



2017 BEST PRACTICES CONFERENCE  
**Twice as Safe, Twice as Productive**  
**Moving Forward Together – Collaboration Builds Success**

Shaw Conference Centre  
 9797 Jasper Avenue, Edmonton, Alberta  
**May 9<sup>th</sup> & 10<sup>th</sup>, 2017**

**WELCOME TO THE**  
**BEST PRACTICES CONFERENCE 2017**  
 25<sup>TH</sup> CONFERENCE 1993 - 2017

Tuesday – May 9 <sup>th</sup> 4:00 – 9:15 pm	
3:00 pm	Registration Desk opens (coffee & juice available)
4:00 pm	Welcome Safety and Productivity moment
4:15 pm	Report from the <b>COAA Board</b> Report from the <b>Industry Leaders Roundtable</b>
5:00 pm	Supper Buffet & Networking
6:30 pm	COAA Award Presentations
7:15 pm	Keynote Presentation – AWP Implementation: Collaboration Building Success <b>Kevin Nalley / ExxonMobil</b>
8:00 - 9:15 pm	Reception & Networking

Wednesday – May 10 <sup>th</sup> 8:00 am – 4:00 pm	
7:00 am	Registration Desk opens (coffee, juice, muffins & fruit available)
8:00 am	Welcome Safety and Productivity moment
8:15 am	Plenary Session: The Journey ... <ul style="list-style-type: none"> <li>○ Best Practices Committee Strategic Overview</li> <li>○ High Level Safety Metric</li> <li>○ COAA Productivity Index</li> </ul>
9:00 am	Plenary Session: Industry Leaders Panel Discussion
9:45 am	Nutrition & Networking
10:15 am	Plenary Session: Workforce Forecast & Demand Projection
11:15 am	Lunch Buffet & Networking
12:30 pm	Workshops – Track A
2:00 pm	Nutrition & Networking
2:15 – 3:45 pm	Workshops – Track B

**Tuesday Highlights**

- **Catch up with colleagues** from across our industry at the supper and the evening reception
- Applaud safety leadership excellence at the **COAA Awards presentation**
- Get inspired: hear about owner-EPC contractor collaboration on successful implementation of Advanced Work Packaging Best Practice
- Discover a million-dollar idea at one of the **information booths and R&D poster presentations**

**Wednesday Highlights**

- Best practices available and in the pipeline – tools to achieve “Twice as Safe, Twice as Productive”
- Get the straight goods from industry leaders discussion panel
- Find out the latest in benchmarking performance and Best Management Practices
- Look into the future with the ever-popular presentation on the **BuildForce Canada Workforce Forecast** and the **COAA/GoA Demand Projection**.
- Tap into the heart of the Best Practices Conference by making your picks from sixteen **great workshops**



The Conference Workshops will be offered in the categories of **Safety, Work Force Development, Construction Performance** and **Contracting**. These sessions allow participants to choose from a variety of top-level speakers on a variation of subjects. Summaries of these workshops, including the subjects being addressed, are as follows:

<b>Safety Committee Workshops</b>	<b>Track A</b> 12:30 – 14:00	<b>Track B</b> 14:15 – 15:45
<p><b>Facts &amp; Myths About Marijuana: Providing a safe workplace</b>  <i>(Dr. Brendan Adams)</i></p> <p>The use of medically authorized marijuana by construction and maintenance workers has brought complex challenges to employers, in respect to balancing rights and the safety imperative. The interface between marijuana use and workplace safety can be expected to escalate those challenges if marijuana is legalized for recreational use.</p> <p>This interactive workshop will draw on extensive research to address the peculiar effects of marijuana in terms of psychomotor performance and cognition, as well as the duration and nature of impairment. Also being discussed, is the difference between the effects of marijuana and alcohol and the resulting policy considerations for safety sensitive workplaces.</p>	✓	
<p><b>Recent Project Experience: Using proactive, preventative and predictive leading indicators to drive improved safety performance at Suncor Energy</b>  <i>(Tom McWilliams &amp; Michelle Vessey)</i></p> <p>For exceptional safety performance, we need to identify and assess the thoughts, behaviours, conditions and systems that support a safe workplace. This workshop will focus on how proactive, preventative and predictive leading indicators were used to drive improved safety performance and specific behavioural and systems based indicators (safety observations, competency metrics, leadership commitment, and field level hazard/risk assessment audits) will be cited.</p> <p>How to choose the most useful indicators, how to interpret and use the data and how to leverage technology to enable effective data collection, reporting and leadership action will also be discussed.</p>	✓	
<p><b>Safety Maturity Curve: Findings from Industry Perception Survey</b>  <i>(Dr. Lianne Lefsrud, P.Eng.)</i></p> <p>Workers' health and safety on construction projects is a joint achievement of safety cultures between owners, contractors and subcontractors. To understand how the industry, as a whole, can become "Twice as Safe, Twice as Productive by 2020", this survey examines safety culture and the level of safety maturity across the industry. Sector/industry distributions will be discussed, along with the 'critical path' best practices that will help your company make step changes in safety maturity.</p> <p>This will be a workshop discussion between researchers, industry experts, as well as anyone interested in the safety of Alberta's heavy industrial construction industry.</p>		✓



