

Big Boom in Bedford

For those of you who haven't noticed, there's a development explosion happening in Bedford. Two of Clayton Developments' projects, The Ravines of Bedford South and The Parks of West Bedford, are hugely expanding. In addition, the two communities have just been joined by the opening of the Larry Uteck Interchange, a multi-million-dollar joint venture between HRM and the provincial and federal governments.

Work on The Ravines of Bedford South began in 2003 and was slated to take twelve to thirteen years to complete. According to Peter Greenwood, Clayton's Vice-President of Real Estate Services, the project is ahead of schedule by at least two years. "There's been some really significant changes in the last year," says Peter, who reports that 700 multiple apartment and condo units in the mixed-use development are either built or under construction. In addition, Clayton has sold many single-family and townhome lots to builders, meaning that at any given time, there are dozens of new homes under construction.



First, lines on a plan, then rough dirt tracks on the hillside. Now large parts of The Ravines of Bedford South are landscaped streets of finished homes.

And it's not just new homes being built. The Ravines is hosting HRM's latest francophone high school, a new retail plaza, and a shopping centre with a Sobeys, slated to open this month. Later this year, Shannex will begin work on their thirty-two-acre seniors' housing development, which will offer a full array of options including bungalows, assisted living, independent living facilities, and long-term care.

"It's just amazing what's

happening out there. It's a significant growth area," says Peter. "In fact, I have no problem saying it's the fastest-growing community in the province." He credits the recent development explosion to a few factors: easy access to both the Bicentennial Highway and the Bedford Highway; a good selection of housing types and builders within the community; and perhaps most importantly, access to services. "It's a very sought-after

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BOOM continues

location for people to live,” says Peter. “There are lots of services, recreational facilities, and an elementary school and a high school right in the mix.”

Just next door in The Parks of West Bedford, the BMO Centre is now open and drawing consistently huge and enthusiastic crowds since last fall. This is Nova Scotia’s only quad pad arena, estimated to bring in one million people annually. “That piece of land was sold to the city two years ago,” says Peter, “and it’s brought all kinds of people to the community. It’s created a huge buzz and is just a beautiful facility.”

Housing construction in the development continues at a rapid clip with seventy new homes, including single-family, semi-detached, and townhouses, up since last summer. Peter also reports that a deal has been reached to sell twenty acres of land to Bedford High School, and right across from the BMO Centre, a 70,000 square foot retail plaza will be built.



A few months makes a BIG difference! Here are the same houses on Capstone Crescent in The Parks of West Bedford in March and again in August 2010.



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Brick launches new website

Shaw's Oldest Product Gets A Modern Touch

Shaw Brick has launched a new and improved website this winter and Jennifer Hall, who spearheaded the project, is busy spreading the news.

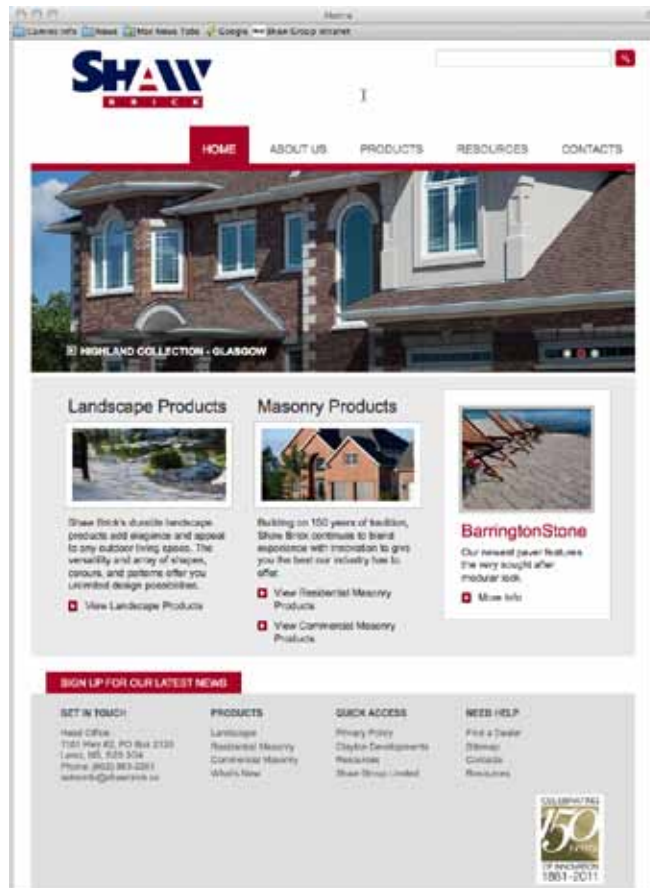
“We’re very excited about this new marketing tool,” says Jennifer, Brick’s Marketing and Communications Specialist. After grappling for years with low traffic on their former site, the Brick team is hopeful that the new website will become a useful resource for dealers and customers.

INFORMATION AT YOUR FINGERTIPS

The modern, sophisticated-looking website contains more information than its predecessor, including dimensions and weight of products, photographs, and colours – everything that architects, builders, landscape designers, and consumers need.

Work on the website began in May of 2010 and was a joint project between Jennifer and Darlene Battcock, Brick’s freelance graphic designer, who created the entire website design from scratch.

They chose Cossette East, an innovative web and advertising agency based in Halifax, to build the site. “We needed to make sure that the new site was easy to navigate and that it supplied people with the answers to their questions without necessitating a visit into one of our shops,” says Jennifer.



BUYING LOCAL MAKES GREEN SENSE

One of the main messages related to the launch of the the new site has been “buy local.” As the only Atlantic Canadian manufacturer of clay products and the largest manufacturer of concrete products in our region, it’s an advantage that Shaw Brick can certainly promote. “I think it’s important that people know which products come from local manufacturers and that when they buy from Shaw Brick, they are supporting their local economy.” Jennifer adds that buying local is also more environmentally friendly than having products shipped in

from other parts of the world.

