

Building Work Packages





Session Format

- Introduction
- Overview of the COAA approach to building Work Packages
- The Graham approach to building work packages
- The JV Driver approach to building work packages
- The Ledcor approach to building work packages
- Audience participation
- Questions to panel



What is in an FIWP?





Field Installation Work Packages (FIWP)

Page 1 3D Coversheet

Page 2 Coversheet

Page 3 Contents

Page 4 Work Scope

Page 5 **EH&S Introduction**

Page 6 EH&S site info

Page 7 QA / QC Requirements

Tools and Consumables o Spool Score Card Page 8

Page 9 **Check List**

Page 10 **Scaffold Request** **Attachments**

Technical Documentation

o ISO List

Spool List

Drawings

Material Forecast

Score Cards

Weld Score Card

3D Model Shots

Other

- Lessons Learned
- Notes

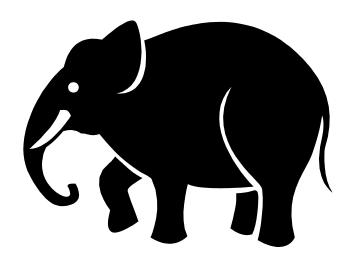


- Who develops the FIWP?
- FIWPs are developed by dedicated planners (crafts people or engineering types with construction experience).
- Note: In some cases General Foremen or superintendents may develop the FIWP



How big is an FIWP?

Normally 500 to 1000
hours (but varies based
on discipline and work
being done)

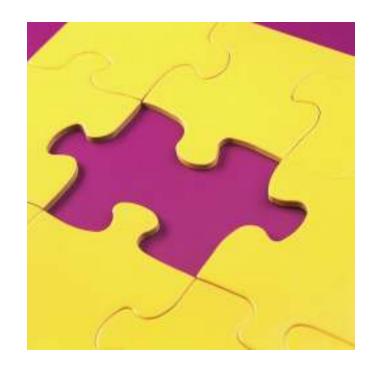






 Can you use an FIWP that doesn't have satisfied constraints?

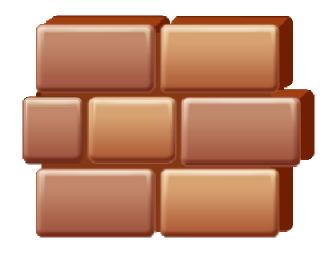
> Not normally, but you can modify the package to ensure that the new package has satisfied constraints





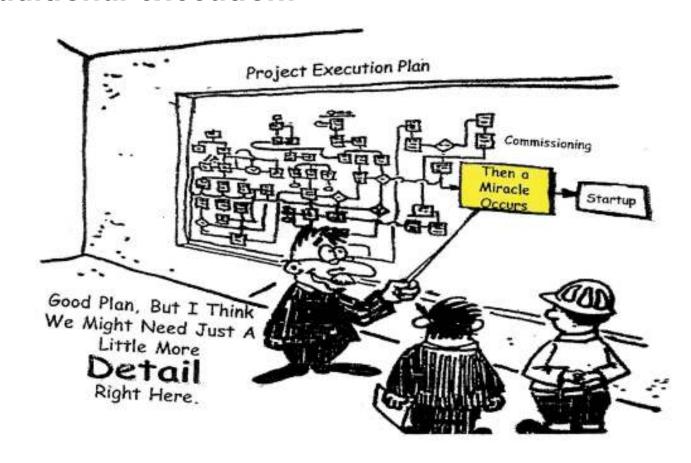
What are FIWP built from?

 Typically FIWPs are developed from Construction Work Packages but we are seeing FIWP developed directly from Engineering Work packages





Traditional execution:









- Information
- Materials
- Tools
- Equipment
- Resources
- Access to the Workface



Scope
Drawings
Planned Value
Schedule Dates
Material Confirmation
Construction Equipment
Scaffold Requirements
Safety
Quality Control
Labour
Permit
Requirements





Workface Planning Applied to Earthmoving







Workface Planning Applied to Earthmoving

- Standard set of FIWPs
- FIWPs applied to a Lift (not to a foreman)
- Foremen build daily plans to satisfy the FIWP
- Foremen report barriers daily





Beyond the COAA Model:

- •WorkFace Planners develop execution plans with their superintendents for each EWP
- •EP guides development of FIWPs
- Standard earthmoving FIWPs (procedures)
- •Earthmoving FIWPs assigned to the task not the crew.
- Foremen create daily plans
- Barriers are logged and managed daily
- Subcontract FIWPs: built by our planners with guidance from their supervision





Wedding Scenario:























- ⇒ FIWP Stakeholders
 - ✓ Planners are in the Field
 - Extract components to build the FIWP
 - HS&E
 - Quality
 - Project Controls
 - Schedule
 - MaterialManagement
 - Document Control







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- O Red Line Drawings
- As Built Drawings
- Construction Punch List
- Signed and Completed ITPs
- Confirmation of Construction Compl
- Precommissioning







The Ledcor Approach to Building Work Packages

Building Foreman's Workface Packages







Question-and-Answer Period





AUDIENCE FEEDBACK

NOTE: The information collected is anonymous and may be used for research purposes. By participating, you are giving your consent for the use of this data.





