

Construction Owners Association of Alberta
Leading Indicator – Best Practice

In the fall of 2003 a discussion took place at the monthly COAA Safety Committee Meeting regarding the need to have common, consistent metrics to evaluate the safety performance of Contractors working on various plant sites. The discussion revolved around 'lagging indicators' and the need to identify 'leading indicators' that could be used for this effort. A number of Safety Committee members volunteered to be part of a working group that would come up with 'leading indicators' that could be used to evaluate the performance of Contractors.

At the first meeting the Working Committee developed a path forward which would include developing a list of 'leading and lagging indicators'. This list was compiled from various sources – included a best practice that had previously been developed by the Construction Industry Institute (CII). In the end the Working Committee had a list of approximately 300 (leading and lagging) activities.

The Working Committee ranked each of the activities and identified the Top 30 Leading Indicators. This list was sent to all of the COAA Safety Committee members; and the members were requested to rank these indicators. From the information that was provided by the Safety Committee – the working committee came up with a list of the Top 10 Leading Indicators. It should be noted that in reality these indicators are really activities.

The Top 10 Leading (Activities) Indicators:

- **Behavioural based Observation process is in place and working**
- Focus (compliance) observation process is in place and working
- Near miss/near hit reporting process is in place and working
- Employee perception surveys are conducted to determine the state of EH&S health
- **Pre-screening of employees (D&A) is conducted**
- **Contractor selection (EH&S) process is in place prior to the start of a Project**
- Active management safety participation – tours / walkabouts / written communications
- Supervisor's safety activity is evaluated at regular intervals
- Hazard identification/analysis process is in place prior to the start of a Project
- **FLRA are conducted prior to the start of new work/at the beginning of shift**

The working committee decided that as part of its mandate they would develop 'best practices' for each of the 'leading activities'. Fortunately four (**noted in bold**) of the activities had already had 'best practices' developed by the COAA Safety Committee and thus the other six were assigned to various Working Committee members.

- Focus (compliance) observation process is in place and working – Pat Robinson - Mammoet
- Near miss/near hit reporting process is in place and working – Sterling Rideout - Colt
- Employee perception surveys are conducted to determine the state of EH&S health – Doug Kelly – Lockerbie and Hole
- Active management safety participation – tours / walkabouts / written communications – Doug Kelly– Lockerbie and Hole
- Supervisor's safety activity is evaluated at regular intervals – Sterling Rideout - Colt
- Hazard identification/analysis process is in place prior to the start of a Project – Murray Evenson – Lockerbie and Hole

Once a 'best practice' was developed – it was circulated for feedback amongst the Working Committee. Once it was deemed to be complete – it was forwarded to the COAA Safety Committee members for feedback. This feedback was incorporated in to the final version of the 'best practice'.

In May of 2004 as part of the Annual COAA Best Practices Conference a workshop was held by the Working Committee to review their activities. All of the 'best practices' and the presentation made at the Best Practices Conference are attached.

Mark L. Halama
Chair – Leading Indicator Best Practices Working Committee
Suncor Energy Inc.