Speaking of “green,” all of Brick’s eco-positive products are listed on the new website for consumers who want to take the environment into consideration when making purchases. This includes the Grass-Stone patio stone, which limits storm water runoff and promotes good drainage (see *New Environmental Products and Processes*, page 5).

CONVENIENCE FOR THE CUSTOMER

Other key aspects of the new website include links to print materials for each product, so that visitors to the website can view brochures and catalogues right online. Also, there is a “related products” tab for each Shaw Brick product that supplies important information to the consumer. “This assists those customers who might not realize that the purchase of

MODERN TOUCH continued next page

Award Central at The Shaw Group

The Shaw Group is no stranger to awards, but this year was a little more special than most. Our company added two recognitions to the growing list, reaching a ten-year milestone with one award while earning an inaugural recognition in another. Have we piqued your interest? Read on!

For nine years, The Shaw Group has been awarded status in Deloitte's **Canada's 50 Best Managed Companies**. Last year marked our tenth consecutive year – a distinction to be celebrated. This program recognizes Canadian organizations that set the highest standards of business performance and excel in the global economy. As one of the 50 Best, our company was profiled in *The National Post* in February.

We also made our debut in **Canada's 10 Most Admired Corporate Cultures** program, first being



Michael Kontak, Corporate Secretary, right, receives a Canada's Most Admired Corporate Cultures award on behalf of The Shaw Group from Marty Parker of Waterstone Human Capital.

nominated in a survey of hundreds of senior Canadian executives and then making the regional shortlist. Organized by Waterstone Human Capital, this award recognizes vision and leadership, innovation and achievement, and corporate social responsibility.

"Among other characteristics, I believe The Shaw Group was chosen as a regional winner based on our extensive community involvement, our cutting-edge environmental initiatives, and our record of employee retention," says President and CEO Bert Frizzell. To have our company recognized on a national stage as a great workplace with an exceptional corporate culture is an honour."

A hearty congratulations goes out to every Shaw Group employee on these achievements!

MODERN TOUCH continues accompanying products is necessary before they install," says Jennifer. When someone buys paver stones, for instance, they also need to purchase jointing sand in order to properly install the pavers.

Another customer-oriented feature is the "Find a Dealer" map, where the Shaw Brick network is outlined on a map of Atlantic Canada – all 340 stores! There is also

an "Our History" section, which includes a video presentation of Shaw's 150 years in business, being celebrated in 2011.

Jennifer points out that without the support of Block Plant Production Supervisor Todd Weatherhead, who supplied two employees – Raully Brant and Liz Logan – to set up various products in different configurations, the website would not be as photo-rich as it is.

In addition to contributions from Kevin McGinnis in Product Selection and Innovation and General Manager Terry MacDow, Jennifer would like to thank Bruce Brown for his IT expertise and Brady Hawley, who acted as a mentor and guide throughout the process.

Check out the new website at www.shawbrick.ca and congratulations on a job well done!

Setting Safety Records at Prestige

The crew at Prestige Homes has something to cheer about. They set a new record for the lowest number of “medical aids” in one year. A medical aid or MA is an incident in which an injured employee needs medical attention off-site but returns to work for the next shift. The company’s average number over the last decade has been twenty-six per year. In 2010, that number dropped to a mere five!

Kathy Gidney, Prestige’s Occupational Health and Safety Coordinator, thinks this low number can be attributed to a variety of factors. “We’ve worked hard on a number of fronts including hazard identification, safe job procedures, and effective training,” she says. “Employees have also gotten very good at reporting near misses – a situation where an employee notices a potential for an accident or injury.”

According to Kathy, this is the most important factor – employees taking charge of looking out for their own safety. Also important is the commitment of each employee to report near misses, or hazards, to management or health and safety committee members.

Kathy believes another major factor in Prestige’s remarkable success last year was the change in policy and procedures for new employees. New hires used to be put to work on production right away. Now, the company places new employees in an off-line program where they are still doing

useful work, but in a more controlled and systematic way.

“Statistics show that sixty per cent of accidents happen during the first three years of new employment,” says Kathy. “More time for training and supervision definitely leads to less opportunity for accidents or injury.”

Jeff Vail is the management co-chair of the JOHSC and Prestige’s Materials Supervisor. “The Shaw Group and Prestige Homes really have an incredibly strong safety program. I realize this most when I’m out networking with other companies. Our reputation for safety is well known and well regarded.”

Jeff believes that the secret to success is keeping on top of the hazards assessments in each section and ensuring safe job procedures are updated every year. “The quality of our ‘near miss’ reporting is excellent and often leads to changes and improvements,” says Jeff. “Every employee contributes to safety in one way or another and this in turn creates the whole culture of ‘safety first’ at Prestige Homes.”

To mark this new safety record, Prestige served celebratory coffee and donuts during their morning break on January 18. “We really wanted to celebrate this achievement with our employees,” says Kathy. “We think it’s important to make opportunities to reflect on successes and to also encourage our employees to continue to work safely.”

Shaw growing even greener for 2011

New Environmental Products and Processes

Exactly one year ago, we ran a special issue of Shawtalk on the ways The Shaw Group is “greening” its products and processes. We received such positive response, we thought we’d do a “green update” covering new developments since last March.

HELPING CARE FOR THE WORLD’S FORESTS

Ven-Rez in Shelburne, Nova Scotia is making a major move into more sustainable manufacturing of their products with an attempt to become FSC (Forestry Stewardship Council) certified. The FSC is an independent, non-governmental, not-for-profit organization established to promote the responsible management of the world’s forests.

According to Greg Gillespie, Ven-Rez’s General Manager, FSC certification would represent a huge leap into more competitive territory. First of all, it would differentiate the company’s products from non-FSC manufacturers, particularly low-cost off-shore suppliers. Secondly, it would enable Ven-Rez to tender on the growing number of FSC projects, both government and private.

But most importantly, says Greg, it’s the right thing to do environmentally. “This certification will solidify our reputation as a company that cares. The FSC stamp will assure our customers that we adhere to responsible forestry management worldwide.”

