



# *Leadership in Tough Times*

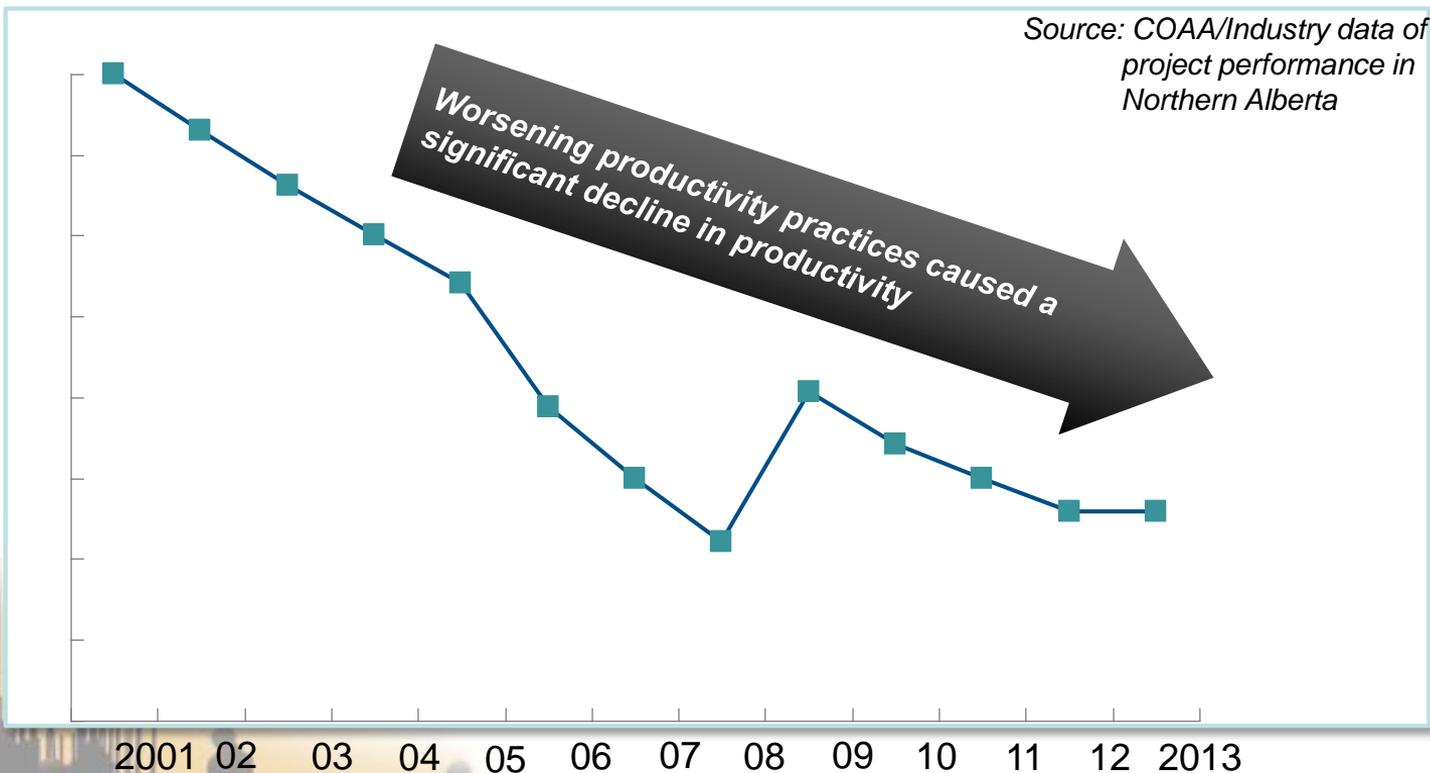
Productivity Performance Transformation

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## Oil sands region productivity factor from 2001 to 2013

