





## WELCOME TO THE CONFERENCE

Dear Conference Participants,



**COAA**  
Construction Owners  
Association of Alberta



Welcome to the 3rd Annual COAA WorkFace Planning Conference!

On behalf of the Construction Owners Association of Alberta (COAA), we would like to thank you for your continued support of the WorkFace Planning Model.

The presentations and breakout sessions this year will provide more in-depth views of the issues critical to successful implementation of WorkFace Planning.

The focus for this year's conference is to expand the WFP Model. Discussions will touch on the future of WorkFace Planning and will strive to provide a better understanding of how WorkFace Planning fits within Construction Planning. Other WorkFace Planning related topics will also be discussed during the conference.

*WorkFace Planning: Creating a Foundation for Success* is a great opportunity to learn more about the COAA

WFP Best Practice, share experiences with others who are developing their own WorkFace Planning solutions and discover the latest automation tools available to assist in the process of WorkFace Planning.

We would like to thank all of our sponsors for their support and commitment to the practice of WorkFace Planning. We would also like to thank the many speakers for donating their time and sharing their knowledge with us over the next two days.

Finally, we would like to thank you for believing in WorkFace Planning and for taking the time to attend and participate in this conference.

We welcome your comments and recommendations over the next two days, as they will help to shape the future direction of the WorkFace Planning Model.

Sincerely,

*The COAA WorkFace Planning Conference Organizing Committee:*

*Al Wahlstrom  
Larry Staples  
Lloyd Rankin*

# THANK YOU FOR YOUR SUPPORT

COAA is fortunate to have a strong list of member companies and volunteers. Putting this conference together requires the support of a large number of speakers and their employers. We could not do it without you.

Our sponsor support is also essential to staging this event.

Finally, the WorkFace Planning Model would not exist without the contributions of the COAA members.

## CONFERENCE SPONSORS

GOLD



SILVER



BRONZE



SPECIAL



## CONFERENCE THEME

### CREATING A FOUNDATION FOR SUCCESS

As the WFP Model matures, it is becoming clear to all involved that organizations need to develop the necessary infrastructure and align their project management processes in order for WFP implementation to be successful. Since its introduction in 2006, the focus has been on creating awareness and support for the WFP Model. We are entering a new phase where the focus has shifted to effective implementation and to support this we are offering a more hands-on approach with introductory, advanced and workshop sessions.

### WORKFACE PLANNING IN CONTEXT

The COAA WorkFace Planning Model has grown from an idea by COAA's members - created in Alberta - to a model being required on billions of dollars worth of projects and examined by over 100 countries.

While it has progressed significantly from its inception, the model continues to be updated and expanded by COAA volunteers and the construction industry.

We sometimes focus on how far we still need to go and forget how far we have already come. This year the conference is focused on WorkFace Planning implementation and how to help your company create a foundation for success.

### CONFERENCE HIGHLIGHTS

#### Day one

- 1 conference-wide session
- 2 expert panel discussions (industry and technology-based)

#### Day two

- 10 informative track presentations (a blend of introductory and advanced sessions)
- 5 WorkFace Planning workshop sessions

#### General

- Audience capture technology will be used
- Tradeshow exhibition fully integrated into daily agenda
- Scheduled networking opportunities in the tradeshow area

## AGENDA AT-A-GLANCE: DAY 1

TIME	PLAZA 1	PLAZA 2
1:00 - 2:00 PM	REGISTER & TRADESHOW	
2:00 - 2:30 PM	INTRO & SAFETY MOMENT	
2:30 - 3:30 PM	INDUSTRY PANEL	
3:30 - 4:00 PM		BREAK & TRADESHOW
4:00 - 5:00 PM	TECHNOLOGY PANEL	
5:00 - 5:30 PM		BREAK & BAR OPENS
5:30 - 6:30 PM	CONFERENCE-WIDE SESSION	
6:30 - 7:30 PM	DINNER	
7:30 - 9:00 PM		DESSERT & NETWORKING
<i>Note: schedule subject to change</i>		