<b>Safety Committee Workshops</b>	<b>Track A</b> 12:30 – 14:00	<b>Track B</b> 14:15 – 15:45
<p><b>Safety Leadership Success Stories</b></p> <p>The Safety Leadership Award nomination process attracted several success stories which can be sources of ideas and inspiration for other companies on the same journey. COAA invited three nominees to share their stories:</p> <ul style="list-style-type: none"> <li>• Brock Canada – ‘implementing a complete culture shift’</li> <li>• Kiewit Energy Canada – ‘grassroots ownership of safety excellence’</li> <li>• SNC Lavalin - Kentz Field Operations – ‘systems approach – eliminating silos to protect everyone’</li> </ul> <p>The three companies are at different stages of the safety journey and represent three different approaches to improving safety performance. This interactive workshop will be of interest to corporate leaders seeking innovative approaches and practical ideas to take safety to the next level.</p>		



<b>Workforce Development Committee Workshops</b>	<b>Track A</b> 12:30 – 14:00	<b>Track B</b> 14:15 – 15:45
<p><b>Creating an Alberta Apprenticeship Culture – Findings from Apprenticeship Survey</b>  <i>(Ryan Timmermans)</i></p> <p>The COAA Workforce Development Committee’s research explored what factors contribute directly to apprentice attitudes and program completions, by focusing on the multiple levels of influence that a new apprentice will experience in their first year. This workshop identifies various findings and themes of an Alberta-wide survey and will attempt to provide practical actions to support apprentices through their progression to Journey person.</p> <p>This workshop will highlight successes/challenges and what we can do as an industry to create an apprenticeship culture that both attracts top candidates and precipitates their success.</p>	✓	
<p><b>Recent Project Experience: Apprentice Sustainment at Scotford &amp; Sturgeon Refineries</b>  <i>(Lisa Dueck &amp; Mike Yorke)</i></p> <p>With the Development &amp; Sustainment Committee being formed in 2016, this workshop has been designed to provide participants the opportunity to partake in an open discussion with committee members and special guests regarding initiatives the committee has undertaken, as well as assist in setting goals moving forward. Attendees will also be updated on the success of the recent pilot project at Shell Scotford utilizing higher numbers of apprentices on their turnaround.</p> <p>Topics being discussed in this workshop include apprentice ratios, opportunities for apprentices in maintenance and the continuing efforts in supervisor training and development.</p>	✓	
<p><b>Recent Project Experience: Implementing ICCS at Sturgeon Refinery</b>  <i>(Mike Yorke &amp; Ron Cherlet)</i></p> <p>The Northwest Red Water Partnership (NWR) Sturgeon Refinery Project piloted a program to support the growth of the Industrial Construction Crew Supervisor designated occupation. The program has been responsible for nearly 200 new designations over the past two years.</p> <p>Workshop participants will hear challenges, successes and have an opportunity to participate in an open discussion with the program coordinators, sponsors and partners, including Better SuperVision, the Alberta Construction Safety Association and Apprenticeship and Industry Training.</p>		✓



<b>Workforce Development Committee Workshops</b>	<b>Track A</b> 12:30 – 14:00	<b>Track B</b> 14:15 – 15:45
<p><b>The Role of Frontline Supervision in Improving Productivity</b>  <i>(Dr. Bill O'Brien / CII)</i></p> <p>CII Research Team 330, conducted a detailed review of frontline supervisors (Foremen and General Foremen) by survey and interviews on traditional, AWP, and maintenance projects. Overall findings found that Frontline Supervisor skills are below a desired level and that use of their time varies tremendously on projects (much of the time is spent in areas that could be more productive when compared to desired norms). AWP, when well implemented, shows some benefits over traditional projects, however, current implementations leave room for improvement.</p> <p>This workshop will allow you to obtain recommendations for improvement: Use a survey to measure your teams' performance against an industry "desired norm." Additionally, learn about recommendations for the improved screening, selection, and retention of Frontline Supervisors. The typically transient nature of this group makes it imperative that companies improve on their efforts in this area.</p>	✓	
<p><b>Twice as Safe, Twice as Productive? Harness the Power of Managed Competence</b>  <i>(Jim Kanerva &amp; Terry Degner)</i></p> <p>MODOS is ground-breaking competency management system and software. This overall integrated, cloud-based system helps your organization effectively identify, track, manage and develop the competencies and behaviours needed by your front-line employees and leaders. MODOS truly is a better method of operation, helping you manage:</p> <ul style="list-style-type: none"> <li>• Industry-standard competency requirements for each employee, including health, safety, environmental, productivity, and quality;</li> <li>• A standardized six-stage competency rating scale, enabling powerful analytics;</li> <li>• In-depth objective evidence of what an employee can and cannot do based on work experiences, on-the-job training, witnessed competence, internally learned operating procedures, and third party certifications completed;</li> <li>• Focused, actioned professional development plans built on clear identification of competency gaps in training, skills and knowledge;</li> <li>• Information on coaching and mentoring sessions, as well as a means of identifying the mentors on your team;</li> <li>• Diverse reporting capabilities;</li> <li>• Industry-wide cooperation and collaboration, helping to improve all employees' overall capabilities in a standardized manner, while eliminating wasted resources and duplication.</li> </ul> <p>This session will provide you with tested solutions with real results from fabrication and construction work fronts. Don't miss this one, MODOS is gaining momentum! MODOS - A better method of operation.</p>		✓



