

*Twice as Safe, Twice as Productive*  
**Digitalization: On Board or Obsolete**

# COAA BEST PRACTICES CONFERENCE

# 2019

MAY 7 & 8, 2019 | EDMONTON CONFERENCE CENTRE



**COAA**  
Construction Owners  
Association of Alberta



**2019 Best Practices Conference**  
Edmonton Convention Centre (9797 Jasper Avenue)

**Twice as Safe, Twice as Productive**  
**Digitalization: On Board or Obsolete**

## **PRE-CONFERENCE SEMINARS**

8:00am – 3:00pm Accelerate Alberta Projects with Advanced Work Packaging  
8:00am – 3:00pm GO Productivity Course – Practical Realities of Collaboration in Construction

---

## **CONFERENCE DAY I (TUESDAY | MAY 7<sup>TH</sup>)**

3:00pm Registration Desk Opens (coffee & juice available)  
**4:00pm** **Welcome**  
Safety & Productivity Moment  
Smart Torque – Safety, Quality and Productivity Benefits – Shell Scotford  
4:15pm Report from the COAA Board

- Strategic Directions
- Update on 2Sx2Px2020
- Report on CII & OS 2.0

4:35pm COAA Owner’s Panel Discussion - *Digitalization: How do we seize the opportunity?*  
Dialogue & Engagement with Audience  
5:30pm Supper Buffet & Networking  
6:45pm COAA Award Presentations  
7:15pm Keynote Presentation – *Digital Transformation from the Owner’s Vantage Point*  
Sandy Martin, Senior VP – Digital Enterprise Technology, Suncor Energy  
8:00pm – 9:00pm Reception & Networking

---

## **CONFERENCE DAY II (WEDNESDAY | MAY 8<sup>TH</sup>)**

8:00am Registration Desk Opens (coffee, juice & muffins available)  
**9:00am** **Welcome**  
Safety & Productivity Moment  
GPS Badges – Safety & Productivity Benefits – Suncor Energy  
9:15am Plenary Session: Kickoff Discussion – *Future Leaders of Industrial Construction*  
9:45am Plenary Session: *Workforce Forecast & Demand Projection*  
BuildForce Canada  
10:15am Nutrition & Networking  
10:45am Workshops – TRACK A  
12:15pm Lunch Buffet & Networking  
1:00pm Workshops – TRACK B  
2:30pm Nutrition & Networking  
2:50pm – 3:30pm Plenary Session: *Improving Field Execution Through Execution Best Practices*

---

# CONFERENCE HIGHLIGHTS

Updates on COAA strategy & actions to help your company and our industry

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

Applaud construction performance excellence at the COAA Awards Presentation

Get inspired & hear what leading companies are doing about Digitalization

Catch up & network with colleagues from across the industry

Discover a million-dollar idea at one of the R&D poster presentations

**\*NEW THIS YEAR\*** Innovation Inspiration Tables  
*examples of how digitalization can change our companies*

Kickoff discussions to engage younger members with the future leaders  
of industrial construction

Choose from 17 Best Practices Committee workshops that will help you achieve  
*Twice as Safe, Twice as Productive*

Even more opportunities to network with industry leaders and colleagues

Hear the latest Workforce Forecast & Demand Projection from BuildForce Canada

SEMIANRS HELD IN PARTNERSHIP WITH



## PRE-CONFERENCE SEMINARS

**THESE SEMINARS ARE NOT PART OF COAA'S BP2019 CONFERENCE. REGISTRATION FOR EACH SEMINAR IS SEPERATE FROM THE CONFERENCE REGISTRATION.**

**INDIVIDUALS REGISTERED FOR ONE OF THE FOLLOWING SEMINARS, HELD IN PARTNERSHIP WITH COAA, ARE ELIGIBLE FOR A \$50 DISCOUNT OFF BP2019 REGISTRATION.**

### **The Advanced Work Packaging Summit (Organized by Group ASI, Developed and Presented by Industry)**



Group ASI – organizer of the world's only dedicated annual AWP and WFP conferences for over a decade – brings together the first major AWP forum for the COAA owner and contracting community since 2013.

The AWP Summit is a one-day knowledge-sharing event. In five plenary sessions developed and presented by 35+ industry SMEs (including a 12-member owner advisory board led by Suncor), you will hear the owners' AWP expectations and learn how to: align key stakeholders throughout the project lifecycle, determine AWP metrics and data requirements and improve project procurement. You will also learn about a successful AWP project from a member of the owner's project management team.

This is a tremendous learning and networking opportunity with an anticipated audience of 250 members of industry from Canada and the United States. Please visit [AWPSummit.com](http://AWPSummit.com) for complete details and registration information.

 **Click here to register for the  
Advanced Work Packaging Summit**

### **Practical Realities of Collaboration in Construction (Presented by GO Productivity - Ken Chapman, Peter Dimmell, Lori Schmidt and Caitlin Lopez)**



COAA and GO Productivity present a seminar on the practical realities of a collaborative approach to construction. This is your opportunity to network with project owners, contractors and suppliers considering participating in collaborative construction projects. There will be a combined seminar in the morning and breakouts in the afternoon. One breakout will be tailored for project owners, managers, and contractors and the other for contractors and suppliers. Breakouts will focus on practical tools and applied learnings as well as workforce competencies and organizational skills required.