## AGENDA AT-A-GLANCE: DAY 2

TIME	PLAZA AND EVENT
<b>8:00 - 9:00 AM</b>	<b>PLAZA 2:</b> REGISTRATION, TRADESHOW & BREAKFAST BUFFET
<b>9:00 - 9:30 AM</b>	<b>PLAZA 1:</b> INTRODUCTION & KICK-OFF
<b>BREAKOUT SESSIONS 9:30 - 10:30 AM</b>	<b>PLAZA 3</b> WORK PACKAGING VS. WORKFACE PLANNING <b>PLAZA 4</b> CREATING PROJECT ALIGNMENT <b>PLAZA 5</b> USING TECHNOLOGY TO ENHANCE WFP (REVEAL SOFTWARE)
<b>10:30 - 11:00 AM</b>	<b>PLAZA 2:</b> BREAK & TRADESHOW
<b>BREAKOUT SESSIONS 11:00 - 12:00 PM</b>	<b>PLAZA 3</b> AN INTEGRATED APPROACH TO WFP: AN EPC PERSPECTIVE <b>PLAZA 4</b> CONSTRUCTION PLANNING: HOW WFP FITS IN <b>PLAZA 5</b> USING TECHNOLOGY TO ENHANCE WFP (CONSTRUCTSIM)
<b>12:00 - 1:30 PM</b>	<b>PLAZA 1:</b> LUNCH AND KEYNOTE PRESENTATION
<b>BREAKOUT SESSIONS 1:30 - 2:30 PM</b>	<b>PLAZA 3</b> ENGINEERING SUPPORT FOR WFP: THE BASICS <b>PLAZA 4</b> MANAGING THE LIFECYCLE OF AN FIWP <b>PLAZA 5</b> USING TECHNOLOGY TO ENHANCE WFP (SMARTPLANT CONSTRUCTION)
<b>2:30 - 3:00 PM</b>	<b>PLAZA 2:</b> BREAK & TRADESHOW
<b>BREAKOUT SESSIONS 3:00 - 4:00 PM</b>	<b>PLAZA 3</b> MANAGEMENT OF CHANGE: PREPARING FOR A NEW PARADIGM <b>PLAZA 4</b> ENGINEERING SUPPORT FOR WFP: A DETAILED EXAMINATION <b>PLAZA 5</b> EVALUATING THE HEALTH OF YOUR WFP SYSTEM
<b>BREAKOUT SESSIONS 4:00 - 5:00 PM</b>	<b>PLAZA 3</b> CASE STUDY OF WORKFACE PLANNING <b>PLAZA 4</b> CONSTRAINT SATISFACTION: SCAFFOLDING <b>PLAZA 5</b> FIWPs: A DETAILED EXAMINATION
<i>Note: schedule subject to change</i>	

DAY 1 | 2:30 PM | PLAZA 1

## INDUSTRY EXPERT PANEL

In a moderated panel session, Imperial Oil (a company relatively new to WorkFace Planning) is adapting the WorkFace Planning Model to pre-turnarounds and turnarounds. They will discuss what they did to implement WFP in their organization.

Contractors on the panel from Jacobs Industrial Services Ltd. and Ascension Systems Inc. will share their insights as to how to implement WorkFace Planning and the implementation issues that need to be addressed.

### SPEAKERS

**Andrew Hardy** | *Project Execution Leader, Imperial Oil Ltd.*

**Mark McCabe** | *Sr. Project Controls Specialist, Jacobs Industrial Services Ltd.*

**Lloyd Rankin** | *President, Ascension Systems Inc.*

### MODERATOR

**Dr. Jim Lozon** | *President, The Collaboration Group Inc.*

### NOTES

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DAY 1 | 4:00 PM | PLAZA 1

## TECHNOLOGY EXPERT PANEL

This is a moderated panel session. The facilitator is an experienced Project Manager and a COAA WorkFace Planning Committee member. He will challenge the panel members to show how WorkFace Planning automation tools can improve the performance of WorkFace Planning in our construction projects. Rather than a general discussion, this session will focus on specific examples.

### SPEAKERS

**Shaheel Hooda** | *Director / Advisor, Element Industrial Solutions Inc.*

**Dr. Ted Blackmon** | *Vice President, Construction Solutions Executive, Bentley Systems Inc.*

**Michael Buss** | *Vice President, Materials & Construction Global Business Development, PPM, Intergraph Corporation*

### MODERATOR

**Lloyd Rankin** | *WFP Committee, Construction Owners Association of Alberta*

### NOTES

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DAY 1 | 5:30 PM | PLAZA 1

## CONFERENCE-WIDE SESSION

### Chris Buck presents: My 3 Lessons on Craft Productivity

Our keynote speaker will share the three most important lessons he has learned related to craft productivity. These lessons include: how to break productivity management into two basic elements, putting available productivity measurements into perspective, and one item that when managed properly will serve to optimize safety, quality and productivity on industrial construction projects.

