

The Construction Owners Association of Alberta (COAA) provides leadership to enable the Alberta heavy industrial construction and industrial maintenance industries to be successful in our drive for safe, effective, timely and productive project execution: please see www.coaa.ab.ca. The COAA Best Practices Committee is passionate about creating and championing the implementation of Best Practices in the construction industry.

COAA Best Practices Awards

The Awards recognize companies and organizations which have provided outstanding leadership in developing, implementing and improving industry best practices, which have led to measurable advances in project, company or industry performance. The awards are presented annually at the Best Practices Conference in May, to celebrate industry leaders, and to provide inspiring role models for COAA Members and the industry at large.

The awards rotate among three themes to provide focus and sufficient time for organizations to make substantive progress from one cycle to the next:

- Construction Performance – 2016
- Safety Leadership – 2017
- Workforce Development - 2018

Two categories for each award accommodate both large and small organizations.

Eligibility

COAA Associate Members, COAA Supporting Members and non-members may be nominated:

- Engineering, Procurement and Construction (EPC) firms
- Engineering, Procurement and Construction Management (EPCM) firms
- General contractors
- Sub-contractors and specialty contractors
- Labour organizations/providers
- Other industry associations
- Extraordinary individuals within the above companies/organizations

COAA Principal Members are not eligible for these awards.

Nomination Process

1. **Companies/organizations may be nominated by COAA Principal Members, by peer organizations or be self-nominated.** Information and forms are available on the COAA Awards page at www.coaa.ab.ca. Submissions must be made via e-mail, in the form of an editable Word document, to coaa-mail@coaa.ab.ca
2. **All nominations must be signed off by a senior executive of a COAA Principal Member familiar with the advances in project, company or industry performance.** Please see the process flowchart.
3. The 2016 nomination form deadline is **noon MST, Friday, November 27, 2015**. Submissions received in the COAA email after the deadline will not be reviewed. Information submitted will not be returned, and may be used by COAA to publicize the nominations and awards.
4. Larry Staples of the COAA will respond to questions about the nomination process and criteria, and provide general guidance on submission content.



Best Practices Awards – 2016

Selection Process

Immediately following the nomination deadline:

1. The **forms will be reviewed by COAA and clarifications, if any, will be requested** by telephone from the Nominee, the Nominator, the COAA Principal Member or any combination of the three.
2. **The forms (with clarifications, if any) will be reviewed by a judges panel.** The ad hoc panel typically includes current or former COAA directors, members of the Best Practices Committee, or other respected industry experts. Individual judges may withdraw themselves from considering some nominations to avoid conflict of interest with the Nominee, the Nominator or the COAA Principal Member. The panel may elect to request further clarifications regarding the nomination forms.
3. Based on the nomination forms and clarifications, plus the attached award criteria, **the panel will determine which nominee has provided the most outstanding leadership, in each of the small and large categories.** The panel may elect not to recommend an award in one or either categories. The deliberations of the panel are confidential, and the decisions of the panel are not subject to appeal.
4. **The panel will recommend to the COAA Board awards in both, one or neither categories.** Upon ratification by the Board, the awards become official.
5. **COAA will confidentially advise the winners** and other nominees in the first quarter of 2016.
6. **The awards will be publicly announced** and presented at the Best Practices Conference.

Any questions on the award process may be directed to:

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2016 Construction Performance Award Criteria

COAA awards are given for outstanding leadership in developing, implementing and improving COAA Best Practices and other best practices, which help to achieve the COAA vision of “safe, high quality, timely and productive project execution”. The best practices should result in material improvement in outcomes such as quality, productivity, schedule reliability, budget reliability and enduring shifts in corporate culture. Example best practice areas include: front end planning, WorkFace Planning, rework reduction, modularization, site automation, project information flow, high performance team building.

Leadership in Construction Performance Best Practices is typically demonstrated in one of three ways:

- **Company-wide**, where an organization develops, implements and/or improves one or more Construction Performance Best Practices for the entire enterprise. In this case, the nomination would typically be for a single company or organization.
- **Project specific**, where several organizations jointly develop, implement and/or improve one or more Construction Performance Best Practices for a project. In this case, the nomination would typically include all companies/organizations that provided leadership (i.e. initiative, passion and persistence as opposed to simple participation).
- **Individually**, in extraordinary circumstances, where step-change leadership is provided by one person who has the vision and ability to effect material change. In this case, nomination of an individual would be appropriate.