Closing Comments

 Thanks for attending this session and providing us with your feedback

 If you have any further questions for any of the speakers please ask us after the session



Introduction to FIWP Planning

"Plan the Work" "Release the Work" "Work the Plan" **Supervisor Dedicated Planner Materials & Equipment Coordinators Field Installation Work Package** Scope **Prerequisites Materials** Ready **Tools** Team **Equipment** Trades/Specialists **Detailed Plan Tools Drawings** Vendor Info. **Safety Requirements Supervisor Review** 47% 37% Safety and QA

Tool Time Improvement

GOAL

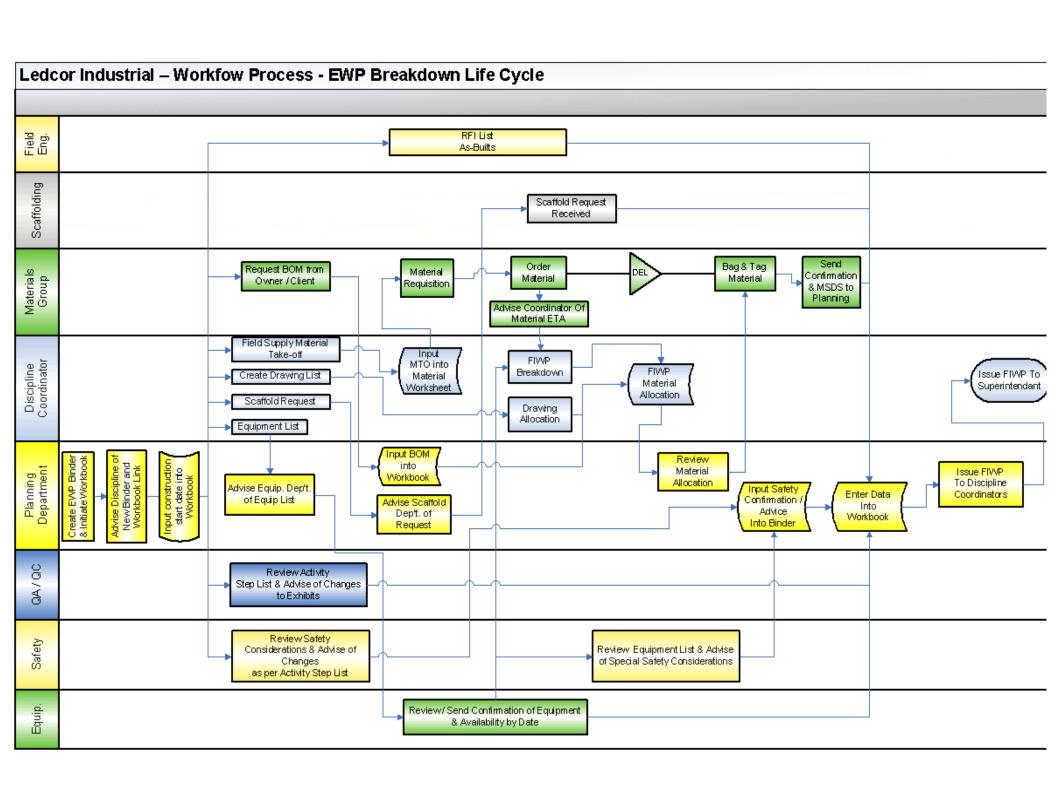
The goal of Workface Planning is to improve performance by:

- Develop a usable and practical standard planning tool to significantly increase productivity, reduce rework and enhance the probability of project success
- Create and maintain discipline and foster honest communication to proactively resolve issues before and as they arise
- The FIWP process will be a continuously improving body of knowledge
- Based on the COAA Best Practices