EVEN GREENER continued next page

Growth and Change in The Shaw Group Ranks

Eight Shaw employees have recently been appointed to new roles within the company and two fresh faces have come on board within the last few years. “The Shaw Group has a policy to promote from within whenever possible. These appointments reflect that,” says President and CEO Bert Frizzell. “When hiring externally, we work hard to find employees who are a match to the Shaw values of integrity and hard work. We’re happy to welcome Ryan and Brad on board.” Read a little bit more about each individual below.



Ryan Brookman – Divisional Engineer at Shaw Precast Solutions. Fresh from the Environmental Engineering Program at Dalhousie, Ryan began his new position just one month ago. Prior to receiving his Master of Science, Ryan worked as the Assistant Project Engineer on the reconstruction of

the Biloxi Bay Bridge in Mississippi that was destroyed by Hurricane Katrina. Ryan also holds a Bachelor of Science in Civil Engineering and is a Registered Project Management Professional (PMP).



Don Darling – Vice-President responsible for Sales and Marketing at Prestige Homes. Don has been Prestige’s Marketing Manger for the last fifteen years and brings a vast amount of experience to this role. Don is a graduate of Queen’s Executive Program and has

won numerous awards and distinctions for exemplary sales performance and customer service.



Dan Gibson – President of Clayton Developments Limited, effective May 11. Since joining the company in 1991, Dan has held several senior positions including Controller at Clayton Developments, General Manager of Shaw Wood, The Shaw Group’s Chief

Financial Officer, and most recently Executive Vice-President for Business Development at Clayton. He also manages The Shaw Group’s Oil and Gas Services opportunities.



Joe Gushue – General Manager at Prestige Homes. Joe has been with The Shaw Group since 2004 and Operations Manager at Prestige for the last five years. Prior to joining Prestige, Joe was employed by J.D. Irving. He graduated from the University of Western

Ontario’s Ivey School of Business Executive Leadership Program and holds a Bachelor of Science in forestry from the University of New Brunswick.



Glenn Hardie – General Manager, Wood Pellet Operations, responsible for Eastern Embers and Belledune. Glenn joined The Shaw Group in 1994 and has held the positions of Sales and Marketing Manager of Shaw Resources

EVEN GREENER continues

In order for Ven-Rez to be FSC compliant, every member of the supply and distribution chain – or everyone that “touches” their wood – has to be FSC certified as well. “This means the wood is tracked from the forest through sawmills, manufacturers, distributors, remanufacturers, and retailers

to ensure that the product that reaches the final customer has in fact originated from a responsibly manufactured forest,” says Greg.

In preparation for their FSC audit this month, Ven-Rez has spent much time and energy analyzing and documenting the way they select, purchase, and inventory solid wood and manufactured wood

products (e.g., particleboard, plywood, melamine, masonite, etc.) This included researching their suppliers to make sure they are also FSC certified and developing a manual that lists their FSC-certified suppliers, wood species, product types, and procedures and responsibilities for monitoring the flow of FSC wood products. And

and General Sales Manager for Shaw Brick. Glenn earned his B.Comm. from Saint Mary's University in 1993, a Certified Management Accountant (CMA) designation in 1998 and completed his MBA from Queen's University in 2005.



Brady Hawley – Sales and Marketing/ Operations Manager, Shaw Brick. Since joining the company in 1994, Brady has held the positions of Manager, Operational Excellence, at Shaw Brick and Operations Manager and Structural Engineer at Shaw Pipe. Brady gradu-

ated with three bachelor's degrees – in science, education, and engineering – from St. Francis Xavier University. He also completed the Queen's University Leadership and Finance programs and is a member of the Association of Professional Engineers of Nova Scotia.



Brad Hoyt – Divisional Controller of Clayton Developments. Brad came to The Shaw Group in 2009 after a four-year stint with Irving Shipbuilding, where he spent three years as a financial accountant and one year as a full-time process improvement analyst. Brad also

worked with Gammon Gold for eighteen months as an assistant controller. Brad has an MBA from Saint Mary's University, as well as his CMA designation.

Danny Kennedy – Operations Manager, Keddy Aggregates, Shaw Resources. Danny began his career with Shaw Resources as a truck driver in 1991. He quickly worked his



way up to Transport Manager and soon after was appointed Fly Ash Manager. Danny earned a Diploma in Management from Saint Mary's University in 2009. He still manages Transport and Fly Ash at Resources in addition to his new responsibilities.



John Rice – Operations Manager, Ven-Rez Products Limited. John started his Shaw career at Shaw Wood in 1999 as an Industrial Electrician. He became Maintenance Manager there before transferring to G. S. Concrete as Branch Manager. His most recent position was

in Special Projects with the Brick division. John is an industrial, construction, and marine electrician as well as an electrical engineering technologist.



Scott Smith – Operations Manager, Nova Scotia Sand & Gravel, Shaw Resources. Since starting at The Shaw Group in 1979 as a Forestry Supervisor, Scott has progressed through various positions. Operations Manager, Keddy Aggregates; Manager, SunRay Prod-

ucts; and Business Manager, Eastern Embers, all led to the role as Shaw's Environmental Coordinator in 2003. Three years later, he became Shaw Resources' Sales & Marketing Manager. Scott holds a Certificate in Management from the Canadian Institute of Management at Saint Mary's University and is actively involved in industry associations.

last but not least, staff needed to be trained!

During the day-long session this month that Ven-Rez has been preparing for, the FSC auditors will check the company's understanding and commitment to the concept and verify their processes. "Once approved," says Greg, "we are able to claim FSC certification

and use the logo on promotional material." Best of luck, Ven-Rez!

CLEANING UP TROUBLE SPOTS

One of Shaw Precast's greenest products is called the Ecoflo Bio-filter – a septic treatment system that has cleaned up many trouble areas throughout North America. Although the product is new to

Nova Scotia, Alden Faulkner, Manager of Water and Wastewater, reports there are over 50,000 of these units installed in the rest of Canada and the US.

