Delivering Scalable AWP in Operating Facilities
Be a Predictable Pedestrian

- Always walk on a sidewalk when available.
- Be extra-cautious during situations where visibility is affected.
- Only cross at intersections and crosswalks.
- Be visible and avoid dark clothing.
- Avoid any substances which may impair judgement and reaction time.

In 5 years, 165+ crashes resulted in pedestrian injuries at “high-risk” intersections in Houston. Westheimer is among the most dangerous.

Source: Houston Press
Use Agile Planning to Increase Productivity

- Keep Everyone Consistently Informed
- Hold Regular Retrospective Meetings
- Hold Daily Stand Up Meetings
- Emphasize Improvement, Training
- Regularly Discuss Coordination, Constraints, and Blocking Items

Agile methods lead to a 7-12% improvement in productivity, and a 5-12% reduction in cost.

Source: Reifer Consultants
Introduction

- Former SVP Product & Market Strategy for Jovix
- CII AWP Performance & Benchmarking Co-Chair
- Fiatech PAT Leader (Materials & AWP)
- 12 Technology Patents
- BSE Mechanical Engineering

Josh Girvin
CEO
O3 Overview

- AWP
- REPORTING & ANALYTICS
- CONSTRAINT MANAGEMENT
- AWP MASTER INDEX
- DATA

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Client Input

$70B Project with 20 Contractors

1750+ Users across the world’s largest Oil & Gas Project

AWP Program Across Portfolio

SDTA Project Portfolio with Major Chemical Company

Enterprise AWP Program

AWP Program Management with Super Major in Oil & Gas

Accelerated SDTA Timeline

Managing AWP Collaboration Major Chemical Company

Multi-Project at Operational Facility

Simultaneous Projects, Site Portfolio Management

O3 is a modern agile company that relies heavily on client input.
Industry Input

AWP Community for Business Advancement

- Performance & Benchmarking
- Education & Outreach
- Knowledge Management
- Business Accelerator
To move the needle, your focus should be on the majority of your spend.
The Project Landscape

Mega & Large Projects
- Large-scale
- Complex
- $1 billion+
- Many years to develop & build
- Multiple public & private stakeholders

Operating Facilities
- Small projects
- Short duration
- $2M - $100M
- Multiple simultaneous projects
- Impact to daily operations
Size Matters
Nuances that Impact AWP Implementation

Mega & Large Projects
- Rigid Upfront Requirements
- Multiple disconnected stakeholders
- Dedicated PMT

Operating Facilities
- Ability to Crawl, Walk, Run
- Embedded Contractors (weeks vs. months)
- Internal CMT spread thin
“On some of the smaller projects, you just don’t have to have the same level of formality.”

“It’s important to understand the project type, size & complexity.”

“Apply what is necessary. No more, no less.”

Source: Update of the COAA Scalability Project
Operating Facility Challenges

- PMTs are stretched thin
- Operating in reactive, firefighter mode
- Not following standard stage gate process
- Jumping from concept to execution leaves no time to plan
- No visibility into engineering status
- Schedules slip with no accountability
- Don’t know where to start with AWP
- Everyone has a day job

“I am managing 10 projects and one is always on fire.”

- Construction Manager, Operating Facility
Implementation Methodology

Megaprojects have one shot to get AWP right in the beginning.

Operating facilities have several small projects and can make adjustments along the way.
Combined Approach

All of these elements require subject matter expertise and technology to support scalability.
Definition

Program Goals & Outcomes

AWP Best Practices

KPIs & Metrics

Data Requirements

Contracting  Engineering  Procurement  Construction  Startup & Comm  Proj Ctris  IPP Session

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Education & Engagement

- Training & Coaching

- Track Education Progress by
Level and Date Required
  - Aware
  - Engaged
  - Champion
Collaboration

- Path of Construction Development
- Constraint Management
- Portfolio Management
Accountability

- Role Specific Scorecards to focus on what’s highest priority
- Configurable Dashboards to Increase Visibility
- Data Management Reports to ensure timely, complete, accurate data
- Identify Potential Training Opportunities
Standardization

- Work Package Templates
- Contract Language
- Checklists
- Data Requirements

Standardize to Enable Automation
Operational Facilities Profile
Operational Facilities Experience

- Multiple Projects
- Multiple Contractors
- Multiple Owners
- Multiple Partners
- Multiple Job Sites
Project Profiles

- Multiple Operating Facilities
- Simultaneous Projects
- Early in AWP Maturity
- Project Sizes Ranging from $2M to $100M
- Multiple Project Teams
Implementation Scope

- Define Fit-for-Purpose AWP Approach
- Train and Coach Owner and Contractor Personnel
- Develop Standard Work Package Templates
- Build Work Packages
- Manage WP’s and Constraints during Execution
- Incorporate Safety Specifications & Reporting
- Provide Oversight & Analytics
- Develop Portfolio-wide Education & Engagement Strategy
## Result Highlights

<table>
<thead>
<tr>
<th>Enhanced Collaboration</th>
<th>Improved Visibility</th>
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<tbody>
<tr>
<td>- IWP Sequencing</td>
<td>- Constraint Management</td>
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<tr>
<td>- Constraint Review</td>
<td>- Progressing</td>
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<tr>
<td>- Progress Updates</td>
<td>- Resource Loading</td>
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<td>- Safety Tracking</td>
<td>- AWP Health Scorecards</td>
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<tr>
<td>- Crew Allocation</td>
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A Winning Culture

Total Engagement
- Corporate, Project Team, Admin, Contractors

Expanded Use of AWP
- Bringing new people to the table (Example: Safety)

Innovative Spirit
- Excited to try something new, focused on innovation

Better Collaboration
- Leveraging up-to-date, real-time data for team meetings

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What’s Next?

- Onboarding new Project Teams
- Site-wide optimization
- Portfolio Management
- Construction Automation Software
- Incorporate Time on Tools Metrics
- Engineering Rules of Credit
Lessons Learned

1. Right-size Implementation for the Facility
2. Crawl, Walk, Run Approach
   - IWP ➔ CWP ➔ TOP ➔ EWP ➔ PWP
3. Identify Project Teams that are Passionate About Improving
4. Get Support at Corporate Level
5. Launch Education & Engagement Early
6. Leverage Analytics to Correlate “Reds” to Training Opportunities
7. Set Data Requirements Early (Contract Language)

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Key Takeaways

- Focus on the Majority of the Spend
- Take a Site-wide Approach to Maximize AWP Investment
- Proven Success - Multiple Sites, Owners, Contractors
- Education & Training is Critical
- AWP Should Be Right-Sized for Small Projects
- Visibility Identifies Areas to Improve
- Hold Stakeholders Accountable
- Services + Technology = Exponential Value
Questions?

Ownership ▪ Oversight ▪ Optimization

www.o3solution.com