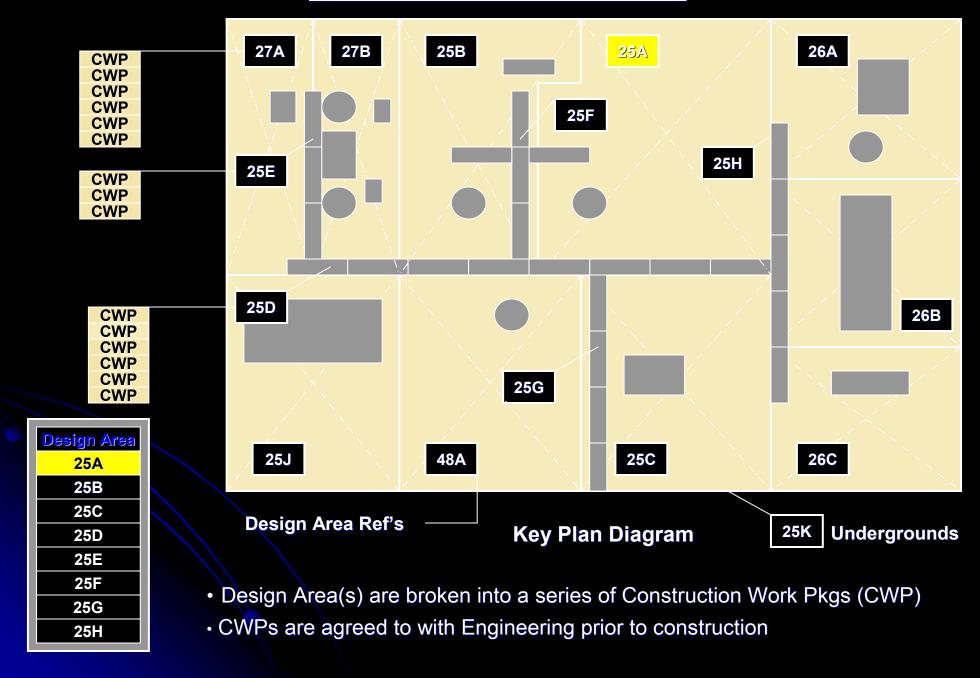
PLAN THE WORK

A Field Installation Work Package is a comprehensive package of Information that describes a specific scope of work in detail and typically includes:

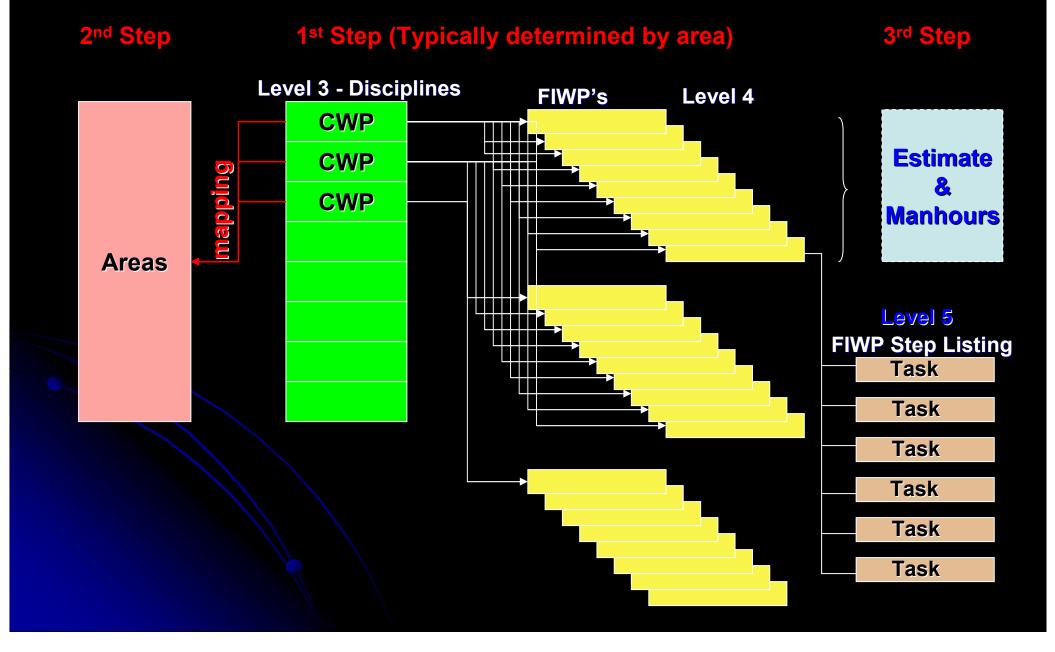
- Safety & Quality considerations
- Discipline Drawings
- Material requirements
- Inspection & Test Certification
- Estimated number of man-hours
- Schedule
- Additional information...(To benefit the construction/ implementation team.)