"A few years ago, Shaw Precast recognized that there were opportunities in the market for more than just simple septic tanks," says

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EVEN GREENER continues

Alden. He notes that current water and wastewater treatment technologies have to be very specialized and technical in nature in order to meet stringent provincial and federal guidelines and regulations. “As a result, we evolved our business to develop successful technologies to offer to the marketplace.”

The Ecoflo is a small, compact unit for rural housing lots. Consisting of a fibreglass chamber full of peat moss, it accepts the liquid effluent from the septic tank, letting it trickle down through the peat in the chamber and into the native soil to finish the treatment process.

The Ecoflo’s ability to clean up tight malfunctioning areas make it a real plus in Nova Scotia. “The lots here are generally small and there’s simply no room for a conventional system,” says Alden. Often this system is the only thing that can clean up problem areas and reduce future dumping into the ocean or lakes.

“It’s a small footprint on the lot, as opposed to a conventional system where you have to get in and disrupt the terrain and cut a lot of trees down.” Alden reports that another green feature of the Ecoflo is its ability to be recycled. “When the peat wears out we don’t have to put in another system or disrupt the land; you just remove the peat from the unit with a vacuum truck and it gets recycled into compost at a compost facility.” New peat is then easily installed in the existing unit.

It’s also often a passive (or gravity-flow) system that doesn’t require electricity to run a pump. In addition, peat is a natural product used in relatively small amounts in the Ecoflo, as compared to multiple truckloads of other materials required in conventional systems. “It’s simple, economical, and eco-friendly,” says Alden.

“HOT” PRODUCTS FOR ECO-CONSCIOUS CUSTOMERS

Shaw Brick’s spring line-up boasts a number of new products, in addition to a sophisticated new website (see *Shaw’s Oldest Product Gets A Modern Touch*, p.3)

Although GrassStone is not technically a new product, Jennifer Hall, Brick’s Marketing and Communications Specialist, says this patio stone is getting newfound attention for its environmental benefits. The grid design means that water and air can move around the concrete unit, promoting green

Mike Carr was one of six employees hand-picked to come to Shaw Brick when G.S. Concrete closed down last year. According to Plant Manager Phil Langille, the choice to retain Mike was a no-brainer. “Mike’s work is nothing short of exceptional,” says Phil. “He’s very smart, he’s dedicated to his work, and he loves what he does.”

What Mike does is operate the Fielding press machine that makes 24" x 24" concrete patio slabs. Built in the 1960s and shipped to G.S. Concrete from England, the Fielding press machine is a remnant of the way things used to be done. It’s one of the few machines in the industry that is not yet computerized. It’s operator-run and that’s why Mike is so important. “He knows that machine inside and out,” says Phil. “He knows when the press is working right and when it needs to be babied. He makes all the adjustments to keep it running properly.”

Mike and the Fielding press, which travelled together from G.S. Concrete last year, churn out a massive 1250–1300 patio slabs each day. And Mike does it

space and good drainage.

Called “green parking lots,” these concrete grid pavements have helped to reduce urban heat and stormwater runoff around the world. They have been used in Europe and North America for reducing lake-side and streambank erosion, and also in overflow parking areas, on shoulders along airfields, on boat-launching ramps, and in emergency fire lanes.

“There’s a lot of excitement about permeable landscaping materials worldwide,” says Jennifer. “At Shaw Brick, we’re pleased to be able to offer GrassStone and know it will become a popular choice for our customers who put environmental consciousness first.”



Mike and His Machine



become computerized.” Mike contends that if something is working and you can find ways to continue to keep it productive, everyone benefits.

Phil agrees. “There’s no other machine in Eastern Canada that makes a dense and durable slab like this. It’s an excellent product.” In fact, Phil says that nearly everything the Fielding press makes is sold before the end of the year. “There’s

all with zero waste – a feat in itself! The plant operates five days a week in the winter and ramps up to six days in the summer. Mike has helped to train other employees to operate the machine – Colin Redden, who also came from G.S. Concrete, and Bryden Ashley, who transferred from the Lantz Clay operation.

For Mike, the move to Shaw Brick has been a terrific experience. “I was a bit nervous with this change because I’d been with G.S. for seventeen years, but everyone here – from management to the employees – has been just fantastic.” The only downside for Mike is the one-hour commute from his home in Windsor, where he lives with his family.

Everything Mike knows about the Fielding press was taught to him when he first joined G.S. back in 1993. “It’s the kind of machine where you can’t just get on the phone and call for technical support,” he says. “I was lucky to be taught by the best – a wonderful maintenance technician named Leroy Collins.” Mike is one of only a handful of Fielding press operators left across Canada. “It’s a great machine that produces a really strong product, but every year more and more of them get shut down as machines

simply no reason for us to upgrade when we have excellent employees operating reliable machines.”

The thing that 42-year-old Mike likes best about his work is the opportunity to be creative. “There’s something every day that you need to address and think through,” he says. “You really need to be able to come up with creative solutions when issues crop up.” Besides a solid work ethic and truly enjoying his job, part of Mike’s impetus to do good work and churn out the product is knowing if they produce enough no one will need to work on the weekend! And that’s a good thing because Mike has a variety of weekend pursuits including spending time with his wife Janet and their three teenaged sons, tinkering in his garage, and hunting and fishing.

For Phil, Mike is the kind of employee that he never has to worry about. “I trust Mike to make the right decisions about the Fielding press and that’s a huge asset to me. He cares about his product and he cares about his co-workers and about having a safe place to work. He’s a true pleasure to work with and also an integral part of our team and a great team player.”

Lean and Six Sigma Training for Group of 44



Contrary to appearances, it's not child's play. This team construction effort was an exercise in applying the principles of Six Sigma, and it brought insights to newer and experienced managers alike. Below, the product is finished. Next comes evaluation of the process.

Shaw's senior management team – called the Group of 44 – met for its annual meeting on January 12 and 13. This year the focus was “Lean Manufacturing and Six Sigma” and everyone who attended gained knowledge and awareness of how productivity-enhancing tools and techniques can improve business operations.