<b>Construction Performance Committee Workshops</b>	<b>Track A</b> 12:30 – 14:00	<b>Track B</b> 14:15 – 15:45
<p><b>Benchmarking Phase 3 - Including 10-10 Program: From Lagging to Leading</b>  <i>(Larry Sondrol &amp; Bob Ritter)</i></p> <p>Benchmarking Phase 3 will include CII's 10-10 Benchmarking, which uses more frequent, shorter questionnaires that focus on ongoing team effectiveness.</p> <p>This workshop will introduce and train people on the functionality of benchmarking and how the 10-10 program works and how it can be used to enhance project success. Workshop attendees will leave with an appreciation of the power of COAA benchmarking tools and how they can add value to Alberta projects.</p>	✓	
<p><b>Recent Trends in Alberta Heavy Industrial Construction Productivity – IPA</b>  <i>(Phyllis Kulkarni)</i></p> <p>Alberta must improve construction productivity to make the province competitive in the global capital projects marketplace.</p> <p>This workshop will be a presentation-style format and attendees will learn about productivity trends observed by IPA in Alberta over the past ten years, including more recent projects that have been completed since the correction in oil prices (end of 2014). IPA will also share anecdotes of recent project success and failure in the province and highlight valuable lessons learned.</p>		✓
<p><b>Impact of Advanced Work Packaging on Project Performance</b>  <i>(Dr. Aminah Robinson &amp; Tannis Liviniuk)</i></p> <p>Implementing Advanced Work Packaging (AWP) on an industrial construction project can yield potential benefits in terms of cost, schedule, productivity, and other performance metrics. Determining how to assess the costs and benefits associated with AWP is a first step in quantifying the return on investment in this best practice.</p> <p>This workshop will provide an overview of the tools necessary to assess the impacts of AWP on project performance metrics. Workshop participants will have the opportunity to review these tools and provide their input. Opportunities to have personal projects assessed, in terms of the benefits of implementing AWP, will also be discussed.</p>	✓	
<p><b>Path of Construction (POC) - Improve Alignment of Stakeholders Implementing an AWP Strategy</b>  <i>(Glen Warren)</i></p> <p>There is convincing evidence that projects can improve performance and predictability if stakeholders are aligned early and throughout the project lifecycle. COAA recommends utilizing POC as the tool of choice to get stakeholder collaboration and alignment.</p> <p>This workshop is geared for senior AWP Team Leaders where we will be re-introducing an improved Best Practice c/w tools to take away and use on your project. Get your project team all working on the same game plan.</p>		✓



<b>Construction Performance Committee Workshops</b>	<b>Track A</b> 12:30 – 14:00	<b>Track B</b> 14:15 – 15:45
<p><b>Taking AWP to the Next Level</b>  <i>(Antonio Romero-Montiero, Glen Warren &amp; Kevin Nalley)</i></p> <p>If you are a senior AWP Team Leader, this is the breakout session you need to attend. Senior project leaders from ExxonMobil and Jacobs will provide results from recently completed successful implementation of AWP. Hear how they have utilized and improved upon the guidelines of AWP originally published by COAA and CII. Their Lessons Learned have led to current improvements they are now implementing to take their AWP to the next level. Adequate Q&amp;A time will be provided.</p>	✓	

<b>Contracting Committee Workshops</b>	<b>Track A</b> 12:30 – 14:00	<b>Track B</b> 14:15 – 15:45
<p><b>Collaborative Contracting Models: What are they, do they work &amp; what more can be done?</b> <i>(William Kenny, Miller Thomson; Allan To, Suncor &amp; SCMA; Joe Tychansky, Bird Construction)</i></p> <p>When it comes to contracting, are you hearing terms like ‘collaboration’ and ‘shared risk’ more often? Explore the pros and cons of collaborative contracting in this interactive workshop with some of the industry’s key leaders.</p>	✓	
<p><b>Successes Delivered from a Project Alignment and Delivery (PADD) Collaborative Risk Management Pilot Project</b> <i>(Cam Green/Canonbie)</i></p> <p>Implementing a collaborative risk management process, with regular monthly cadence, on an actual industrial construction project in the Wood Buffalo region has yielded quantifiable cost, schedule and productivity benefits.</p> <p>In this workshop, participants will learn how aligned leadership on both sides of an alignment of interest contract for field construction services, of an ore preparation facility, facilitated a collaborative approach to establishing and implementing an effective risk management process that was successful and can be applied elsewhere.</p>		✓