CWP Demarcation / Identification



Packaging Work for FIWP's



Foreman's Workface Package Preparation Guiding Principles

- Keep it SIMPLE
- Practical and User Friendly
- Understandable
- Standardize Tools
- Continuous Improvement





Packaging Work for FIWP's (cont')

4th Step Create FIWP

FIWP Document Template

- 1. Introduction
- 2. Health Safety & Environmental
- 3. Scope Of Work
- 4. Drawings & Data
- 5. Material Data
- 6. Inspection & Test Plan (QA/QC)
- 7. Operation & Maintenance
- 8. Support Information



- Dedicated AND Experienced planners break out CWP's into specific Field Installation Work Packages (FIWP's)
- The consideration for FIWP Packages is commended during the detailed engineering phase

1.0 Introduction

General overview of the scope of work to be undertaken with specific attention to any items needing consideration by Construction implementation.



2.0 Health Safety & Environmental

- Hazard Management Activities
- Work Pack Risk Assessment
- Material Safety Data Sheets
- Task Risk Assessment
- Manual Handling
- Specialist Safety Requirements
- Provision & Use of Work Equip.
- Toolbox Talks





3.0 Scope of Work

- Piping
- Mechanical
- Instruments
- Electrical
- Civil/Structural
- HVAC
- Job Cards / Activity Sheets
- Joint Completion Matrix
- Lifting Requirements
- Engineering Queries
- Hydro/ Integrity Testing
 - Planning







4.0 Drawings & Data

- Piping
- Mechanical
- Instruments
- Electrical
- Civil/ Structural
- HVAC
- Architectural
- Lifting Requirements

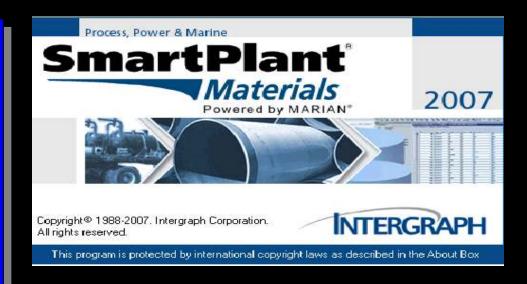




5.0 Materials

Material Requisitions

- Piping
- Mechanical
- Instruments
- Electrical
- Civil/Structural
- HVAC





FIWP - SmartPlant Materials Integration

- Forecasts are created by Field Installation Work Package (FIWP) priority
 - Only Inventory Identify lines with 100% material on hand
 - Approved Purchase Orders Create shortage reports
- Shortage reports forwarded to expediting group
 - Identify possible long lead items impacting schedule
 - Focus expediting efforts where most needed
- Material list added to FIWP package and signed off
- Pick tickets for 100% on hand inventory packages forwarded to the warehouse for bag & tag and staging
 - Release Authorization from warehouse
 - Picked heat numbers recorded for later user by Quality Assurance Department

Buildable List by FIWP



BOM Summary Status Report

| Forecast Code | Run Number | Short Desc | Description | Type | Job Status | All Positions |
|---------------|-------------|----------------|------------------------|------------|-----------------|---------------|
| 9311-14-51 | 1 | Tier 1 | Batch S Tier 1 | FR | FORECASTED | Yes |
| Issue Status | List Status | Allocate Level | Shortage | Split Type | Split Attribute | |
| Best Qty | 0 | Only inventory | 2-Pass Optimized (Any) | None | Only inventory | |

Assigned Warehouses

Order Seq Warehouse

Short Desc

Description Mod Yard Warehouse Mod Yard Warehouse 2 Company Code

Company Name

List of Work Packages:

BOM Status Report

Work Package: 9311-14-51 Prio# 1

Total BOM's: 10

Total 100% Issued: 0

| BOM Path | Issue Progress | % Issued | Total List Qty | Total Allocated Qty | Actual Resv Qty | Total Issued Qty | Available |
|------------------------------------------------|-------------------|----------|-------------------|------------------------|--------------------|---------------------|-----------|
| FIELD PIPING ISO/99PR-9311-14/MT99-L-BD9000-14 | None | 0.0 | 3.000 | 0.000 | 3.000 | 0.000 | Yes |
| FIELD PIPING ISO/99PR-9311-14/MT99-L-BD9008-11 | None | 0.0 | 4.000 | 0.000 | 3.000 | 0.000 | No |
| FIELD PIPING ISO/99FR-9311-14/MT99-L-NG9035-3 | None | 0.0 | 3.000 | 0.000 | 3.000 | 0.000 | Yes |
| FIELD PIPING ISO/99PR-9311-14/MT99-L-P9003-3 | None | 0.0 | 2.000 | 0.000 | 2.000 | 0.000 | Yes |
| FIELD PIPING ISO/99PR-9311-14/MT99-L-P9003-4 | None | 0.0 | 1.000 | 0.000 | 1.000 | 0.000 | Yes |
| FIELD PIPING ISO/99PR-9311-14/MT99-L-P9003-5 | None | 0.0 | 1.000 | 0.000 | 1,000 | 0.000 | Yes |
| FIELD PIPING ISO/99PR-9311-14/MT99-L-P9015-26 | None | 0.0 | 3.000 | 0.000 | 0.000 | 0.000 | No |
| FIELD PIPING ISO/99FR-9311-14/MT99-L-PW9012-3 | None. | 0.0 | 2.000 | 0.000 | 2.000 | 0.000 | Yes |
| FIELD PPING ISO/99PR-9311-14/MT99-L-PW9012-4 | None. | 0.0 | 1.000 | 0.000 | 1.000 | 0.000 | Yes |
| FIELD PIPING ISO/99PR-9311-14/MT99-L-PW9012-5 | None | 0.0 | 1.000 | 0.000 | 1.000 | 0.000 | Yes |
| | | | | | | | |