### SPEAKER

**Chris Buck** | *President, Productivity Enhancement Resources, Inc.*

### NOTES

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DAY 2 | 12:00 PM | PLAZA 1

## KEYNOTE PRESENTATION

We are thrilled to announce that Chris Buck, President and CEO of Productivity Enhancement Resources, Inc. will be our keynote speaker this year, presenting:

### **TRAVEL: THE UNIVERSAL INEFFICIENCY**

Craft travel is the number one inefficiency experienced on projects today. This session will focus on: what craft travel costs projects on average, what are the causes of excessive travel, and what projects should do to minimize unnecessary travel.

### **PROFILE**



**Chris Buck** graduated in 1988 with a BSBA in Production Management from East Carolina University and has spent over 20 years adapting the latest developments in Total Quality Management to the world of engineering, construction and maintenance. Improvement processes he developed are still being used by former employers and clients around the world.

Of his twenty-plus years in the construction industry, Chris served one-third of his time in the field, with his last field assignment being Project Manager of a \$65MM construction services annual contract for Fluor Daniel at G.E. Plastics.

It was while assigned at G.E. Plastics that Chris was exposed to Six Sigma, which is recognized industry-wide as an advanced process improvement model. That experience served to give further insight into applying statistical data management to construction and to reinforce many lessons already learned.

Along the way, Chris earned most of his applied experience with customers like Eastman Chemical Company, DuPont, Southern Company, Tennessee Valley Authority, BP and General Electric.

The establishment of Productivity Enhancement Resources Inc. marks the culmination of these experiences at a time of great need for productivity improvement in the construction industry.

DAY 2 | 9:30 AM | PLAZA 3 | SESSION #201

# WORK PACKAGING VS WORKFACE PLANNING

This session will provide insight on the differences between Work Packaging and WorkFace Planning.

The speakers will cover the following topics:

- Definitions of Work Packaging and WorkFace Planning;
- Similarities and differences between Work Packaging and WorkFace Planning;
- The additional benefits of WorkFace Planning; and
- Would Work Packaging be enough to get you on a bid list? If not, what would?

## SPEAKERS

**Tannis Liviniuk** | *Lead Construction Analyst, Cenovus Energy Inc.*

**Scott Wilson** | *Project Engineer, JV Driver Projects Inc.*

## NOTES

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DAY 2 | 9:30 AM | PLAZA 4 | SESSION #206

## CREATING PROJECT ALIGNMENT

Getting all of the project stakeholders aligned and working to a common purpose is not easy.

This group presentation will focus on:

- Creating a common understanding and direction for the various project stakeholders;
- Ensuring all project stakeholders and parties are doing what they committed to; and
- General discussions around WFP initiative integration and effectiveness.

### SPEAKERS

**Lloyd Rankin** | *President, Ascension Systems Inc.*

**Geoff Ryan** | *President, Insight-WFP Inc.*

**Laurent St. Louis** | *President, Ascension Assessments Inc.*

### NOTES

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DAY 2 | 9:30 AM | PLAZA 5 | SESSION #211

# USING TECHNOLOGY TO ENHANCE WFP

## REVEAL SOFTWARE SUITE

In this workshop, you will learn how Element Industrial Solution’s *Reveal Software Suite* can automate the WorkFace Planning process. This is a hands-on session that will show you how automation can be used for production of FIWPs, statusing and progressing, constraint satisfaction and many other functions.

## SPEAKER

**Ben Swan** | Director, Element Industrial Solutions Inc.

## NOTES

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DAY 2 | 11:00 AM | PLAZA 3 | SESSION #202

# AN INTEGRATED APPROACH TO WFP: AN EPC PERSPECTIVE

This speaker will discuss how the EPC approach to WorkFace Planning can yield additional benefits.

The presentation will include a discussion of the processes this EPC developed and the benefits it has realized.

Having a fully-integrated WFP approach can improve project performance significantly and this session will help you find out how.

