIVERSITY	
	<ul style="list-style-type: none">• Operational Leadership Program I• Graduate Certificate (CET, PEng, C.Tech)• Project Management Training (CET, PEng, C.Tech)• Complete PM Advanced Certificate Plan Academy	<ul style="list-style-type: none">• Project Focus Training• Introduction and Hard Skills Training• Career Training• Operational Leadership Program II• Complete PM Advanced Certificate Plan Academy	<ul style="list-style-type: none">• Opportunity for change of construction specialization• Focus on several jobs and multiple scopes of work• Ability to update and enhance final project schedule• Ability to work a change or assist on as needed• Ability to manage subcontractors (C)• Manage the entire project from start to finish	
PROFESSIONAL DEVELOPMENT	TOMLINSON UNIVERSITY	TOMLINSON UNIVERSITY	TOMLINSON UNIVERSITY	
	<ul style="list-style-type: none">• Negotiation Skills• Contract Law (CCL)• Project Management Training/Certification	<ul style="list-style-type: none">• Difficult Conversations• Joint Health and Safety Committee Training• Project Risk and OHS Training Review• Fundamentals of Leadership	<ul style="list-style-type: none">• Ability to coordinate large complex projects• Monitor and train project coordinators or trainees status (C)• Ability to negotiate contract changes• Ability to create and manage schedule for projects to tight budget projects (C)• Can manage medium sized projects (C)• Monitor and train project coordinators (C)• Ability to prepare formal claims• Maintains a strong set of business relationships with clients, subs and suppliers	
	TOMLINSON UNIVERSITY	TOMLINSON UNIVERSITY	TOMLINSON UNIVERSITY	
	<ul style="list-style-type: none">• Project Focus Training• Introduction and Hard Skills Training• Career Training• Operational Leadership Program II• Complete PM Advanced Certificate Plan Academy	<ul style="list-style-type: none">• Project Focus Training• Introduction and Hard Skills Training• Career Training• Operational Leadership Program II• Complete PM Advanced Certificate Plan Academy	<ul style="list-style-type: none">• Opportunity for change of construction specialization• Focus on several jobs and multiple scopes of work• Ability to update and enhance final project schedule• Ability to work a change or assist on as needed• Ability to manage subcontractors (C)• Manage the entire project from start to finish	<ul style="list-style-type: none">• Ability to coordinate large complex projects• Monitor and train project coordinators or trainees status (C)• Ability to negotiate contract changes• Ability to create and manage schedule for projects to tight budget projects (C)• Can manage medium sized projects (C)• Monitor and train project coordinators (C)• Ability to prepare formal claims• Maintains a strong set of business relationships with clients, subs and suppliers

<https://bit.ly/3c7Mw3Z-PCDevelopment>

We have 15 courses for professional development coming up in 2022. Reach out to hr@tomlinsongroup.com if you're interested in learning more.



2022

SHOW & SHINE

On Saturday June 11th, we held the Tomlinson Show and Shine. It was a gloriously hot and sunny day to host 300+ show cars. The parking lot was full of some beautiful cars, so full that the Jeeps took the opportunity to park up on the grass by the pond. We held a charity BBQ, with Ron Tomlinson and crew serving up hamburgers and hot dogs for all, plus the door prizes helped to raise over \$5000 for the Ottawa Boys and Girls Club. It was a great success, the Tomlinson Events Team have been asked to host another one in the Fall!



DEMYSTIFYING IT

An IT member at Tomlinson once compared business and IT support as a switch that lights a light bulb. Think of the business as a switch. When you flip a switch, you expect the light bulb to turn on. You don't think about the wires, the electricity, the signal and all the pieces that need to come together perfectly to make it happen... Until something goes wrong.

IT is like the wires and those small pieces in the background that support the business. But IT isn't just one switch – it's thousands of connectors that need to come together.

THE STORES APP ROLLOUT IS A PERFECT EXAMPLE!

This improved app wasn't just a change in the software...

Bar codes were added to equipment to manage inventory better, which meant we needed to have a place to store more data. We also had to move all the data from the old to the new Stores app. With technology spitting out more information and improved connection with SAP, our network for the Stores needed to be upgraded. Wireless access was put in place at the Stores and better IT access points were created so that internet speed could be upgraded – all to serve the Red Army better!

Upgrading so many different pieces can be extremely complex, especially since IT always aims for minimal disruption to the business. Every IT project is different and brings a new set of challenges!



But we're not done yet! We want to make this even better – that can only happen with your feedback. Let us know how we can kick it up another notch by emailing us at SAPSupport@TomlinsonGroup.com

We want to thank the project team, the Stores team, the field testers, trainers, and everyone involved for your hard work.

BUILDING LEADERS THROUGHOUT THE COMPANY

Ongoing leadership development is important at all levels. We've partnered with FMI to create targeted leadership development training for our senior leadership team. This program has several components.



The first was to work with both field and office leaders to get an understanding of what are the Tomlinson most valued leadership competencies from their perspective. These two working groups came up with five core leadership competencies specific to Tomlinson.

The working groups had full definitions of what it looks like to successfully demonstrate those competencies at Tomlinson and told stories of where they have seen great leadership shine through showing those skills.

The second component was to define what the competencies are for each of the senior leadership roles. This was also done by a committee of peers and direct reports to get the most robust understanding of the expectations for each role.

The next step was for the senior leadership team to have a 360-review completed based on those defined competencies by their peers, direct reports and customers. Followed by psychological assessments around interactions with others, identifying critical blind spots and compatibility with our company's culture. All this information will be used to create a customized development plan for each of the senior leadership team.

The program will continue to grow as these leadership competencies skills development programs are rolled out to our full training and development programs and tied into our succession planning initiatives.

Thank you to everyone that has participated so far in the committees and providing the assessment feedback. We look forward implementing the development plans for the continuous growth of all our leaders.