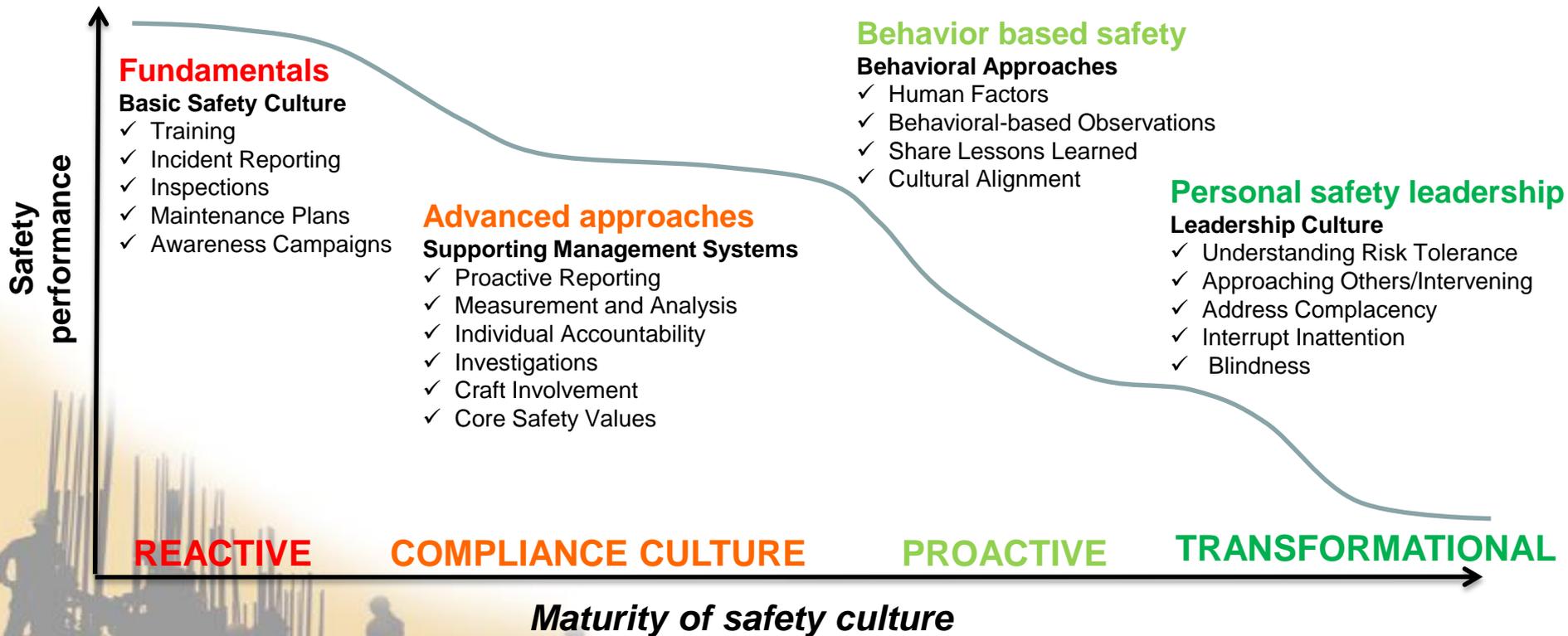


## Background

- Since the 1982 COAA sponsored “Revey Report” on productivity, the trend has historically been to focus on field work, or small “p” productivity
- Project sponsors are now realizing that the larger prize resides in project management, or big “P” productivity
- Do you remember Ed Marrow’s presentation at this very conference last year?
- If so then what have you done in the last year to reverse the productivity trend?



# A regional productivity transformation is possible – safety is following a similar journey





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**A structured productivity program has been implemented to help drive the productivity performance transformation**

**Suncor leadership set bold project targets** for Suncor management teams and contractors to meet a productivity factor of 1.14

**Productivity targets are tied to 30 minutes of additional tool-time per shift** which is easily understood and translated by leadership, management, and craft



Productivity Performance ↑

Where does your organization measure up on the curve?

**Unaware –  
No Care Culture**

- ✓ Workforce practices applied without analysis of impact
- ✓ Workers are overbooked or idle
- ✓ No program, or governance

**Reactive –  
Blame Culture**

- ✓ Executive sponsorship explored
- ✓ Productivity is important, we do a lot when productivity is poor
- ✓ Program lacks consistency, need for governance recognized
- ✓ Metrics explored

**Compliant – Compliance Culture**

- ✓ Executive sponsorship secured
- ✓ Plan the work and measure progress
- ✓ Risks Assessed
- ✓ Structured program consistently applied & audited

**Operationally Excellent –  
Leadership Culture**

- ✓ Leadership has active roll in productivity improvement
- ✓ Proactively identify opportunities and take action
- ✓ Planning our work, it's how we do business
- ✓ Analysis drives strategic business improvement