## SPEAKER

**Daniel Slade** | *Manager of Construction Automation, Jacobs Engineering Group Inc., Global Field Support Services*

## NOTES

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DAY 2 | 11:00 AM | PLAZA 4 | SESSION #207

# CONSTRUCTION PLANNING: HOW WFP FITS IN

Construction Planning is complex and involves WorkFace Planning along with a number of other processes.

In this session, the presenter will help you to understand what core WorkFace Planning is and what the other Construction Planning processes consist of.

This speaker will also talk about how your company can adjust its Construction Planning processes to support WorkFace Planning.

## SPEAKER

**Glen Warren** | *Co-chair, WFP Committee, Construction Owners Association of Alberta*

## NOTES

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DAY 2 | 11:00 AM | PLAZA 5 | SESSION #212

## USING TECHNOLOGY TO ENHANCE WFP

### CONSTRUCTSIM

In this workshop, you will learn how Bentley *ConstructSim* software can automate the WorkFace Planning process.

This is a hands-on session that will show you how automation can be used for production of FIWP's, statusing and progressing, constraint satisfaction and many other functions.

### SPEAKER

**Dr. Ted Blackmon** | *Vice President, Construction Solutions Executive, Bentley Systems Inc.*

### NOTES

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DAY 2 | 1:30 PM | PLAZA 3 | SESSION #203

## ENGINEERING SUPPORT FOR WFP: THE BASICS

This is a moderated panel session. Discussions will center around the way engineering contractors will support WorkFace Planning.

This session will provide the '30,000-foot' general overview.

### SPEAKERS

**Sarab Bhogal** | Construction Manager / Technical Support Manager, Bantrel Co.

**Scott Hussey** | Field Engineering Manager, Jacobs Industrial Services Ltd.

**Gary Semaniuk** | Planning and Scheduling Lead, Stantec Consulting Ltd.

### MODERATOR

**Lloyd Rankin** | WFP Committee, Construction Owners Association of Alberta

### NOTES

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DAY 2 | 1:30 PM | PLAZA 4 | SESSION #208

## MANAGING THE LIFECYCLE OF AN FIWP

How do you track and monitor the Field Installation Work Packages (FIWPs) that your WorkFace Planning group produces?

This session will give you concrete suggestions on how to improve this process.

This is a simple yet powerful approach to knowing where you are and how you are doing.

### SPEAKERS

**Jake Coughlin** | *WFP Divisional Implementation Lead, Flint Energy Services Ltd.*

**Tannis Liviniuk** | *Lead Construction Analyst, Cenovus Energy Inc.*

### MODERATOR

**Robin Mikaelsson** | *WFP Committee, Construction Owners Association of Alberta*

### NOTES

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DAY 2 | 1:30 PM | PLAZA 5 | SESSION #213

# USING TECHNOLOGY TO ENHANCE WFP

## SMARTPLANT CONSTRUCTION

In this workshop, you will learn how Intergraph’s *SmartPlant Construction* can automate the WorkFace Planning process. This is a hands-on session that will show you how automation can be used for the production of FIWPs, statusing and progressing, constraint satisfaction and many other functions.

## SPEAKER

**Chuck Gill** | *Director, Business Development - Americas, Intergraph Corporation*

## NOTES

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DAY 2 | 3:00 PM | PLAZA 3 | SESSION #204

# MANAGEMENT OF CHANGE: PREPARING FOR A NEW PARADIGM

Like any new concept, WorkFace Planning requires effective change management to be accepted.

In this session, the speaker will discuss how to increase your probability of successfully introducing a new approach to projects.

Real-world examples will provide attendees with an understanding of how the process works and the benefits that can be obtained.

## SPEAKER

**Steve Revay** | *Vice President Western Region, Revay and Associates Ltd.*

## NOTES

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DAY 2 | 3:00 PM | PLAZA 4 | SESSION #209

## USING TECHNOLOGY TO ENHANCE WFP: A DETAILED EXAMINATION

This is a moderated panel session. Discussions will center around the way engineering contractors will support WorkFace Planning.

This session provides a more detailed view of engineering support and consists of the same panel as the “basics” session.

