



Canadian Natural and On Site Projects Contracting Dashboard
MGSA # 814442-1 - Supplement 3
Q3 2018
 Review held on September 17, 2018



Safety ComplyWork Status = Acceptable									
Leading Indicator	Q1 2018	Q2 2018	Jul-18	Aug-18	Key Notes - Leading - On track to increase from Q1 on FLHA's - Increase of site inspections by foreman - Corrective actions being documented and corrected in a timely manner - Near miss reporting is improving				
Man-Hours	28,179	24,494	9,361	8,480					
Hazard ID's	17	0	3	6					
Safety Meetings	3	3	1	1					
Work Site Inspections	14	12	4	3					
Tool Box Meetings	90	91	31	28					
Field Level Hazard Assessments	1,098	1,130	375	343					
Lagging Indicator	Q1 2018	Q2 2018	Jul-18	Aug-18	Key Notes - Lagging				
Lost Time Incidents	0	0	0	0	Recordables: - April 2018: Muscle strain (moving boxes) - August 2018: Ankle strain - stepping out of truck onto matting - delayed reporting Actions taken: Awareness On Site. Reporting processes improved.				
Recordable Medical Aid	0	1	0	1					
First Aid	0	2	0	0					
Vehicle Incidents	1	0	0	0					
Modified Work	0	0	0	0					
Property Damage	2	0	0	0					

Total Exposure Hours

Overtime Exposure Hours

Operational Performance									Continuous Improvement & Value Opportunities			
Measure	Jan 2018	Feb 2018	Mar 2018	Apr 2018	May 2018	Jun 2018	Jul 2018	Aug 2018	Initiative	Measure	Savings Amount	Status
NCR's Target: <10 / year / operating unit	0	1	0	0	1	0	0	0	1) Schedule optimization: From 8 x 6 to 7 x 7	Reduced cross-over time	\$366,986	Delivered
Total # of Welds	Not Tracked	Not Tracked	Not Tracked	Not Tracked	Not Tracked	Not Tracked	113	27	2) Reduce Scaffold resources to four persons per shift from six	Adjust manpower to work load	\$260,000	Delivered
Total # of Repairs Target: 0	Not Tracked	Not Tracked	Not Tracked	Not Tracked	Not Tracked	Not Tracked	0	0	3) Reduce insulator resources to three persons from four	Adjust manpower to work load	\$108,000	Delivered
Repair Rate Target: <3% All Weld Counts	Not Tracked	Not Tracked	Not Tracked	Not Tracked	Not Tracked	Not Tracked	0	0	4) Reduce vehicle fleet count by 1	Equipment cost reduction	\$23,000	Delivered
Supervisor Truck	1	1	1	1	1	1	1	1	5) Rental cost reduction: Goose neck trailer	Reduced from \$3k to \$1.8k per month	\$14,400	Delivered
Picker Truck	2	2	2	2	2	2	2	2	6) Optimize Pipefitter / Journeyman apprentice ratio	Ratio increase of apprentices	\$67,412	Delivered
Crew Truck	10	10	10	10	10	9	9	9	7) Fuel consumption through idling reduction	Efficiency and usage	TBD	In Progress
Future SRM KPI's:	Work Orders Completed / Schedule Compliance / Break-in Compliance / Facility Change Requests (FCR's) Completed								8) Break-time efficiency management	Productivity and time-on-tools	TBD	In Progress

Value Improvement

Annual Maintenance Spend - All Kirby

Annual Non-Maintenance Spend - All Kirby

Canadian Natural

- Good Q1/Q2 start to value-focus initiatives, including value log and mindset
- Successful Contract Clarification exercise now executed and better aligned to other Maintenance Contractors
- Start/Stop & break times – These need to be better identified & enforced
- Staff retention – Has been an issue for leadership roles, looking for mitigation plan (succession planning)
- OSP Staff moral seems to be very low – looking for mitigation plan from OSP corporate
- Weekly staffing report – email to CNRL site management
- Resource availability tracker & work order closure (timely & detailed) – this needs to be more consistent
- Vehicle management – sense over allocation of vehicles – 2 – 3 trucks observed sitting in parking lot

On Site Projects Operational Feedback / Updates

- Invoice approval time-lines: Opportunity to work together to keep invoice approvals current.
- Vehicle Management: Support from Canadian Natural on working together