



Best Practices Awards

2017 Safety Leadership Award – Information Booklet for Nominators & Nominees

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

- Safety Leadership – 2017
- Workforce Development – 2018
- Construction Performance – 2019

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Questions on the award process may be directed to:

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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.admin@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 attached **Nomination Checklist**.
3. The 2017 nomination form deadline is **noon MST, Thursday, December 8, 2016**. 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.

Judging Process

1. Immediately following the nomination deadline, 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 panel of judges. 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 recuse 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 information.
3. Based on the nomination forms and clarifications evaluated against the 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 recommendation of the panel is 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 2017.
6. The awards will be publicly announced and presented at the Best Practices Conference in May 2017.

2017 Safety Leadership Award - Judges First-Cut Evaluation Form

Nominee: _____

Safety Leadership is evaluated from the perspective of key results – significant improvement in safety performance (measurable advances in KPIs) – arising from outstanding vision, initiative, innovation, passion and persistence.

Significant Performance Improvement Score 0 – 50 pts	Points	Industry Betterment and Sharing Score 0 – 50 pts	Points	Comments
<p><u>Criteria</u></p> <p>Outstanding leadership yields a substantive new best practice, or a materially enhanced existing best practice, which is effectively implemented in a project, a company/organization, or an industry sector.</p> <p>Evidence illustrates:</p> <ul style="list-style-type: none"> • performance improvement achieved (documented gains in key indicators, third-party observations, etc.) • enduring change achieved – a new cultural norm • impact on: project, company/organization, or industry sector (competitiveness, sustainability, etc.) • potential for future improvement • degree of effort, investment and/or innovation required <p>Commentary (Nominator perspective) - why this development/enhancement is regarded as 'outstanding leadership'.</p>		<p><u>Criteria</u></p> <p>Outstanding leadership facilitates broad industry uptake of a best practice - through innovations to make implementation significantly easier (e.g. paper-based training transformed to interactive e-learning) and/or by proactive sharing of company-specific or project-specific procedures (e.g. by incorporation into COAA or other industry best practices, or by sharing training resources).</p> <p>Evidence illustrates:</p> <ul style="list-style-type: none"> • broad uptake of Best Practice (documented numbers, third-party observations, etc.) • improved ease of implementation (documented gains in key indicators) • proactivity of communication and sharing • impact on industry as a whole (social acceptance, talent attraction, jurisdictional competitiveness, etc.) • degree of effort, investment, innovation and/or communication required <p>Commentary (Nominator perspective) - why this innovation and/or sharing is regarded as 'outstanding leadership'.</p>		

2017 Safety Leadership Award – Award Criteria

Awarded for outstanding leadership in developing, implementing and improving COAA Best Practices or 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 safety metrics, measurable advances in creating incident-free workplaces, and enduring shifts in corporate culture and/or individual attitudes. Example best practice areas include: tight focus on one best practice to address area of concern, strong leadership for across-the-board implementation of several best practices, fostering worker-led initiatives, excellent communications (e.g. social media, inspirational video or interactive web page).

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

- **Company-wide** - an organization develops, implements and/or improves one or more Safety Best Practices for the entire enterprise. In this case, the nomination would typically be for a single company or organization.
- **Project specific** - several organizations jointly develop, implement and/or improve one or more Safety 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).
- **Individual** - 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**
Safety 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 safety metrics, or measurable advances in creating incident-free workplaces. Outline future improvements expected, in key safety metrics and in and enduring shifts in corporate culture and/or individual attitudes. 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 safety 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 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.

COAA Principal Members (October, 2016)

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. Altalink ATCO Electric ATCO Power Brion Energy Canadian Natural Resources Ltd. Capital Power Corporation Cenovus Energy Inc. ConocoPhillips Canada Resources Corp. Devon Canada Corporation Enbridge Pipelines Inc. ENMAX Energy Corporation EPCOR Utilities Inc. Gibson Energy ULC	Imperial Oil Resources Inter Pipeline Ltd. MEG Energy Corp. Nexen Energy ULC North West Redwater Partnership NOVA Chemicals Corporation Shell Canada Energy Sherritt International Statoil Canada Ltd. Suncor Energy Inc. Syncrude Canada Ltd. TransAlta Corporation TransCanada Pipelines Ltd.
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2017 Safety Leadership Award – Checklist for Nominations

Considering a Nomination

- Yes! We have a great Best Practice – has measurably improved performance and has been shared to improve our industry.
- Aligns with 2017 theme: Safety Leadership.
- Evidence of material performance improvement and/or wide sharing is available.
- We have discussed the Nomination in principle with a Senior Executive in a COAA Principal Member Company; subject to agreeing with the final nomination form, they have agreed to sign off on the Principal Member Certification.

Preparing a Nomination

- Review the Award Criteria, in particular the ‘Evidence bullets’. KPI’s which indicate material improvement strengthen the nomination – gather this data early in the process (I.e. Benchmarking comparisons, before-and-after comparisons, trend analyses, etc.)
- The Nomination Form is intentionally simple, with word limits imposed on the responses. Carefully consider your key points and key evidence so that the most convincing information is presented within the limits. Only the Nomination Form (no attachments) will be forwarded to the Judges.
- Early in the process, complete the background sections of the Nomination Form:
 - Contact names & co-ordinates
 - Company information
 - Membership history
 - Three photos (email as soon as possible to coaa.admin@coaa.ab.ca – do not wait for the deadline)
 - Review: Do the key points and the quantitative data in the Nomination Form align with the Awards Criteria?
 - Consider sending the draft Nomination Form to the COAA Principal Member Senior Executive, for comment
 - Complete the final draft of the Nomination Form one week before the deadline to allow time for internal review and gathering of signatures

Submitting a Nomination

- Make arrangements with the COAA Principal Member Senior Executive to obtain their signature. ***The most common last minute hiccup with nominations is unavailability of this required signature.*** Nominations without Principal Member Certification will not be forwarded to the Judges.
- Aim to email the Nomination Form in an editable Word format to coaa.admin@coaa.ab.ca a few hours before the deadline (several large emails arriving in the final few minutes have been known to overflow the mailbox!)
- Watch for a confirming email from COAA within one hour of your submission. If an email is not required, please call the COAA office at 780.420.1145.