### **SPEAKERS**

**Sarab Bhogal** | *Construction Manager / Technical Support Manager, Bantrel Co.*

**Scott Hussey** | *Field Engineering Manager, Jacobs Industrial Services Ltd.*

**Gary Semaniuk** | *Planning and Scheduling Lead, Stantec Consulting Ltd.*

### **MODERATOR**

**Lloyd Rankin** | *WFP Committee, Construction Owners Association of Alberta*

### **NOTES**

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DAY 2 | 3:00 PM | PLAZA 5 | SESSION #214

# EVALUATING THE HEALTH OF YOUR WORKFACE PLANNING SYSTEM

In this interactive workshop, the presenters will help you to better understand how to evaluate the health of your WorkFace Planning system.

Discussion and exercises will be used to explore this elusive topic.

Both objective and subjective methods will be covered.

## SPEAKERS

**Robin Mikaelsson** | *Senior Consultant, Bentley Systems Inc.*

**Laurent St. Louis** | *President, Ascension Assessments Inc.*

## NOTES

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DAY 2 | 4:00 PM | PLAZA 3 | SESSION #205

## CASE STUDY OF WORKFACE PLANNING

The real world presents opportunities and challenges and in this session you will hear the whole story about WorkFace Planning implementation on an actual project.

This session will be a lessons-learned that you won't soon forget.

### SPEAKERS

**Rachelle MacNeill** | *Construction Engineer, Shell Canada Ltd.*

**Linda Clary** | *Construction Planning Manager, Suncor Energy Services Inc.*

### NOTES

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DAY 2 | 4:00 PM | PLAZA 4 | SESSION #210

# CONSTRAINT SATISFACTION: SCAFFOLDING

Scaffolding is critical to all construction projects, but this constraint can have a huge impact on budget and schedule.

In this joint presentation, an owner company and a scaffolding contractor will discuss this always-contentious topic.

Come share your thoughts.

## SPEAKERS

**Frank Engli** | *Turnaround Manager, Shell Canada Ltd.*

**Mick Herke** | *Director and General Manager, Aluma Systems Inc.*

## NOTES

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DAY 2 | 4:00 PM | PLAZA 5 | SESSION #215

# FIELD INSTALLATION WORK PACKAGES: A DETAILED EXAMINATION

In this workshop, the presenters - all experienced WorkFace Planning construction contractors - will discuss what should be in a Field Installation Work Package (FIWP).

This discussion will go beyond the basic templates developed by COAA and will involve the session participants in brainstorming activities to identify the future of FIWPs.

## SPEAKER

**Jake Coughlin** | *WFP Divisional Implementation Lead, Flint Energy Services Ltd.*

**Paul Lange** | *Vice President Support Services - Industrial, Ledcor Group of Companies*

**Scott Wilson** | *Project Engineer, JV Driver Projects Inc.*

## MODERATOR

**Lloyd Rankin** | *WFP Committee, Construction Owners Association of Alberta*

## NOTES

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## ABOUT OUR GOLD-LEVEL SPONSORS

### **ASCENSION SYSTEMS INC.**

Ascension Systems Inc. was incorporated in 2001 but began operations in 2004 as a training and consulting company. The company was established to assist organizations in creating or improving WorkFace Planning systems for the execution of large oil and gas construction projects. In 2006, ASI focused its activities in three key areas of expertise: consulting, training and assessments.

Today, ASI has the expertise to help your organization develop custom WorkFace Planning and QHSE systems. ASI also offers online and classroom-based WorkFace Planning training programs for all construction industry groups.

### **BENTLEY SYSTEMS INC.**

Bentley is a global leader dedicated to providing architects, engineers, constructors and owner-operators with comprehensive software solutions for sustaining infrastructure. Founded in 1984, Bentley has nearly 3,000 colleagues in more than 45 countries, \$500 million in annual revenue and since 1999 has invested more than \$1 billion in research, development and acquisitions.

### **ELEMENT INDUSTRIAL SOLUTIONS INC.**

Element Industrial Solutions Inc. is a revolutionary construction solutions company dedicated to developing premier software tools for the construction industry. Element Industrial Solutions Inc. has years of construction experience that is constantly being incorporated with construction industry best practices and upcoming key technologies in construction such as Building Information Modeling (BIM) that are pushing the boundaries of construction. This creates a unique system giving construction crews the intuitive tools to make their jobs easier and giving project management the control on projects with our trademarked Component Lifecycle Management System.

Beyond software tools, Element Industrial Solutions offers services that assist in optimized project constructability, peer review, coordination and training to ensure projects come to completion on time and on budget.