Reported by FIWP Package at Isometric Level List of all Lines that are available to begin construction



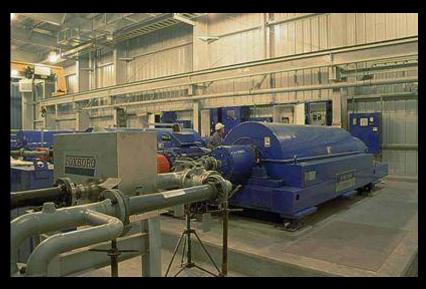
6.0 Inspection & Test Certification

- Owner Specification/ Code Inspection & Test requirements
- Mechanical Completion Certification
- Punch lists
- Joint Integrity Certificate
- Integrity Test Certificate
- Control Completion Certificate (process control items)
- System Handover Certificate



7.0 Operation & Maintenance

- Operating Manual Updates
- Maintenance Routine Updates





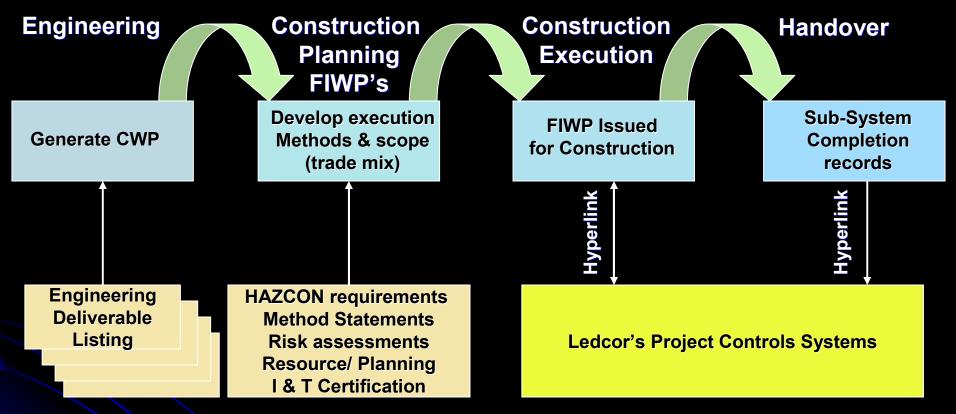
8.0 Additional Information

- Procedures/ Work Instructions
- Specifications
- Miscellaneous Data
- Weight Control
- Vendor Data
- Other Data





FIWP - Release The Work



- Responsible parties, which are to <u>always</u> include the Foreman, review the completeness and accuracy of the FIWP package prior to commencing work in the field
- Superintendents/PMs/Coordinators make final go/no-go decisions on FIWP release
- Foremen execute FIWP's
- Project Controls monitor FIWP's
- Quality Assurance audit FIWP's

