

Trevan Williams

From: Trevan Williams
Sent: Wednesday, October 18, 2017 12:06 PM
To: Keith Hornseth; Trevan Williams; Andy Robertson; 'Kwenger@qcltd.com'; Jenny Breau; 'Adelaney@qcltd.com'; twaines@qcltd.com
Cc: Dan Watson; Terry Tillotson; Colleen Gibson
Subject: Minutes & Actions - Quinn - Q3 2017 SRM - Oct 18, 2017
Attachments: Quinn - SRM - Q3 2017 - Oct 18, 2017.pdf

Hello all, great to meet with everyone today. Below is a summary of today's quarterly SRM (Supplier Relationship Management) review along with actions and opportunities we discussed.

Attached is the dashboard for reference and further details to what is noted below.

Our next review will be in Q1 2018 and will firm up a date closer to the time.

Attendees

Andy Robertson (Quinn)
Kody Wenger (Quinn)
Jenny Breau (Quinn)
Amber Delaney (Quinn)
Tim Waines (Quinn)

Keith Hornseth (Canadian Natural)
Trevan Williams (Canadian Natural)

Key Discussion Points

- Quinn and Canadian Natural agree on path forward for quarterly SRM's, with the monthly package continuing to be produced by Quinn for ongoing monitoring of performance. Quarterly SRM's aimed at formal discussions with more of a strategic/key headline focus as needed.
- Quinn successes:
 - Over 1,000 but welds x-ray'd and tested, with less than a 2% failure rate.
 - Over 900,000 recordable injury free
- Value-focused approach by Quinn and Canadian Natural, keeping Safety top-most priority
 - A savings log has been started, with initiatives listed. Quinn and Canadian Natural will support each other on these and ensure visibility on value achieved is made and recorded. Initiatives currently being worked on include (Quinn to provide \$ benefit calculations for review and support with Canadian Natural before being logged):
 - Skid Steer utilization – complete - \$24,000 savings per year recorded
 - TA shift change to 7 x 7
 - LEM invoice time approvals
 - Improved tool time from moving monthly HSE meetings to site in smaller groups
 - Offsite fabrication of structural steel and piping spool components (reduction of sub-contractor costs)
 - PSV Analyst to provide additional value-add with WO project
 - Other opportunities to be made evident as Non-productive KPI reporting develops in prep for Q1 2018 SRM.

- Graham Construction ownership update. Key messages include:
 - No change to contract, operations, operating name, business processes, invoicing
 - No intention or risk of Quinn switching to a union model (Quinn expected to stay open shop)
 - Feedback from field generally positive on how communications have been managed
 - Due-diligence currently underway (deal expected to be fully closed by mid-November)
- Overall safety performance is meeting expectations, however vehicle incidents are an area of focus (# of wild-life strikes noted as main cause, with these being off-site)
 - Quinn's reporting of these to split-out off-site vs onsite – ensure clear communication with Keith Hornseth on any reported vehicle incidents
 - Quinn is implementing program and taking steps to reduce vehicle incident risk (slower speed limits as appropriate, In-vehicle Monitoring System, wild-life whistles)
 - Reporting of Hazard Id's and Near Miss Reporting to be ongoing, and looked at for ongoing themes. Drop in Near Miss reporting offset by increase in Hazard ID's, so reviewing both wholistically will be one way to ensure awareness of these preventative programs.
- Safety Meetings: Requirement that every person working for Quinn attend safety meetings. If someone cannot attend, this needs to be noted and Quinn to ensure that person gets the safety meeting provided (not via email, but in person). Quinn tracks attendance, and all staff should be covered in at least 1 of 2 shift change safety meetings. If someone does not, tracking and gap-closure is carried out.
- QC Packages: Build-up over time has been observed and at a point where we need to take some corrective action. Keith Hornseth and Tim discussed prioritization strategy to do this (AB83 vs leak checks etc.), and carryout NCR's appropriately to reduce backlog. Quinn and Canadian Natural agree that this needs to be monitored, and build-up avoided in future. Packages should be turned over within 7 to 14 days. Tracking of packages and timelines can be done to help identify how long a package has been in queue awaiting approval. (Actions to address noted below).
- Scaffolding: Removal of wood-based components (see action below)
- Site-wide specific procedures: Clear document reference system of procedures followed on-site – not clear to Canadian Natural that this is in place (WAC, SAC, Bill of Materials, where we blind, PNiD's. Does the document clearly lay out how to carry out specific work safely, and with the right tools and procedures?).

Actions (target completion/significant milestone date of Wednesday, Nov 15th)

- **Amber:** Provide written proposal of improvement on LEM administration time-savings. Keith Hornseth with review with Dan Watson and determine next steps.
- **Amber:** Provide tracking mechanism and report for QC packages, indicating how long each has been in queue (provide to Keith Hornseth for review)
- **Amber:** Provide a breakdown of costs by Work Order to support Keith's visibility on cost and help us manage spend
- **Andy:** Frame up cost benefit of switching TA shift to a 7 x 7 rotation with corresponding A/B shifts. Andy to outline cost savings and review with Dan.
- **Andy:** Provide summary of corrective findings / themes gathered from Behavior Based Safety Observations (BBSO's)
- **Andy:** Non-productive time KPI prep continuing for Q1 2018 SRM (drivers and themes summarized)
- **Andy:** Review site-wide procedures reference material system with Keith Hornseth
- **Kody:** Develop and review plan to migrate wood-based scaffolding parts out of use. Direction and support from Dan Watson based on best-practice observation at Horizon.

- **Tim:** Prioritize backlog of QC Packages, and prioritize based on AB83 vs leak checks etc. Provide recommendation to Keith Hornseth for which ones to NCR, so we can move forward. In addition, provide plan to avoid having build-up in future.
- **Trevan:** Put together summary of spend difference between 2016 and 2017 in prep for year-end review (Jenny to support)
- **Trevan:** Schedule next SRM meeting for Q1 2018

Dashboard Improvements for next SRM

- Inclusion of OT drivers, and % amount (summary of Maintenance, TA, Scaffolding OT)
- Moving of Near Miss Reporting to Leading Indicators, from Lagging
- Clarity on vehicle incidents (on-site vs off-site; and key root causes)
- Summary over of QC packages – how long each has been in review queue

Please don't hesitate to reach out if you have any questions.

Regards,
Trevan

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