### **INTERGRAPH CORPORATION**

Intergraph is a leading global provider of engineering and geospatial software that enables customers to visualize complex data. Businesses and governments in more than 60 countries rely on Intergraph's industry-specific software to organize vast amounts of data and infuse the world with intelligence to make processes and infrastructures better, safer, and smarter.

Intergraph's Process, Power and Marine division provides enterprise engineering software for the design, construction and operation of plants, ships and offshore facilities. Intergraph engineering solutions help users increase productivity, accelerate projects and gain a competitive edge.

## JACOBS ENGINEERING GROUP INC.

Jacobs Engineering Group Inc. is one of the world's largest and most diverse providers of professional technical services. With 2010 revenues of nearly \$10 billion, Jacobs offers full-spectrum support to industrial, commercial and government clients across multiple markets. Services include scientific and specialty consulting as well as all aspects of engineering and construction and operations and maintenance.

## ABOUT OUR SPEAKERS

**Sarab Bhogal** currently works as the Construction Manager and Technical Support Manager and is responsible for planning and implementing WorkFace Planning programs at Bantrel. In the past, Sarab worked as Technical Services Manager and Field Engineering Manager at the Shell Scotford Upgrader (Expansion 1) and the Suncor Refinery Conversion (Project 1).

**Dr. Ted Blackmon** is a Vice President of Construction Solutions with Bentley Systems. As the Solutions Executive, Ted is the driving force for Bentley's construction portfolio in delivering value to address the construction phases of infrastructure projects. Prior to joining Bentley, Ted was the Founder and President of CommonPoint, a pioneer in the field of virtual construction simulation and WorkFace Planning automation, with the introduction of the CommonPoint 4D and ConstructSim platforms. During the 1990s, Ted was employed at NASA, where he developed robotic control technology for remote planetary exploration, and participated as a Mission Control Specialist on the highly successful Mars Pathfinder landing in 1997. Ted received his PhD in Mechanical Engineering from the University of California at Berkeley, and his BS in Mechanical Engineering from Penn State University.

**Chris Buck** has international experience and is a world-renowned expert on construction work sampling, work process mapping and measurement and productivity analysis. He will be sharing his insights with us on the topic of construction productivity.

**Michael Buss** joined Intergraph in 2001. Possessing more than 20 years of Materials Management Systems Development and consulting experience, Michael is a natural fit in his role as a Vice President for Global Business Development and Product Management of Intergraph's Materials Management and Construction product line within Intergraph's Process, Power & Marine division. He possesses strong expertise regarding EPC business processes steams from dozens of implementations around the world. Michael Buss holds a Bachelor of Science degree in Engineering from Germany.

**Jake Coughlin** has 15 years of experience in the heavy industrial sector including experience in construction, maintenance and shutdowns within various types of facilities from pipeline to petrochemical.

**Frank Engli** is the Turnaround Manager at Shell Canada Limited (Scotford Upgrader) in Fort Saskatchewan, Alberta. He has over 26 years of experience at various operating industrial sites in the refining and upgrading industries. Over those years, Frank has been in a number of different positions in engineering, project management, continuous improvement and turnaround and maintenance planning and execution. Mr. Engli has engineering degrees from University of Windsor (B.A.Sc.), University of Toronto (M.Eng.) and has an MBA from Saint Mary's University and is a licensed engineer in Alberta and Ontario.

**Chuck Gill** is responsible for Intergraph business development in the Americas. This includes Intergraph's *SmartPlant Enterprise Suite*. His primary responsibility is to *SmartPlant Materials* and *SmartPlant Construction*. Prior to joining Intergraph, Chuck worked for a leading EPC firm and he has over 20 years of experience in engineering and construction for the process industries, with specialties in materials management and project controls.

**Andrew Hardy** joined Imperial Oil in 2001 after graduating from McMaster University with a Mechanical Engineering and Management degree. Currently, he is the Project Execution Leader for a scope of combined capital and maintenance work at Strathcona Refinery in Edmonton, Alberta. Prior to moving Edmonton in May 2009, Andrew has had roles as a Project Engineer, Project Controls Engineer and Field Engineer for projects at Imperial Oil refineries across Canada. Other assignments included positions with Imperial Oil Engineering Services Canada in Toronto, Ontario and ExxonMobil Research and Engineering in Fairfax, Virginia.