If you're saying “What the heck is a Six Sigma?” you're not alone. But Dean Robertson hopes the Six Sigma and Lean concepts will become second nature to Shaw over the next few years. “Our goal, company-wide, is continuous improvement to our processes and products,” says Shaw's Vice-President, who notes that this concept is built into the overall Shaw Group business plan. “Most divisions are already focused on improving their operations. What we're doing now is establishing core groups within each division who can work closely with the General Manager and other

senior managers to analyze data and implement strategies to improve productivity.”

Six Sigma is a business management strategy originally developed by Motorola, the giant American telecommunications company, back in 1981. It enjoys widespread application in many sectors of industry. Many Fortune 500 companies use it. The Six Sigma quality-improvement method focuses on streamlining processes, reducing errors, and improving product quality.

PUTTING THEORY INTO PRACTICE

The purpose of the Group of 44 training, which was facilitated by Daniel Munson from the U.S.-based Villanova University, was to give senior managers within the company a good understanding of the Six Sigma concepts. If you read the December 2010 issue of *Shawptalk*, you'll remember that a handful of employees at Prestige Homes have been taking Six Sigma

training through the Villanova online course. Adam Spinney, Prestige's Process Improvement Coordinator, is one of them, and he and his colleagues have already been converting their training into specific productivity improvement projects in aspects of manufacturing and sales at Prestige.

Adam attended the Group of 44 session and was gratified to see that the Six Sigma training is spreading through all levels of the organization. “It's really exciting to see that our senior managers are being exposed to this information and are starting to think about how they might implement it within their divisions.” He feels grateful that this is a senior management-driven productivity improvement process. “It was really empowering to feel the kind of support that is behind us and throughout the organization as we do this work.”

Personally, one of the things that Adam most appreciated

was being able to have a chance to connect with the trainer Dan Munson. “I was able to bring him up to speed on the projects we’ve been working on and get his thoughts and ideas. I also walked away with his business card, which is a huge resource to me that I wouldn’t have had prior to the Group of 44 session.”

Ven-Rez has also been actively looking into ways to increase innovation and productivity in order to become more globally competitive. Operations Manager John Rice is heading up this effort in Shelburne. “We’re in the process of doing plant-wide simulations using Lego blocks to provide our employees with a basic understanding of Lean concepts.” These simulations will be carried out in every department of the plant, which include the wood shop, the steel and welding shop, packaging/finishing/assembly, and the office. John reports that before-and-after photos are being taken and

rewards will be given to departments that achieve the best results with the new tools and strategies.

EMPLOYEES HITTING THE BOOKS

In addition to the initiatives at Ven-Rez and Prestige, employees within other divisions, including Shaw Resources, Shaw Brick, and the IT department, have been chosen to take the online Six Sigma course. Shaw’s Director of IT Services – Bruce Brown – is enjoying the online training and believes that the Six Sigma productivity improvement methods offer Shaw a huge opportunity to centralize and better analyze data. “I think the potential for growth is huge,” says Bruce. “Once we start to analyze our business in this way, there will be no end to projects and no end to improvements that can be made to the way we do business.”

Todd Weatherhead, Production Supervisor at Lantz Block, agrees. He’s halfway through the online modules and can already see

myriad ways that the tools could be used to help make operations more efficient at the Block plant. “It’s a process that makes sense,” he says. “Basically, it applies logic to operations by taking precise measurements and testing and analyzing results.”

Todd sees the implementation of the Six Sigma principles as an ongoing project. “I don’t foresee an end to it because positive results just get you more excited to tackle the next project.” After awhile, he says, the tools and techniques become part of your daily routine. “At one time, many years ago, when Shaw began putting a major emphasis on safety, we were constantly reminding people to wear their hard hats and their safety glasses. Now it’s second nature for everyone. We don’t even think about it. I’m hoping the Six Sigma process will follow the same path and become as much a part of Shaw’s culture as safety is.”



Operation Overhaul at Ven-Rez

Ven-Rez is in the midst of a major reorganization resulting in new appointments. “Eight out of twelve of our salaried employees have experienced significant changes to their position, most of these over the past couple of months,” explains Greg Gillespie, General Manager. These changes were made to address employee retirements and to help better align Ven-Rez’s resources with market demand. “We are very excited about this new team and confident they can meet the challenges ahead,” says Greg. Here’s an introduction to the some of the new faces and positions at Ven-Rez:

John Barclay, who has been with Ven-Rez for thirty years, was appointed to Production Manager in January. His various roles over the last three decades have included labourer in the paint shop, crew foreman in shipping, and most recently, Purchasing Manager. As the new Production Manager, he is responsible for production scheduling and the managing of all shops. He also ensures that customer orders are processed on time and with excellent product quality.

Jean-Francois Daigle is new to The Shaw Group.



Fresh from a retail sales position with Imperial Tobacco Canada, he is now Ven-Rez’s Regional Account Manager for the New Brunswick, PEI, and Western Maine Territory. Jean-Francois is responsible for prioritizing

projects and investigating leads that could lead to new business relationships. He’s also in charge of organizing and attending events, such as trade shows, which may result in further business.

Amanda Doane was appointed Order Processing Supervisor in November 2010, after eight years of customer service and data entry in the Inside Sales Department. She now oversees order processing and data entry and ensures that the products ordered best meet their customers’ needs. Amanda is also responsible for getting the correct order information to the

plant and into the truck scheduling program. In short, she keeps orders on track and on time!

Jacques Deschenes had to move his home base for his new position in The Shaw Group. Previously with Prestige Homes, and before that with Shaw Wood, Jacques has traded Sussex for Shelburne to become Ven-Rez’s new Purchasing and Logistics Manager. In his new position, he is responsible for a diverse range of duties including the purchasing of raw materials for production and managing the fleet of trucks and trailers.

Linda Harris has been appointed to the recently cre-



ated position of Library Project Manager, responsible for coordinating all library activity and communication between the customer, the estimators, the production team, installers, and sales representa-

tives. Linda is Ven-Rez’s most senior marketing person with thirty-five years’ experience in inside sales, order processing, and customer service. Because the library business is growing in both volume and sophistication, a highly capable and experienced person was needed to help smooth out the process. General Manager Greg Gillespie says that Linda Harris is the perfect fit.

