



## Alberta Megaproject Productivity – Challenges and Opportunities Industry Leaders Roundtable #3

### Breakout Group 4

#### **The Call to Action** – discussion & flip chart summary **re: Twice as Safe, Twice as Productive by 2020**

Ian Silk's call to action at the Best Practices Conference:

#### **Owners**

- Provide leadership from the top, foster a culture of execution excellence
- Embrace change management to achieve execution excellence
- Unleash productive people – all through the project team

#### **Engineers and Contractors**

- Foster a culture of execution excellence
- Provide leadership within the project team
- Support apprenticeship system – the workforce of the future

#### **Labour Providers**

- Foster a culture of safety and productivity – the building blocks of execution excellence
- Partner with contractors and owners for industry-wide continuous improvement
- Support apprenticeship system – the workforce of the future

What will this look like?

#### Owners

- Provide leadership from the top, foster a culture of execution excellence
  - Stick to project strategy – do not plan on / default to schedule-driven decisions
  - Commit to a quality FEL, with decisions, drawings and materials on time.
  - Complete engineering before construction starts.
- Embrace change management to achieve execution excellence
  - Scrutinize current processes and procedures
  - Make use of best practices – COAA or others
  - Gauge effectiveness by benchmarking against the best
- Unleash productive people – all through the project team
  - Engage field execution team early – “alliancing” approach if appropriate
  - Establish craft strategy up front
  - Support apprenticeship system – internally and along supply chain



## Engineers and Contractors

- Foster a culture of execution excellence
  - Seek to understand client's business drivers
  - Commit to a quality FEL, with decisions, drawings and materials on time
  - Embrace the overarching goal of effective job planning - gauge effectiveness by field efficiency: "the right people with the right information, the right materials and the right tools, in the right place at the right time"
- Provide leadership within the project team
  - Be more proactive about innovation – may require "alliancing" with owner
  - Be passionate about management of change and using leading indicators to identify potential problems "ahead of the curve"
  - Embed efficiency - standardize/modularize
  - Speak plainly about imposed inefficiencies and developing problems
- Support apprenticeship system – the workforce of the future

## Labour Providers

- Foster a culture of safety and productivity – the building blocks of execution excellence
  - Encourage professionalism and pride
  - Encourage leadership (initiative and accountability) at the workplace
  - Invest in training and development, particularly in supervisor development (ICCS)
- Partner with contractors and owners for industry-wide continuous improvement
  - Be more proactive about grass-roots innovation – may require changed relationship with employers
  - Win-win solutions to enhance morale and manage craft turnover
  - Speak plainly about imposed inefficiencies and waste
- Support apprenticeship system – the workforce of the future