 **Click here to register for Practical  
Realities of Collaboration in Construction**

<b>SAFETY COMMITTEE WORKSHOPS</b>	<b>Track A</b> 10:45 – 12:15	<b>Track B</b> 13:00 – 14:30
<p><b>SC-1: Physical Demands Analyses</b></p> <p>The COAA sub-committee comprising owner, contractor and labour provider representatives has developed a comprehensive set of Physical Demands Analyses (PDAs) for industrial construction occupations. Additionally, a leading practices guide outlines considerations for both routine worker placement decisions and post injury return to work or employee accommodation decisions. Workshop objectives include:</p> <ul style="list-style-type: none"> <li>• PDA repository - overview &amp; update</li> <li>• Key features of a defensible fitness for duty program (leading practices guide)</li> <li>• “How to” use the PDAs to effect positive return to work outcomes</li> <li>• Facilitated Q&amp;A session with an expert panel</li> </ul>		
<p><b>SC-2: How to Improve Safety, Time on Tools and Quality</b></p> <p>Learn how to ingrain human performance best practices into your supply chain workforce. By 2025, 75% of our workforce will be millennials. Especially in the construction industry, new approaches are needed to engage them and capitalize on their ingenuity and energy. You will learn the key elements to sustaining employee engagement and how software tools can drive focus and collaboration across the supply chain.</p>		
<p><b>SC-3: Recognizing Signs and Symptoms of Drug Use in the Work Place</b></p> <p>Inappropriate use of drugs in the workplace is a health and safety challenge for employees, companies and the public. With the legalization of marijuana in October 2018, the issue of drug use affecting workplace performance has become front-of-mind. During this workshop, we will look closely into three categories of drugs that are commonly abused: Stimulants, Opioids and Marijuana. Learn about what these drugs look like, methods of ingestion and signs and symptoms produced. Standardized Field Sobriety Testing (SFST), a key tool used by law enforcement to identify impairment at the roadside, will also be demonstrated.</p>		
<p><b>SC-4: Hidden Hazards &amp; Blind Spots</b></p> <p>Despite the best efforts of companies, physical hazards may be hidden and safety management systems may have blind spots or 'cultural hazards'. Drawing from research on worker safety in the oilsands, we have developed tools to improve hazard identification and control. We also re-examine the 2017 COAA safety culture survey, to determine which safety culture profiles (individual, workgroup, and organizational variables) better equip organizations to 'see' and manage hazards. We will discuss hazard types, controls, and mitigations, along with key best practices that will help your company to make step-changes in safety maturity. The workshop will be an interactive discussion between researchers, industry experts, and practitioners interested in improving safety in Alberta heavy industrial construction.</p>		



<b>WORKFORCE DEVELOPMENT COMMITTEE WORKSHOPS</b>	<b>Track A</b> 10:45 – 12:15	<b>Track B</b> 13:00 – 14:30
<p><b>WDC-1: Learning New Skills &amp; Adapting New Technologies in Workforce Development</b></p> <p>This workshop will explore a project alignment and delivery approach to the value network from owners through to suppliers. It will discuss the challenges seen implementing new strategic approaches and integrating technological changes in the field in a diverse workforce. New solutions in adapting strategies, processes and competitive alignment will be shown through sampling a Productivity Assessment Tool. Discussions will center on what is required to have the desired effects of strategic changes adopted by the workforce and how workforce relationships are evolving.</p>		
<p><b>WDC-2: Workforce Development in a Technologically Changing World</b></p> <p>Today's leaders are challenged with transferring knowledge and creating viable learning experiences in a quickly changing world. This session will explain the opportunities that have arisen out of this evolution. We will explore current metrics, digitalization of training and proposed solutions to the future of workforce development. We will examine how people learn, make decisions and interact in a world with a dwindling attention span plus increased mixed reality and artificial intelligence. This interactive workshop will look at industry's past and current state, the culture and values of learners today and identify opportunities to enhance workforce development in this new age.</p>		

<b>CONTRACTING COMMITTEE WORKSHOP</b>	<b>Track A</b> 10:45 – 12:15	<b>Track B</b> 13:00 – 14:30
<p><b>CC-1: Collaborative Contracting: the COAA Reveal and the Path Forward</b></p> <p>This session will start with the big reveal about how COAA's working committee has defined "collaborative contracting". Interactive discussion about barriers to adoption will identify business processes and individual behaviors that are behind major roadblocks AND what to do about them. Research by the working committee over the past two years has highlighted several potential barriers; e.g. genuine lack of trust, lack of clarity around risk allocation, weak corporate cultures, ineffective communications and a general lack of knowledge about how we individually can each encourage change. The intended outcomes of the workshop are a solid understanding of collaborative contracting and an outline of action plans for individuals, business units and supply chains to drive value-producing change.</p>		