Bree Philippe came onboard at Ven-Rez last September as their new Account Manager



for Southern Ontario, Maine, and Newfoundland and Labrador. Previously working within the transportation industry, her duties now include providing ideas and solutions to customers, as-

sisting with design concepts, and supplying quotes. Travelling approximately thirty weeks per year and meeting new people suits Bree’s personality. She is delighted by the challenges of her new position and is impressed with the supportive Ven-Rez team and, of course, the product, which she vividly remembers from her own school days!



From left to right are new Ven-Rez appointees Amanda Doane, Cheryl Walke, John Barclay, and Jacques Deschenes.

Cheryl Walke is Ven-Rez's new Order Processing Clerk. Prior to arriving at The Shaw Group last summer, she worked as support and management

in the IT industry. Her new job sees her processing orders and pricing quotes on a daily basis. Cheryl is impressed with both the experience and knowledge of the Ven-Rez team, in addition to the keen focus on quality and customer service.

Clearing the Air at Shaw Resources

The year 2011 is seeing a significant change at Shaw Resources. A no-smoking policy went into effect on January 1, banning smoking at any of Resources' workplace sites. According to Safety Coordinator Darrell MacPhee, the decision was not an overnight one. Many conversations with their Joint Occupational Health and Safety Committee (JOHSC) and consultations with General Manager Gordon Dickie and Shaw's Manager of Occupational Health and Safety Marneta Gabriel resulted in this new policy.

"It's a way to put a focus on health as well as safety," says Darrell who notes that a couple of years ago, JOHSC handed out smoking cessation information to all employees, but without much response. When the decision was made to go with the new

policy, posters were made up, and Darrell and Gordon both went out and talked to employees.

Prior to the new policy, approximately 20% of Resources' employees smoked. Now Darrell reports that a number of employees have quit or are trying to quit. To that end, the company has offered paid access to the smoking cessation "patch" and medication. They are also bringing out a medical doctor trained in hypnosis who is working with employees who would like to stop smoking.

"It's an addiction and we wanted to help," says Darrell, who notes that it also works to the company's advantage to have non-smoking employees. "There's less time lost on the job due to smoking breaks and fewer long-term health problems associated with smoking." Darrell notes statistics

that prove lung function increases by 30% within the first three weeks of quitting. In addition, the risk of heart attack and stroke are cut in half after only one year cigarette-free. As a former smoker himself, Darrell knows that quitting isn't easy and he applauds anyone who is willing to make the effort.

As General Manager, Gordon recognizes that asking people to adjust their lifestyle to a changing workplace is very difficult. "For those employees who have made the effort to stop or reduce smoking, I'd like them to know that I recognize this is a big issue," he says. "I appreciate the effort these folks have made toward creating a healthier workplace for everyone. And to those who have succeeded in kicking that addiction, congratulations."

Wellness

Staying warm and well this winter: Stories from All Corners of The Shaw Group

Skating parties. Sledding en masse. Group bowling.

These are just a few of the events and activities that Prestige Homes has offered to its employees in the past few months. It's all in an attempt to turn the spotlight on winter wellness. "Our aim was to give our employees healthy options for things to do in the winter time," says Prestige's Occupational Health and Safety Coordinator Kathy Gidney. "We wanted to offer activities that whole families could participate in and we wanted to encourage having fun *and* staying healthy this winter."

One of the activities was a skating party for kids held in December. All employees were invited to bring any children, grandchildren,

nieces, or nephews to a joint Christmas/skating party held at the indoor rink in Sussex. The event was a huge success with over eighty people in attendance. Even Santa showed up and helped supply both healthy snacks and more traditional fare (read: cookies) for kids of all ages!

WHO WILL BE THIS YEAR'S BIGGEST LOSER?

Over at Lantz, the folks there are repeating the phenomenal success of two of last year's most successful wellness campaigns: "Shaw's Biggest Loser" and "Boot Camp." Loosely based on the TV reality show where contestants compete to see who can lose the highest percentage of weight, Shaw's

Biggest Loser was a huge hit last year. In fact, after twelve weeks with twenty participants, a total of 237 pounds were shed. This year there are even more participants, including Customer Service Representative Karen Chalmers.

A Shaw Precast employee, Karen was unable to participate in the program last year due to a health issue. "I loved the idea, though – the team support and group motivation really appealed to me," she says. "So this year I was excited to sign up and am happy to say I'm having fun and have lost eight pounds so far."

Being able to lose weight seems like a small miracle to Karen. Like many people, she has been on one fad diet after another and has

HUGH ISENER RETIRES

To everyone who worked with him, Hugh Isenor was one of the nicest guys you could ever meet. And after forty-two years at The Shaw Group, he's now one of the nicest *retired* guys you'll ever want to meet.

"Hugh always had a smile on his face," says Charlie Ashley, Plant Manager at Shaw Precast. "He loved to laugh and was always able to put other employees in a good mood whenever he walked through the door."

Back in 1968, Hugh was hired as a labourer at Shaw Pipe, but quickly moved to being a mixer and then a forklift operator. In 1978, he became

a spare lead hand and then in 1996, when the lead hand retired, he took over that position. In addition to his pleasant demeanour, Charlie says Hugh also had a very solid work ethic. "He was dedicated to his work, did an excellent job, and never got upset. He's one of those people you'd hire again in a heartbeat."

Hugh retired last September and now spends time golfing, refereeing hockey, playing with his grandkids, and travelling with his wife Margaret, who retired seven years ago. Together, they are planning a big trip to Europe in the near future.



Happy retirement to you, Hugh,
and all the best in your future!



never managed to be consistent with exercise. It was a serious health issue that made her re-evaluate her lifestyle. “I knew I had to start taking better care of myself. It was time for a change.”

