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