**Mick Herke** graduated from Trinity College in Dublin, Ireland in 1990 with a BSc in Mechanical Engineering. In August of that year, he began working for General Electric as a Field Engineer in the power generation sector. In this role, he worked internationally across Europe, Asia, Africa and the Middle East installing new - and maintaining existing - power plants. In 1997, Mick moved to GE's facility in Schenectady, New York where he led a team of engineers in the design of new systems for GE's gas turbines. In 2000, Mick moved to GE's facility in Atlanta where he ultimately led a business focused on upgrading fossil-fueled boilers to meet regulations set by the US Clean Air Act and the European Emissions Standard. In 2007, Mick moved to Fort McMurray to take on the role of Director and General Manager of Aluma Systems.

**Shaheel Hooda** serves as a strategic advisor to high-tech companies in Alberta. His experience includes over 15 years in strategy development, capital raising and business and partner development primarily within the software space. He most recently served as CEO of CodeBaby for five years, where he recruited a management team that led the company to become the leader in the enterprise virtual assistant software market with clients and partners across the globe. Prior to this he was based in Austin, TX at Trilogy, a high growth enterprise configuration software company. He

was also a member of the lead team responsible for launching one of Canada's first online banking institutions (President's Choice Financial), as well as, advising Fortune 500 executives through his work as a strategic advisor with McKinsey & Company. A serial entrepreneur, Shaheel holds a B.Comm (distinction) from the University of Alberta, an MBA from Harvard University and was named as one of the "Next Generation of Leaders to Watch" by Alberta Venture Magazine.

**Scott Hussey** is currently the Field Engineering Manager for Jacobs Industrial Services Syncrude Emissions Reduction Project with direct involvement with WorkFace Planning on the Construction / Execution side for 40 months. Scott has a Bachelor's Degree in Mechanical Engineering from Memorial University of Newfoundland and experience in both onshore and offshore oil and gas design and construction in Alberta, the Gulf of Mexico and Newfoundland and Labrador.

**Paul Lange** graduated from the University of Alberta in 1987 with a Bachelor of Science Degree in Mechanical Engineering. He has over 25 years of experience in engineering and management of industrial and commercial construction projects. Paul joined Ledcor in 1994 and has held a variety of positions with increasing responsibilities including Project Manager, Estimating Manager, Senior Project Manager, Manager of Cost Engineering and Director of Support Services. Paul is currently responsible for the overview of three business units: Cost Engineering, Material Controls Services and Project Controls Services with the Ledcor Group of Companies.

**Tannis Liviniuk** is the Lead Construction Analyst (CMT) with Cenovus Energy Inc. at Foster Creek. She has been involved in WorkFace Planning since 2007 and joined the COAA WorkFace Planning Committee in 2009. Tannis has experience in project controls, WorkFace Planning and construction management as well as extensive involvement in WorkFace Planning implementation, training, employee development, systems integration, gap analysis and internal auditing. Tannis is currently in the process of obtaining her NCSO designation as well as completing an MBA.

**Dr. Jim Lozon**, a Professional Engineer, received his PhD degree in Civil Engineering specializing in Project Management in 2008 from the University of Calgary. Dr. Lozon also has MASc and BASc degrees in Mechanical Engineering and an MBA degree in corporate policy and strategy. He has over 40 years industry experience in the energy, technology and manufacturing sectors in project management, engineering management, productivity improvements, supervision and training of technical staff, cost control and efficiency systems and business management in startup and turnaround operations. In 2010, Dr. Lozon was appointed an Adjunct Professor in the Schulich School of Engineering at the University of Calgary.

**Mark McCabe** has worked in New Construction and Turnaround Maintenance in a variety of industries over the past 24 years. He has worked in the automotive, power generation, chemical, oil, and commercial sectors in a variety of roles. For the past eight years, Mark has focused his strengths on Project Planning and how it interacts with other disciplines within Construction Management. Currently Mark is working with Jacobs at the Shell Muskeg River Mine facility as a Sr. Project Controls Specialist

managing the WorkFace Planning group.

**Lloyd Rankin** holds a BA in Psychology, an MBA, a PMP (Project Management Professional) and is currently a PhD candidate in Civil Engineering with a specialization in Project Management. Lloyd was employed by Mount Royal College for 25 years and was a tenured professor for the Bissett School of Business in the International Business and Supply Chain Management programs. Lloyd has over 18 years of industry training experience and has delivered numerous workshops on management and project management, quality improvement, and many other topics both locally and internationally. Lloyd was the COAA appointed researcher in the development of WorkFace Planning and his main responsibility as a member of the COAA WFP Committee is to assist in the ongoing development of the WorkFace Planning Model. Lloyd formed Ascension Systems Inc. in 2001.