A big part of this change has been regular exercise and the “Boot Camp” at Lantz has really helped. Karen has been part of each of the three sessions that Shaw has sponsored and she’s gone from dreading it to enjoying the classes and seeing results. “Our instructor is really good at recognizing the age and ability range of the group and manages to motivate each of us individually by offering alternative activities or by varying the exercise for different skill levels,” says Karen.

She reports the experience of a fellow boot camper, who is also a grandmother like herself: “She recently had her annual check-

up and the doctor was amazed at her improved blood work results from weight loss and increased activity,” she says. The doctor was also amazed that The Shaw Group actively promotes having a healthy lifestyle, as there don’t seem to be very many companies doing this for their employees.

“I’m in this for the long haul,” says Karen. “And I’m truly grateful to the company for their support as I continue down this healthy path.”

SECOND ANNUAL SHAWSPIEL

In other healthy news, Shaw’s Human Resources Manager Glenda Hill organized a second successful curling tournament. This year’s ShawSpiel was a mix of first-timers and a few regulars. “It was a great opportunity for those who hadn’t curled before to get a feel for it,” says Glenda who notes that a bottle of ibuprofen was also provided

for those who thought they may be sore the next day!

Rylan MacDow and his wife Tara attended and had a great time. The couple, who both exercise regularly and have young children, are always looking for fitness activities they can do together (without the kids!). “Curling is also a great social game,” says Rylan, who enjoys the friendly competition. He and Tara are both called upon a few times a year to actually use their curling skills at industry and corporate events, so it also comes in handy then!

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What’s happening in your neck of the woods? Please send any “wellness” ideas (stories about losing weight, getting fit, mental health, or overall wellbeing) to the Shawtalk Editor at rhartleib@ns.aliantzinc.ca. We want to publish YOUR successes!

Think back, think way back ... think 1985.

Remember Air Jordans,
Miami Vice, Rambo, early
Madonna, and Phil Collins?
If so, then you were around in
1985 and so were these hard-
working folks who started
at The Shaw Group
twenty-five years ago!

Bryden Ashley was introduced to Shaw when he was just sixteen! He moved from summer student to full-time employee at the clay plant in 1985. Five years later, he shifted from brick sorting to Spare Monorail Operator, a job he excelled at for twenty years. General Manager Terry MacDow estimates that as many as 500 million bricks were made during the time Bryden worked in the clay plant! Just last year, in 2010, Bryden left the brick plant to come next door and work in the paver plant as a fielding press operator, making slabs. "He's been a great addition to our team and really fits in well," says Plant Manager Phil Langille. Accompanying Bryden on his move to the paver plant is his exceptional attendance record.

Stephen (Charlie) Ashley has been a valued member of the Precast team since 1985 when he came on as a General Labourer. Stints as a Zenith Operator and Junction Maker prepared Charlie to become Lead Hand in 1994 and then Production Supervisor in 1999. Since 2001, he's been a Plant Manager. "Charlie is a go-to guy and has been instrumental in the success of Shaw Precast over the years," says General Manager John Greer, who hopes Charlie will be around the company for another two and a half decades. A very friendly and helpful employee and person, Charlie is a homebody and a nut for the outdoors, enjoying nature whenever possible.



Glen (Jake) Cantfell arrived at The Shaw Group in an interesting way. In the mid-1980s he was working for Fred Keyes Contracting, the firm that had been hired to build Shaw's head office in Lantz. Our company was so impressed with his carpentry skills that they asked him to stay on. And the rest is history! Jake began his Shaw career in the Maintenance Shop and then transferred over to Pipe (now Precast) in the early 1990s. He's worked as the Head Carpenter ever since. According to Plant Manager Charlie Ashley, he's a huge asset. "He's very, very good at what he does, very skilled. The work at Precast that involves carpentry is so precise – reading blueprints and figuring out angles and doing special one-off projects that we pour only once – and he's just excellent at all of that."



Charlie Ashley



Left to right, Owen (Bo) Hartley, Yvonne Hemeon, and John (Jack) Dolliver with Ven-Rez General Manager Greg Gillespie.

John (Jack) Dolliver is a welder who splits his time between hand-welding and operating the robotic welder in the steel shop of Ven-Rez. "Jack is extremely hard working and reliable," says his supervisor Frank Oickle. "He's also incredibly charismatic and is always looking out for his fellow employees." A year after joining the team in Shelburne, Jack became a Union representative and then Union President and is now Union Steward. Jack is also very involved fundraising for the Lions Club and participates in the the IWK Ball Tournament every year.

Owen (Bo) Hartley is a machinist at Ven-Rez, whose main machine is 100-tonne punch press. The punch press cuts all the library shelving parts to length and Bo, who is also an avid hunter and fisher, does about 80% of that work single-handedly. "Bo is very versatile and can run all the machinery in our shop," says Supervisor Ken Arenburg. "He's a very hard worker and very reliable and skilled."

Yvonne Hemeon has always been a Line Hanger at Ven-Rez, but her versatility shows in the fact that she's worked in every department in the plant, often taking on other jobs in assembly and the steel and wood shops. "Yvonne is such an asset to us because of the personal pride she takes in her job," says Supervisor Frank Oickle. "Not only is she dedicated and extremely hard working, but she's always looking out for the company and making sure no mistakes are made." Yvonne's off time is spent with her family and five horses, getting them ready for the annual Shelburne Exhibition.



Graham Norris, left, receives his 25-year watch and congratulations from John Greer.



Laurie Hines, right, receives his 25-year watch and congratulations from Precast General Manager John Greer.

Laurie Hines came to Shaw Pipe in May of 1986. Since then, he has learned and practiced all of the tasks involved in the precast industry. Not only is he eager to take on new tasks and figure out how to do things, he's also a very hard worker. "He's a solid employee who believes in working hard," says Plant Manager Charlie Ashley. Laurie's leisure is spent outdoors, hunting and fishing.