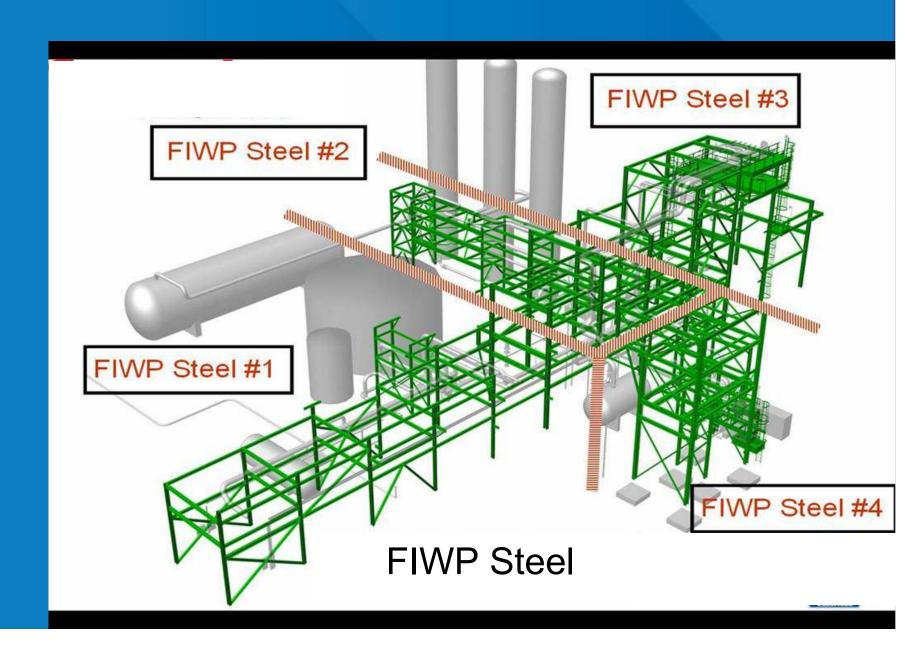
SUMMARY

The Ledcor Group...Workface Planning to improve performance by:

- Planning using Practical methods
- Making the "Bar" clear
- Creating discipline
- Proactively resolving issues
- Significantly increasing productivity
- Reducing rework
- Continuously Improving



OPEN PANEL DISCUSSION

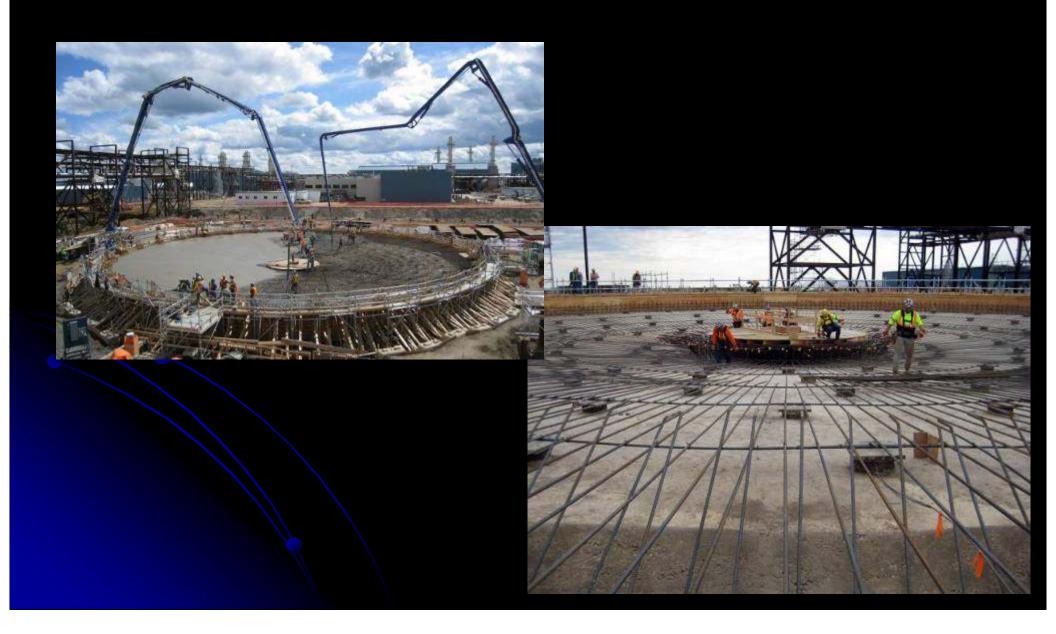


How Big is an FIWP Package?

Use Common Sense: It is a package of work as would normally be given to a foreman to build.

- Work for an FIWP is to be discipline specific and to a individual Foreman's crew.
- The size of an FIWP can depend on the complexity of the work. Therefore work may be of longer (or shorter) than 2-3 weeks in duration. (example Large concrete foundation (4 weeks), setting a piece of equipment (4 days).)
- FIWP packaging needs to align with all systems. (i.e. Estimating, FWP, Schedule)
- An FIWP may remain 'open' for longer periods (on hold at <100% complete) awaiting the completion of dependant and integrated activities from another FIWP. (example Final termination of a group of cables, may be on hold until the equipment is set.)