<b>CONSTRUCTION PERFORMANCE COMMITTEE WORKSHOPS</b>	<b>Track A</b> 10:45 – 12:15	<b>Track B</b> 13:00 – 14:30
<p><b>CPC-1: AWP Scalability Model – Adapt the Practices, Maintain the Principles</b></p> <p>How should AWP be applied to projects under \$100 million? The scalability working committees of 40 owners, contractors, engineers and project support people have developed a model including a project screening tool to categorize projects based on complexity and familiarity. The report provides guidance regarding how projects should be planned and executed. Workshop attendees will leave with an understanding of how to understand project characteristics in order to better manage projects. The best practice report will be available following the presentation.</p>		
<p><b>CPC-2: Developing Your AWP Playbook for Information Management</b></p> <p>Do you want to implement AWP on your project, but you don't have playbook(s) to guide your team on what to do, who should be responsible, and when things should be done? A good place to get started is the playbook on how to incorporate information management into your processes. This interactive workshop is designed to get you started on your playbook - covering topics such as setting up your database, what data attributes should be tracked, how to assign responsibilities for format, timing and content of input for each attribute. Better data means that your project will have a better probability of success. For instance, leading indicators derived from utilizing the information management playbook will give more lead time to react to potential material or equipment delivery issues.</p>		
<p><b>CPC-3: EWP Readiness Assessment Guideline – Final Version</b> <b>Update on Return on Investment of AWP Implementation</b></p> <p>Traditional EWP progress was indicated by percentage of hours worked versus hours budgeted – which may or may not correlate to readiness. COAA introduced the concept of EWP readiness-to-implement for selected engineering disciplines; this has gained traction across industry as an essential input for effective construction execution planning. The guideline has been expanded to include several additional engineering disciplines. This presentation will include lessons learned from applying the original readiness concepts on actual projects.</p> <p>Also to be presented is the latest progress update on our continuing project to help industry evaluate the ROI from implementing AWP on their projects.</p>		
<p><b>CPC-4: COAA AWP - Procurement Work Process Addendum and DDMRP</b></p> <p>It is well-accepted that using AWP disciplines to align engineering deliverables with path-of-construction priorities yields significant project schedule and cost benefits. However, even when significant efforts are spent in planning, including AWP, projects go off track during construction when material deliveries are not aligned to work package execution. An opportunity exists to use updated project schedules to align material deliveries with work package execution priorities. The session will share current progress on the PWP Addendum, including:</p> <ul style="list-style-type: none"> <li>● DDMRP – Demand driven materials requirement planning</li> <li>● Disciplines required to obtain timely Vendor data</li> <li>● Visibility and enhancement of AWP process conformance in supply chain</li> </ul>		

<b>CONSTRUCTION PERFORMANCE COMMITTEE WORKSHOPS</b>	<b>Track A</b> 10:45 – 12:15	<b>Track B</b> 13:00 – 14:30
<p><b>CPC-5: Benchmarking III Report-Out and Alberta Report III</b></p> <p>Benchmarking has been supported by COAA as a resource for member companies since 2003. The third major data collection drive (Benchmarking Phase 3) has come to a close in February 2019: this presentation will share lessons learned from the most recent data. Aggregate data on cost, schedule, and productivity will be compared with US numbers and performance trends over past years will be identified. Alberta Report 3, which summarizes the information and graphics presented will also be introduced to the audience. The presentation will also include findings from studies conducted by the University of Calgary Project Management - research team.</p>		
<p><b>CPC-6: Innovations in Capital Project Delivery</b></p> <p>Across North America and globally, companies are innovating – to establish leadership or simply to keep up. How are they reducing risk, achieving better productivity and gaining greater returns by managing capital projects differently? What factors have the greatest impact on project cost and performance? This workshop will consider two aspects of project management which hold promise for Alberta companies:</p> <ul style="list-style-type: none"> <li>• Risk reduction and savings through design standardization</li> <li>• Different approaches to contracting relationships</li> </ul>		
<p><b>CPC-7: Innovation at Suncor – Observations and Learnings for Our Industry</b></p> <p>Digital innovation has been identified as a key enabler for improving capital project performance. Suncor has embarked on this journey and is charting a course for how they will integrate these technologies into the way they work. Workshop participants will learn about the journey so far, how Suncor have organized themselves and what initiatives they are currently progressing. There will be interactive discussion in a workshop setting to promote dialogue and initiate a community of practice around digital project execution in Alberta.</p>		
<p><b>CPC-8: Decision Support Tool for Digitalization Implementation</b></p> <p>COAA and the UofA are working together to develop a prototype decision support tool to guide individual companies in navigating the evaluation and adoption of innovations, specifically focusing on “digitalization” aspect. The tool will provide a structured process, using natural language inputs to guide companies in identifying promising digitalization opportunities and ranking them (based on potential “prize” for successful implementation versus possibility of success/organizational readiness). Workshop attendees will learn about the concept for the new tool, have opportunity to provide input to the project plan, and become part of community of practice on digital project execution in Alberta.</p>		