

WFP FAQ

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Q & A

Q1) Won't large oil and gas construction projects take years to plan based on 2 week maintenance projects being planned up to two years in advance?

A1) No, the work face planning model develops FIWP differently than the maintenance model.

Q2) Aren't maintenance projects routine, even predictable, while large construction projects are unique?

A2) Conditions that will be encountered in a maintenance project can not be known until vessels are opened and the physical condition is examined. Large oil and gas construction projects are unique, but elements in them are repetitive. The uniqueness of large oil and gas construction projects requires planning even more than maintenance projects.

Q3) Do we really need to plan to this level of detail, can't skilled foremen execute from the CWP?

A3) While this may work on small projects the complexity, large number of interdependencies and conflicting and excessive demands on foreman's time require dedicated planners developing detailed work plans.

Q4) Won't extra planning increase overhead and would result in higher total costs?

A4) Potential increases in labor productivity of 25% to 30% would more than cover increased overhead costs. Owners are willing to invest in higher overhead costs to achieve lower total costs.

Cost-Benefit Analysis:

- Assuming labour is 40% of Total Installed Cost (TIC):
- 2% increase in labour costs for workface planners and support staff = 0.8% of TIC
- 25% reduction in labour costs due to improved labour efficiency and effectiveness = 10% of TIC
- Therefore, for each \$100 million of construction, WFP could save ~ \$9 million.

Q5) Won't foremen resent having someone else plan their projects?

A5) Prior to the current trend of fast tracking projects, dedicated planners developed detailed work plans that allowed foremen to focus on running the crews. Foremen will accept well-designed plans developed by others, provided the foremen themselves have input.

Q6) Isn't it necessary for all engineering to be completed prior to developing FIWP?

A6) FIWP can be developed for those parts of the project where engineering is complete. Planners need to be established early in the project during the engineering phase.

Q7) If using WFP in large oil and gas construction projects worked, wouldn't someone be using it?

A7) The following companies are using WorkFace Planning on their projects: CNRL, Nexen, Opti, PetroCanada, Shell, Suncor, Syncrude, Total.

Q8) How many planners will be required and where will they come from?

A8) To implement WorkFace Planning on large projects between 1% and 2% of the labour force will be workforce planners. As this is a new position, planners will need to be selected and trained. These dedicated planners will need to be developed from people who have been senior foremen, general foremen or construction superintendents.

Q9) How are we going to find the time to complete the FIWP which are going to require a lot of work?

A9) The extra cost and time to complete the FIWP will be small in comparison to the possible prize – the ROI on the project. The payoff can be large in comparison to the extra cost.

Q10) How big is an FIWP?

A10) Typically construction is organized on two week look ahead schedules. Therefore an FIWP will normally cover a one to two week work period for a foreman's crew. However, the size of an FIWP depends on the complexity of the work. There may be situations where smaller FIWP could be required (e.g., commissioning, start-up, etc.)

Q11) Why can I not go from an EWP to an FIWP?

A11) Because the EWP, CWP and FIWP are different things, an EWP is an engineering deliverable, a CWP is a construction deliverable. An EWP is a CWP deliverable, it is part of a CWP. A FIWP is a construction deliverable broken down from a higher level construction deliverable, the CWP. The EWP does not account for scaffolding, construction equipment, subcontractors, manhours, etc.

Q12) Who develops the CWP?

A12) The CWP is developed by either the construction contingent of an EPC or the construction contractor who will perform the work. In the absence of the construction contractor the owner construction management team will develop the CWPs.

Q13) How many EWPs in a CWP?

A13) This is dependant on the scope of work but typically there will exist a 1:1 relationship or N:1 where N is the EWP.

Q14) What is in a CWP?

A14) Refer to the CWP template in Appendix B of the CWP Best Practices Report.