Small Companies/Organizations

- Typically less than 500,000 field labour hours per year (for construction contractors) or less than 250 employees (for engineering firms, labour providers or other organizations)
- Usually provide concurrent services for three or fewer sites in Alberta with limited presence in other provinces or countries
- Usually limited services available in the home office, e.g. few safety or HR specialists on staff

Large Companies/Organizations

- Typically more than 500,000 field labour hours per year or more than 250 employees
- Usually provide services for multiple sites in Alberta and in other provinces or countries
- Usually multi-discipline home office, e.g. many safety or HR specialists on staff

Nominations will be evaluated against two Award Criteria:

- **Effective Implementation**
Construction Performance best practices have been developed or materially improved and effectively implemented in an organization, project or industry sector. Include evidence that illustrates the sustained implementation plus the performance improvement achieved, e.g. key results such as quality, productivity, schedule reliability, budget reliability and enduring shifts in corporate culture. Outline future improvements expected, in key Construction Performance results and in enduring cultural change. Comment (from perspective of nominee, the nominator or the COAA Principal Member) on why effective implementation is regarded as “outstanding leadership”.
- **Industry Improvement and Sharing**
Company-specific or project-specific Construction Performance best practices have been made available by the Nominee organization for the good of the industry – for instance, incorporated into COAA Best Practices or otherwise widely shared with industry. Include evidence that illustrates and supports the materiality and proactive nature of sharing. Comment (from

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perspective of nominee, the nominator or the COAA Principal Member) on why this sharing is regarded as “outstanding leadership”.

The nomination commentary should describe the leadership role and specific activities that demonstrates why the Nominee should be considered for this Award. Example activities include: identification of opportunities for improvement, solutions considered and solutions selected, innovative ways of implementing existing Best Practices, engagement of other companies/organizations or stakeholders to advance initiatives across the industry, proactive sharing and encouragement of others to adopt Best Practices.

<p><u>Criteria #1</u> Effective Implementation Score 0 – 50 pts</p>	<p><u>Criteria #2</u> Improvement and Sharing Score 0 – 50 pts</p>
<p>Best Practices have been effectively implemented in:</p> <ul style="list-style-type: none"> • Project • company/organization • industry sector <p>Evidence illustrates:</p> <ul style="list-style-type: none"> • significant scope of best practice • intentional or “hard” implementation • material effort, investment or innovation in implementing • materiality of performance improvement achieved (documented improvement in key indicators) • enduring cultural change achieved • potential for future improvement <p>Comments on why this implementation is regarded as “outstanding leadership”.</p>	<p>Available Best Practices have been materially improved, or innovations made to materially increase ease of implementation</p> <p>or</p> <p>Company-specific or project-specific procedures have been generalized and incorporated into COAA Best Practices or otherwise widely shared with industry.</p> <p>Evidence illustrates:</p> <ul style="list-style-type: none"> • significant scope of best practice being shared • materiality of improvements/innovations • proactive and wide sharing • material effort, investment or innovation in improving and/or sharing <p>Comments on why this improvement/sharing is regarded as “outstanding leadership”.</p>



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COAA Principal Members – September, 2015

Nominations must be signed off by a senior executive of a COAA Principal Member familiar with the advances in project, company or industry performance.

Access Pipeline Inc. Alberta-Pacific Forest Industries Inc. Altalink ATCO Electric ATCO Power Athabasca Oil Corporation Brion Energy Canadian Natural Resources Ltd. Capital Power Corporation Cenovus Energy Inc. ConocoPhillips Canada Resources Corp. Devon Canada Corporation Enbridge Pipelines Inc. EnCana Corporation ENMAX Energy Corporation EPCOR Utilities Inc. Gibson Energy ULC Husky Energy Inc.	Imperial Oil Resources Laricina Energy Ltd. MEG Energy Corp. Nexen Energy ULC North West Redwater Partnership NOVA Chemicals Corporation Plains Midstream Canada Shell Canada Energy Sherritt International Statoil Canada Ltd. Suncor Energy Inc. Syncrude Canada Ltd. TOTAL E&P Canada Limited TransAlta Corporation TransCanada Pipelines Ltd. Williams Energy
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