



## Alberta Megaproject Productivity – Challenges and Opportunities Industry Leaders Roundtable

**Twice as Safe, Twice as Productive by 2020**

### **Twelve Tips – “What You Can Do in the Next 60 Days”**

1. Share the “Leadership from the Top” plan within your organization. Set up an event to launch and communicate our plan to collectively improve our industry and to restore the reputation of our province as a leading jurisdiction in which to invest
2. Invest management focus - appoint a key senior executive to champion the productivity improvement plan, to guide implementation as appropriate within the company, and to work co-operatively toward culture change across the industry  
**or ...**  
if you are already doing above, better communicate existing initiatives so as to be a visible corporate leader
3. Develop a shared written vision to improve productivity throughout your team or company – bring everyone onto the same page. (One example: COAA Ten-Year Productivity Vision.)

#### **COAA Ten-Year Productivity Vision**

- World class project execution
  - “Better than (global) average execution” attracts better than average capital investment
- Owners, Engineers, Contractors and Labour ... “fair mutual benefit”
  - Common goal
  - Aligned on success
  - Risk sharing understood and optimized
- Our Alberta Advantage is evident
  - Highly skilled workforce
  - Technical excellence in engineering-intensive projects
  - Workforce supply/demand challenge has been “cracked”
- Innovation and technology play a key role in solving the “productivity problem”

4. Read Ed Merrow’s book *industrial megaprojects – concepts, strategies and practices for success*, and have your project leadership do likewise. Pick a section each month and have your team members discuss how it applies to your operation.
5. Develop and initiate a plan to have your team regularly utilize the COAA Best Practices (or equivalent) which directly relate to productivity:
  - Benchmarking
  - Advanced Work Packaging / WorkFace Planning
  - Modularization Strategy
  - Project Productivity
  - Contracting Strategy



- Workforce Forecast
  - Supervisor Training & Qualifications
  - Apprentice Training/Mentoring/Retention
6. Develop and initiate a plan to have your team regularly implement the Productivity Alberta tools or training applicable to heavy industrial construction productivity:
- Aligned Project Execution
  - Eliminating waste and creating value
  - Effective and efficient supply chain
  - Improving project execution practices
  - Analysis and insight into how well major projects are executed
  - Benchmarking to determine opportunities for improvement

#### **Owners**

7. Develop and share in your organization a vision to focus on long term owner/contractor relationships (trust and alignment). Remember, “Trust and Alignment” is a strategy, while process and data are just tools. Evaluate if your project teams could be more transparent about business drivers and project priorities, to enable better alignment.
8. Review and refresh internal processes for assuring adequacy of FEED efforts and deliverables, and for assessing realism of schedule proposed for project sanction. Owner leadership plays a pivotal role in setting up projects for success.
9. Implement a plan to participate in benchmarking and then mine the data to improve own operations, engineer operations, contractor operations. Owners must drive progress. COAA will facilitate and encourage Benchmarking by Member and other companies

#### **Engineers and Contractors**

10. Develop and share in your organization a vision to focus on long term owner/contractor relationships (trust and alignment). Spinoff benefit: long term relationships can better support training investments.
11. Implement a plan to improve productivity (don't leave it to chance): Standardize project management processes and reporting, then participate in productivity benchmarking and mine the data to improve your organization. COAA facilitate and encourage Benchmarking by Member and other companies.
12. Develop a written plan to train and retain apprentices, skilled journeypersons, strong supervisors, experienced project managers, and seasoned executives.