Clarifier Base - Concrete Pour



OIL SANDS PROJECT



Heavy lift of rotary crusher at C&C silo



First pipe module being set at U&O silo

Oilsands SAGD Expansion Setting OTSG Stack





DIAMOND MINE – Structural Steel



Central Processing Plant – PIPERACK MODULES









HEAT TRACING

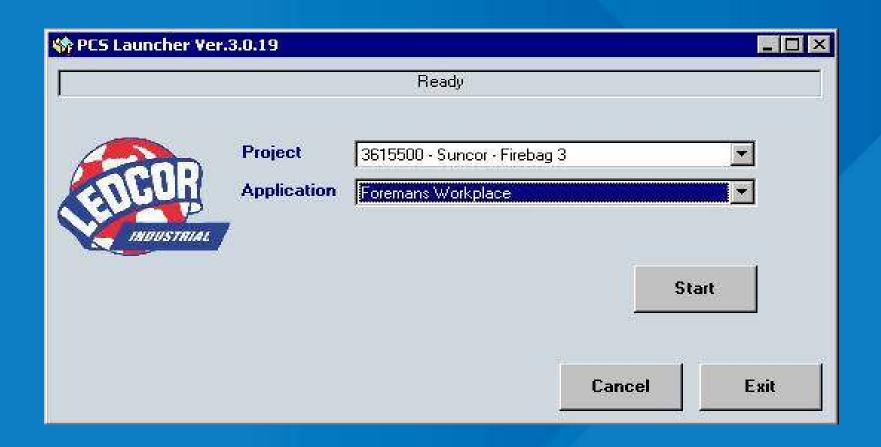




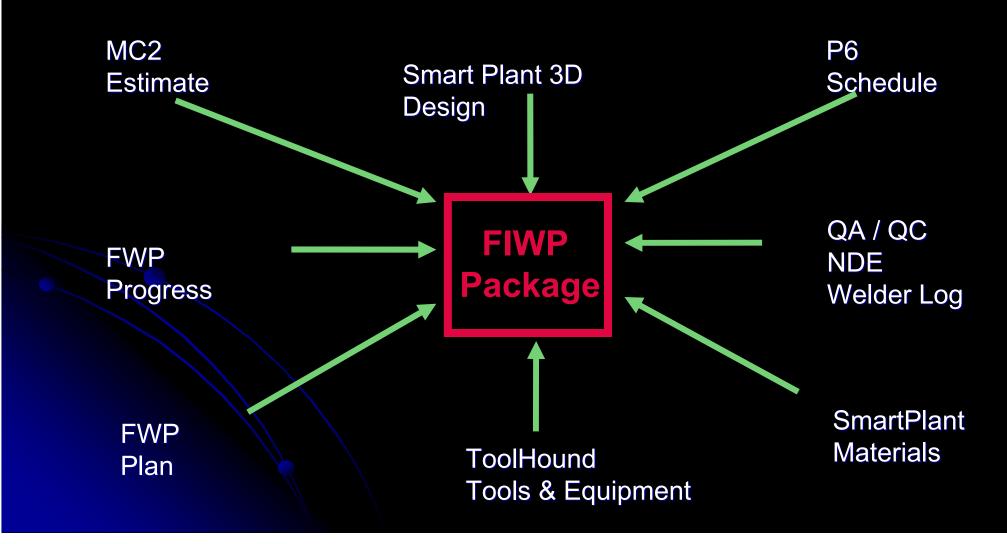




Progress Monitoring and Control of FIWPs



Field Installation Work Package (FIWP) Planning Interfaces

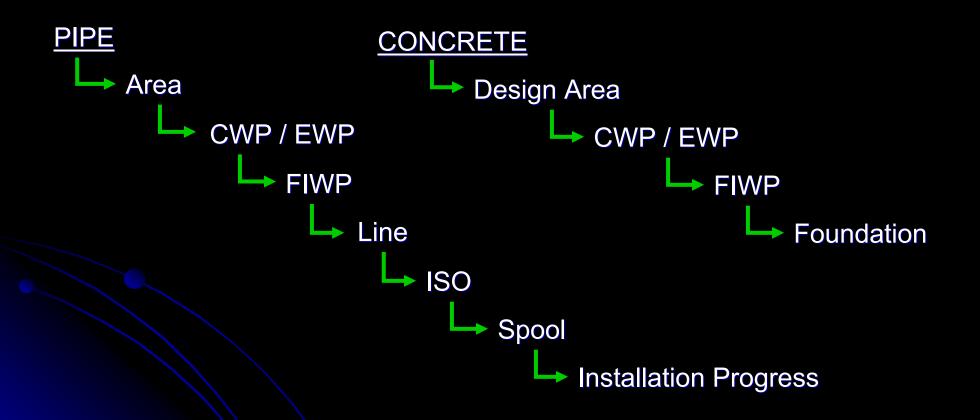


Foreman's Workplace

- Foreman's Planning Tool
- Compile Earned Progress
- Report Earned Progress by
 - Foreman
 - Schedule ID
 - JDE Cost Code
 - System
 - CWP
 - FIWP
- Data from IFC estimate information
- Worksheets continually updated to reflect current scope of work