Graham Norris came to The Shaw Group in 1985 as a Cost Accountant at head office. He became the Division Controller at Pipe in the late 1980s and

continued next page

then Manager of the Lantz Maintenance shop a decade later. In 1999, Graham moved to the Moncton plant and was Manager there until the plant closed in 2004. Since 2000, he's been responsible for ISO 9000 certification for both Precast and Brick. He's also responsible for buying company light trucks and cars and for quality control at Precast. In the words of Precast General Manager John Greer: "Graham has done many jobs, and is willing to try anything!" Graham and wife Judy are raising four children. Graham still finds time for recreational hockey and rumour has it, he's going to run the Bluenose Marathon this year!

Darrell Robinson's career at Shaw Resources began as a two-week filler in

1980. Thirty-one years later he accumulated his twenty-five years' service. How's that math? Darrell has had other adventures over the last three decades, including bush piloting and owning a business. In 1990, he came to Shaw for good and has been involved

in many of Resources' successes, such as cat litter, and in the construction of the administration office and the pellet mill in Belledune. "Darrell is a huge asset to our operation because he never gives up even when the going gets rough," says General Manager Gordon Dickie. Today, Darrell oversees the operating activities of both Eastern Embers and Belledune. "Darrell is known for both his breadth of knowledge and his innovation in increasing efficiency," says Glenn Hardie, General Manager of Wood Pellet Operations. "He is a talented and versatile member of our team and his dedication is appreciated and recognized."



Glenn Hardie, General Manager Wood Pellet Operations, left, congratulates Darrell Robinson.

Power Plight at Lantz

When everyone else was snug in their beds on the night of January 24, the coldest night this past winter, some very committed Shaw employees were hard at work. They were trying to solve a big problem that was threatening to become an even bigger one.

It all started the day before – a Sunday – when the Lantz site was required by Nova Scotia Power (NSP) to shut down power for a few hours. The power outage was to comply with the Interruptible Power Agreement between Shaw Group and NSP. When Shaw employees went to power back up on Sunday afternoon, their main breaker, which supplies power to over 80% of the site, failed. Graham Norris was one of the first to receive notice that the power was out. Graham, as head of Maintenance, was out of the country on business and was forced to quarterback the situation from afar.

Steve Miller, the Lantz Maintenance Electrician, was called in to assess whether or not the breaker could be repaired. Working diligently, Steve had determined by Monday at 2:00 p.m. that the breaker could not be fixed. A call went out to Siemens Controls in Moncton. The good news was the New Brunswick company could fix the breaker that night; the bad news was someone had to drive it there. Enter John McKenna.

John had just arrived back from Jamaica in the wee hours of Monday morning. His world quickly shifted from flowing refreshments, great meals, and hot weather to -30 with windchill and a crucial task at hand. John put the breaker in his truck and drove it to Moncton, arriving around suppertime. Siemens Controls assured Shaw they would delay closing that day and service the breaker as soon as John got it there.

Back at Lantz, employees became well aware that they faced the serious problem of freezing pipes if the power stayed off much longer. Jason Groves and the maintenance crew hooked up generators, while Phil Langille jumped into action and purchased sufficient temporary heaters to avoid damage that would be caused by the pipes freezing. Customer Service



It was cold and dark, but at least the pipes were above freezing. Left to right, Brady Hawley, Justin Spurr, Adam LeDue, and Jason Groves as they “basked” in the thin warmth of a small space heater. Photo by Terry MacDow

Representative Patty McKenna stayed in the cold office, answering all incoming calls, ensuring loads were delivered as usual, and making phone calls to employees to keep them up to date.

Over in IT, all servers were running without a hitch because of the foresight of Bruce Brown, who had previously installed a generator back-up for all of Shaw’s

IT services. The entire Shaw Group network stayed alive and connected with the help of Bruce, Justin Spurr, and Adam LeDue, even though the main Lantz office was freezing and in the dark.

By 8:00 p.m., Siemens Controls had the breaker fixed and John McKenna drove it back to Lantz. Steve had arrangements made with NSP to be onsite upon John’s

return for inspection and hookup. By midnight, the power was back on.

“This was an urgent situation and our entire team really pulled together,” says Terry MacDow, General Manager of Shaw Brick. “Our employees went above and beyond the call of duty. Many of them had already been at work for twelve or fourteen hours, but stayed to ensure the pipes didn’t freeze. They told me they were willing to do whatever needed to be done. Now, that’s commitment.”

Thanks for the heroic efforts of the employees mentioned above and to the following:

- Keith Myers
- Rod Rushton
- Ryan Langille
- Paul Mullen
- Marsden Nieforth
- Brent Wright
- Phil Langille
- Tim Dauphinee
- Mike Campbell
- Todd Weatherhead
- Trevor Cole

The Lantz site was fully functional the very next day after the repair. Well done!



THE NEW FACE OF PRESTIGE HOMES

On October 12, 2010, Prestige Homes decided to update a very old photo and ninety-plus people turned out to help make history. “I was looking at the last Prestige group photo and realized it was at least twenty years old,” says Kathy Gidney, Prestige’s Occupational Health and Safety/QC Development Coordinator. “About half the people in the last picture are still at Prestige, but they look quite a bit younger!” she jokes.

It was decided that a new photo, showcasing a larger staff and over thirty new employees (in this year alone) would be a good idea. The company decided to hold a pancake and

sausage breakfast for all employees that would serve a dual purpose. Not only would they ask employees to say “cheese,” Prestige also used the opportunity to create awareness about the Joint Occupational Health and Safety Committee (JOHSC) and its many new members.

“We’ve got members finishing their terms and new members coming on,” says Kathy. “We wanted to raise awareness of who the JOHSC members actually are so that employees know whom to approach with safety concerns. We also wanted them to be able to recognize a JOHSC member who is in their section doing audits.”

The breakfast was held outside in the show court at Prestige and the weather cooperated! Kathy made sure that all the new JOHSC members were the ones serving food, so that they could mingle and get their faces known.

As for the new Prestige photo, here it is in the pages of *Shawtalk*. It has also been blown up and posted in the plant and the office. In addition, each employee will receive a copy and the company hopes to post it on their website once it is revamped later this year.