



Imperial Oil

COAA Workface Planning Conference

“Panel Discussion - Owner’s Expectations”

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Imperial Oil – Owner Expectations

For Project Delivery

1) Safety, Health and Environment

- All individuals and organizations must share safety and protection of the environment as core values.
- Facilities must be safe to construct, operate and maintain.

2) Quality and Reliability

- Quality of the engineering and construction directly relates to safety and business results.

3) Capital Efficiency

- To create value for the business, optimize life-cycle cost for assets.
- Corporate emphasis globally on increasing field labour productivity.

For Workface Planning

1) Improved safety performance

2) Fewer quality issues

3) Increased field labour productivity

4) Improved predictability for cost and schedule

Workface Planning at Imperial Oil

- No experience in the downstream. Some experience in other parts of the company.
- Strathcona Refinery is implementing workface planning on work that includes construction of new facilities in operating units as well as during turnarounds.
 - Lessons learned will be shared globally
- Construction Focus areas for workface planning:
 - Aligning project team with workface planning model
 - Contractors to create Field Work Installation Packages and provide additional planning versus historical practice
 - A constraint based system to be used for releasing work to the field
- Turnaround focus areas for workface planning:
 - Historical level of planning already sufficient
 - Increased focus on efficiencies in a geographic area (ie. workface) vs. individual jobs
 - Additional emphasis on “plan B or plan C”; having contingency work available
 - Productivity improvement will help ensure labour availability
- Benefit to contractors:
 - Improved safety performance and productivity
 - Enhanced competitive position