

Trevan Williams

From: Trevan Williams
Sent: Friday, March 23, 2018 1:58 PM
To: Andy Robertson; 'Amber Delaney'; Jenny Breau; 'delliot@qcltd.com'; 'Joe McGuire'; 'Kwenger@qcltd.com'; Keith Hornseth; Dan Watson; Trevan Williams
Cc: Colleen Gibson; Julie Easthope
Subject: Minutes & Actions - Quinn - Q1 2018 SRM - March 22, 2018
Attachments: Quinn - SRM - Q1 2018 - Mar 20, 2018 - 10am.pdf; Minutes & Actions - Quinn - Q3 2017 SRM - Oct 18, 2017

Hello all,

Below is a summary of yesterday's SRM (Supplier Relationship Management) review along with actions and opportunities we discussed (a shout-out to Amber for pulling together info for the dashboard which is attached).

Our next review will be in Q3 2018 and will firm up a date closer to the time.

Attendees

Andy Robertson (Quinn)
Kody Wenger (Quinn)
Jenny Breau (Quinn)
Amber Delaney (Quinn)
Joe McGuire (Quinn)
Don Elliot (Quinn)

Keith Hornseth (Canadian Natural)
Colleen Gibson (Canadian Natural)
Dan Watson (Canadian Natural)
Trevan Williams (Canadian Natural)

Key Discussion Points

- Turnaround safety, delivery, and focus is priority

- Canadian Natural and Quinn to continue bi-weekly Value Improvement Team calls, however on pause to allow for Turnaround focus. Support from Andy Robertson to continue, and key results thus far have included strategic improvements including:
 - Framework for Vehicle HSE exposure hour reduction and cost efficiency:

- Reduction of vehicle km's driven per year of ~1,000,000 km's through vehicle fleet size and pooling of personnel.
 - Savings approximation of \$0.05 to \$0.1 M related to fuel and maintenance costs (focus of initiative primarily being HSE exposure due to animal strikes and other vehicle incidents).
 - Implementation plan and details are being worked to align with a summer-2019 start, prior to fall 2019 Turnaround.
 - Canadian Natural supports Quinn's framework and direction to proceed
- Non-Productive KPI: Key initiative as report will identify future opportunities to continuously improve cost and operational efficiencies.
 - Productive time-sheets are in place identifying where personnel are spending time, and what is impeding tool-time improvement
 - Quinn in progress of producing dashboard, however request Quinn to demonstrate progress through interim dashboard step
 - Updated sheet information for PAW area to be included so improvements can be addressed with specific Foreman (i.e. Garret, Slade, etc - Wolf Lake, Primrose East, Primrose North, Primrose South)
 - Focus on quality of forms being filled out – Quinn working on quality of reviews so meaningful information can be obtained
- 7 x 7 Schedule Optimization: Further detail to be worked, however framework in place for further exploration.
- Operational comments and discussion
 - Green mesh barriers arranged to be in place for Turnaround to support prevention of falling objects
 - Ability to scale up with scaffolding staff in case of need during Turnaround, is in place
 - Welding rate performance: above target repair rate reviewed – root cause of high repair rate (5.26% vs target of 3%) identified and remedied through a personnel change.
- Overtime analysis:
 - First SRM with Overtime metrics displayed
 - Causes of Overtime related to schedule demands – Quinn will respond and work to meet schedule driven by Canadian Natural
 - Opportunity to further explore “break-in” work and impact to overtime: definition of “break-in”; schedule interruption
- Other items:
 - QC Package Back-log: Ongoing – Don has made some good progress on historical clean-up, and Quinn has resolved key issues which caused package backlog.

Actions (key milestone date of 1 month after Turnaround: ~June 15th or earlier)

- Quinn and Canadian Natural focus on Turnaround needs
- Andy: Work with Bash to produce first summary output of Non-Productive KPI: Bash to pull together sample set and produce output for team to review and test visible progress
 - Key form improvement: Outline which area of PAW is applicable to certain portion of Non-Productive KPI sheet - Wolf Lake, Primrose East, Primrose North, Primrose South
- Don/Keith: QC Package close-out continuation. Categorization now complete on 2014 items – Keith to provide steer on steps to address so legacy packages can be appropriately addressed

- Amber: work through improvement of QC package metrics and tracking, for better visibility on 'process flow' – time of how long packages are in certain stage of flow
- Joe: Further details required on vehicle cost and optimization plan – summer 2019 implementation
- Dan/Keith: 7 x 7 schedule optimization detailed review of plan and implementation

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

Regards,
Trevan

Trevan Williams

Supply Chain Management
Conventional Operations

☎ 403.514.7904

2100, 855 – 2nd Street S.W.

Calgary, AB T2P 4J8