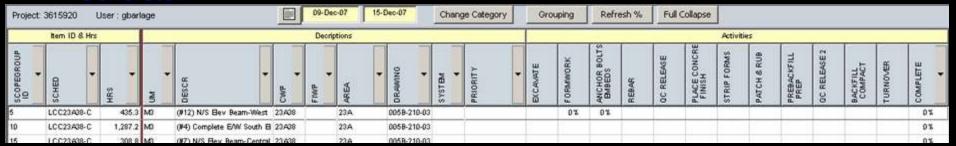
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FWP - Levels of Detail

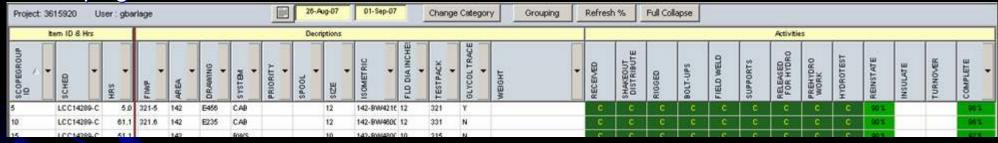


Scorecard Components

Concrete:

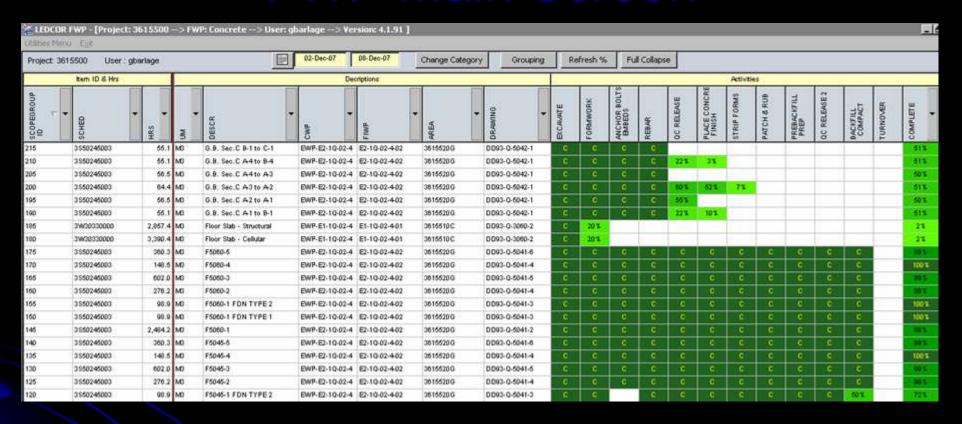


Piping:



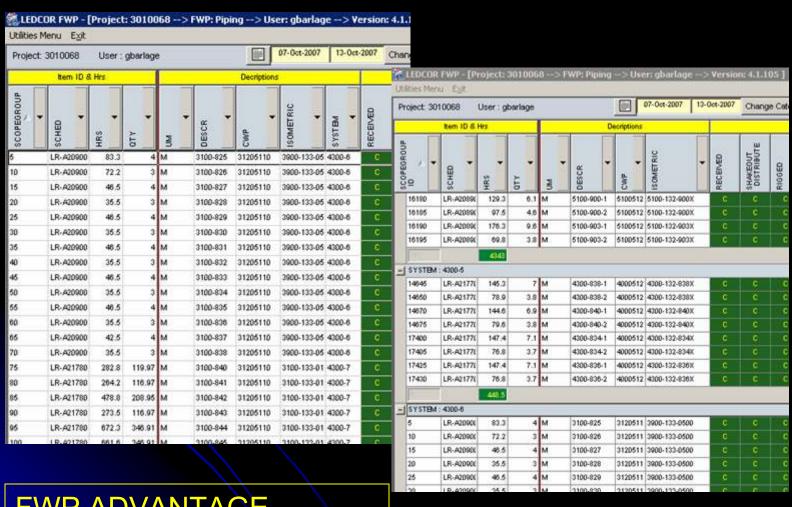
- Itemized scope of work
- Schedule IDs
- Estimate MHs
- Area/System/EWP/Line#/Iso#/Priority/etc...
- Activity steps

FWP Main Screen



- Sort and filter immediately by any column
- Edit information directly on screen
- Progress activities by percentage complete
- Progress by standard sets of activities in a step-by-step manner

Construction to Production FWP Seamless Transition...



- Typically do not receive complete detailed system definition until 75% complete
- Need system definition as early as possible
- FWP allows system information to be entered progressively as information becomes available
- Greatly enhances ability to plan and execute final system by system turnover

FWP ADVANTAGE

 Can switch between Standard and System Sorts on the fly

Construction to Production

- Change the way we approach scheduling execution.
- Use existing Ledcor systems to tie in EWP's, FIWP's and turnover packages to achieve optimum balance between construction and start up.
- At the early onset of the project, focus superintendents on the sequence of start up, not mechanical completion.
- Continuous cross discipline interactive planning from EWP release through construction to start up.