**Predictable – Ownership Culture**

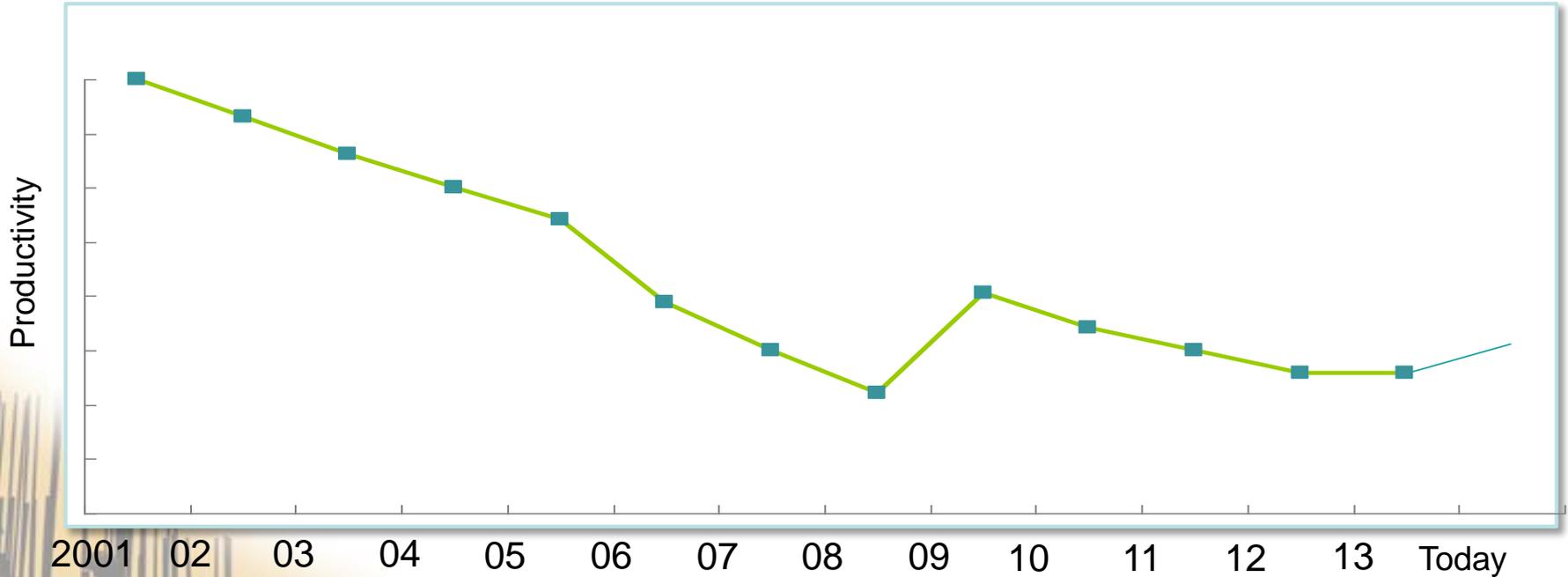
- ✓ Leadership championed program
- ✓ Lessons are learned, new ideas are welcomed
- ✓ Procedures are owned by the workforce/project team
- ✓ Risk mitigation planned

Organizational Culture →



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## The productivity program is starting to show results

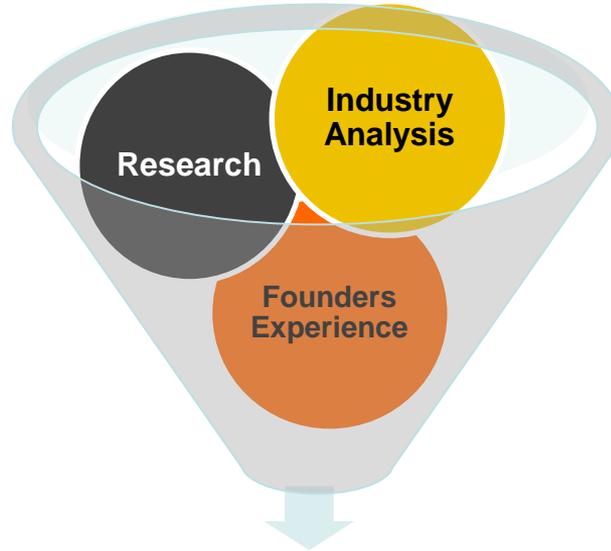


Source: COAA / Industry data of project performance in Northern Alberta



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## Project Alignment and Delivery (PAAD) Focus Areas for 2015-2016



- Risk Management
- Collaboration
- Skills and Competencies
- Scope Definition / Front-end Loading



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## Benchmarking Phase III

Funding recently obtained through NSERC leveraging the COAA investment dollars – *kickoff is imminent*

Continued partnership with CII and the University of Calgary

Transformational:

- Adding 2011 – 2015 project information to data base
- Introducing streamlined 10 – 10 benchmarking – leading indicators
- Building the foundation for the new COAA Productivity Index

This is a personal call for industry participation in the third phase of the COAA benchmarking work and remember...

***"If you're not keeping score, you're just practicing."***

- *Vince Lombardi, former head coach of the Green Bay Packers*



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## Summary

- A more productive site is a safer site – better quality planning materially contributes to improved safety performance.
  - *We need to have the courage to set safety **AND** productivity targets, then measure the results and have honest conversations about our progress.*
- Suncor is working to reverse downward trend in productivity through a four work-stream approach - reversing the downward productivity trend will decrease the risk to future projects for both owners and contractors.
  - ***We need to hold owners and contractors accountable.***
- A cornerstone of the productivity program is increasing productivity engagement – Suncor has launched a multi-channel communications effort to increase productivity engagement down to the craft level.
  - ***We can't do it alone – we need more owners and contractors to participate in COAA benchmarking .***