

June 25, 2018

SITE ASSESSMENT

REVIEW OF MANAGEMENT & REPORTING OF DIRECT & INDIRECT LABOUR

NOT FOR RE-DISTRIBUTION

DRAFT

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This interim report has been prepared in confidence for the sole use of LCP (Lower Churchill Project) and BPLP (Barnard Pennecon).

It is provided as a point of discussion only, and is not for re-distribution.

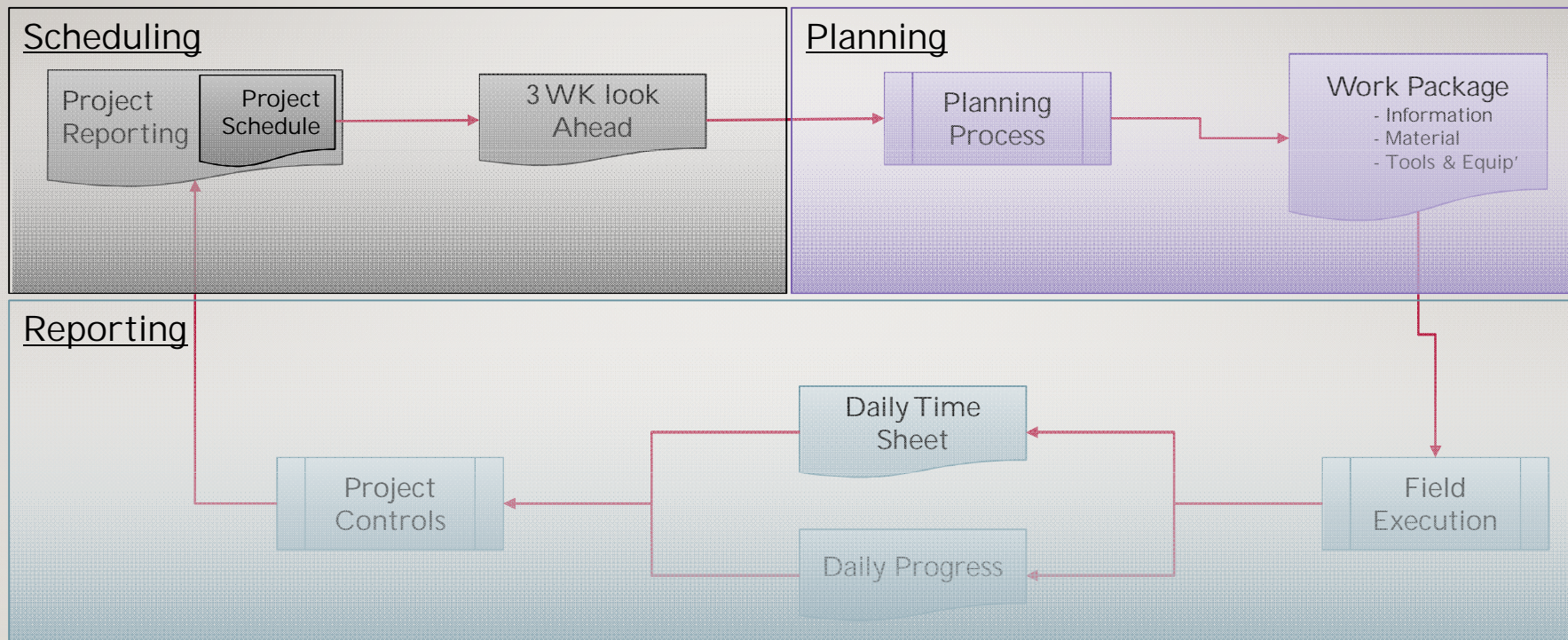
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BASIS OF ASSESSMENT

- Contractor is ramping up for the 2018 construction season.
- The contractor and owner wish to work collaboratively to understand any areas of opportunity for improvement in the planning process. Particularly as it relates to labour management and labour productivity.

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PLANNING PROCESS OF ASSESSMENT



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GENERAL FINDINGS

- Superintendents shift changed to align with crew shift, ending the crew tensions that were occurring last year and increasing crew cohesiveness.
- Field engineers shift is offset with superintendents shift which helps with continuity to the projects progress.
- Increased storage facilities were added to ensure the delay impacts from last year due to product shortage were not repeated. Product (fly ash, cement and add mixture) demand curves were created based on an accelerated schedule and storage facilities were increased to these quantities.
- Updated foreman binders with task specific work plans drawings 3D model shots is a great improvement over the information provided to foreman from last year.

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PROJECT REPORTING

Findings:

- 3 Excel files containing 8 reports, yet no clear picture as to where the contractor is at.
- Labour productivity file not reflecting changes in hours for approved scope changes, direct or indirect.
- Product quantities are being reported but no indication to what quantities are required.

Recommendations:

- Review all 8 Excel reports and eliminate any that are not adding true value to the project.
- If the labour hours are not being added to the labour report this report holds little to no value in maintaining.
- Add planned product quantity to show a more accurate backlog or product, and a leading indicator to potential shortages.

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SCHEDULING PROCESS - FINDINGS

- BPLP is maintaining both a contractual schedule as well as an acompressed schedule that is approved in intent but has yet to receive final approval.
- 3 week look ahead is produced every Sunday at 3PM, and is a combo of the schedule and the 2018 aggressive plan. It is created through the interaction of both project controls and the site superintendents.

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PLANNING PROCESS - FINDINGS

- 6AM and 6PM every day there are area based foreman meetings where the superintendents provide verbal direction of the days tasks based on the 3 week look ahead.
- 3PM every day all superintendents hold a meeting to discuss what they have accomplished with what they have in front of them and come up with the POD (Plan Of the Day) for the next shift and the next day.
- Internal memo is distributed from the superintendent's daily meeting highlighting the days progress for both day shift and night shift.
- Foreman hand books have been greatly revised for this years construction season

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REPORTING PROCESS - FINDINGS

- Information is readily available through very detailed foreman hand books that have been revised for the 2018 season as well new drawing packages that are printed out new every week.
- There is an abundance of quality hand tools available for each foreman
- Foreman have a cost code cheat sheet that is updated on a regular basis that they utilize for completing their timesheets. The timesheets are then reviewed daily by the superintendents, corrected as required and the passed onto the project controls team for processing.
- Progress quantities through by quantity surveyors and then adjusted through survey results at the end of each month.

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PROCESS RECOMMENDATIONS

- Resolve all contractual issues around the compressed schedule immediately, for both clarity to project goals and decrease the administrative weight in maintaining 2 project schedules.
- Invest in a screen that would allow for the pouring of the flip buckets during rain, allowing for productive pours to occur when the RCC is delayed. BPLP is already looking into getting these manufactured – expedite this process.
- BPLP to look into a written daily matrix as opposed to the current verbal direction. Consultant open communication between CCT and BPLP where BPLP may gain from the CCT daily matrix and CCT may gain from the Foreman hand books.
- Create a scheduled informal communication with LCP to crew activities prior / during periods of rain.

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DISCUSSION

Q & A