**Stephen O. Revay**, FCSC, CCC, CFCC, has been active for over 33 years in the analysis of progress, productivity and cost on numerous construction projects. He has prepared or evaluated productivity and/or schedule analyses, including quantification of claims on construction projects throughout Canada, in the United States, the Middle East, Asia and South America. He has been qualified as an expert witness in both litigation and arbitration and has testified in both Canada and the United States. Steve has been appointed as the Project Neutral on a two billion dollar industrial project. Steve has authored articles for various construction periodicals and conducted numerous seminars on construction disputes to owners and contractors alike. He frequently presents at in-house seminars and is a guest lecturer at the University of Calgary. His professional affiliations are: Director, Calgary Construction Association; Co-Chair of the Benchmarking and Productivity Subcommittee, Construction Owners Association of Alberta; Past National President, Construction Specifications Canada; and past president of AACE International.

**Geoff Ryan** is a journeyman pipefitter, Project Management Professional and a WorkFace Planning evangelist. After several Alberta mega-projects as a productivity specialist, Geoff started his own company: Insight-WFP. Geoff and his team now work with owners, engineers, project management teams, constructors and software developers across the globe, helping them to understand and incorporate WorkFace Planning into their culture. Geoff was an active member of the COAA WorkFace Planning Committee between 2004 and 2010 and is chairman and founder of the WorkFace Planning Institute, a not-for-profit association of workplace planners.

**Gary Semaniuk** is a senior maintenance and planning specialist with extensive experience in the petrochemical manufacturing industry, the oil and gas industry and the power generation industry. He has demonstrated technical and practical experience in the project engineering field as a project engineer / manager along with the last six years at Stantec Consulting Limited as a Planning and Scheduling Lead. Along with his strong focus on safety, he has demonstrated a proven track record of timely and cost-saving project completion. Gary has been a member of the COAA WorkFace Planning Committee since 2008.

**Daniel Slade** has over 30 years of experience in the construction of capital projects industry and is currently part of Jacobs Global Field Support Services group as the Manager of Construction Automation & WorkFace Planning for all Jacobs Construction organizations. Daniel has served in many key project roles in the refining, petrochemical, pharmaceutical, power and manufacturing industries. Project and corporate assignments have included construction field engineering, constructability, construction planning, project completion turnover systems, construction automation tool development and management of design models with construction data. He has played a major role in the last 11 years working with projects developing automated links from construction progress, procurement and system turnover data programs to 3D design models displaying real-time construction data.

**Laurent St. Louis** has over 30 years of petrochemical experience in exploration, construction management and field engineering assignments both domestic and foreign. Laurent holds a certificate as a Project Management Professional and a degree in Hydrocarbon Engineering. Laurent currently holds positions on industry boards with SEPAC and AOSAA and also audits safety programs. Laurent is currently pursuing a new and exciting endeavour as President of Ascension Assessments, Inc.

**Ben Swan** has over 20 years of experience in the industrial construction industry where he has assisted and filled the role as superintendent and project manager in the coordination of the technical and administrative requirements of large capital projects. Ben currently serves on the COAA WFP Committee and is a director of Element Industrial Solutions.

**Glen Warren** recently retired from his position as Vice President – Major Projects with the Ledcor Group of Companies. Glen has over 40 years of construction experience with many of the major construction firms on civil and industrial projects. The largest single project Glen worked on was the Mina Abdullah Refinery in Kuwait, with over 85 million man-hours and over 12,000 workers on site daily. Glen has a B.Sc. in Mechanical Engineering and is a registered Professional Engineer with A.P.E.G.G.A. Glen has been involved with COAA for over 10 years as chair or co-chair of the Rework Committee and the WorkFace Planning Committee. He was also a director for the Alberta Chamber of Resources.

**Scott Wilson** is a well-organized and highly analytical Project Engineer and Department Manager who combines a ten-year safety record in the Canadian Oil Field Industry with proven achievement in Construction Planning, Job Sequencing, Field Supervision and Team Leadership. Scott is currently a Project Engineer and Senior Manager with JV Driver Projects Inc.



