



APLNG CASE STUDY

Driving team excellence

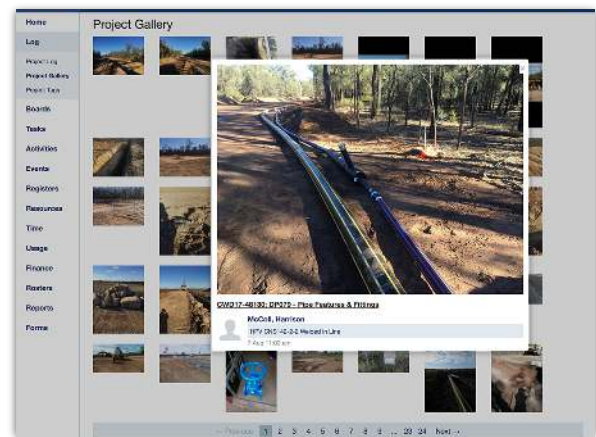
Origin's APLNG Collaborative Well Delivery program is led by CPB Contractors. Their team of more than 1,000 gas gathering delivery experts are working across four gas fields to bring wells online faster than ever before. The program features more than 20 individual jobs, ranging from \$2 million to \$90 million each. After four successful years of program delivery, the team introduced Envision to help reach their next level of improvement. Envision has been the central source of project data since 2016 and, in the past 12 months alone, has supported:

- 13,600 photos and 4,800 user comments
- 9,500 progress and 346,000 cost entries
- 203,000 electronic subcontractor dockets

Key advantages

Key advantages to date include:

- Enabling real-time schedule management and remote monitoring linked to P6
- Creating an electronic timesheet feature, eliminating thousands of handwritten dockets, fast-tracking entry by five days and removing the need for six resources
- Refocusing supervisor time for better in-field planning performance
- Creating an effective platform to manage issues between client and contractor



"Envision gives you earned versus planned progress in one place, immediately. That's really exciting. I also know everybody is looking at the same information, not slightly different approaches by each engineer on each roster. The consistency of the front end, which our client looks at, is the real benefit. Envision has also been able to adapt to the different reporting needs of each discipline. We can also start to mitigate delays faster because of the ability to log events. If you find out about an issue four days late, you're four days behind solving it. With Envision, our team can grab their phones, take a photo and you get notified almost instantaneously."

-Damian Percy, Project Director, CPB Contractors

"Envision has supported an ongoing continuous learning mentality. We're not just running by gut feel. It's a disciplined and professional approach to dealing with project issues. Without Envision, we would have less data-based decision-making and control. It also means success isn't ad hoc. Envision bridges that gap. It has encouraged a uniform, consistent approach. It's not isolated entrepreneurs doing well but a coordinated team approach bringing everyone to the same high standard."

-Ernie Downes, Project Controls Manager, CPB Contractors



Real-time schedule management and remote monitoring

Envision is the project's central location for data collection. This gives managers access to data in one place and promotes discipline in how that data is collected, enabling accuracy and timeliness. This, in turn, informs real-time decisions on the project's delivery. Because Envision is linked to P6, it removes the common need to back-engineer schedule data. Managers and senior leaders can interrogate the job, comparing real-time, up-to-date information against planned progress without that added, time-consuming step. They can also monitor work remotely, anytime, getting an instant snapshot of program performance as a whole, and down to individual projects. Part of the evolution of Envision on the project has also meant adding the ability to look at earned dollars using real-time resource rates, as well as earned manhours.

Time-saving electronic docket

Prior to Envision, a team of eight entered handwritten timesheet dockets. These could take up to seven days before the data was available. They also placed a significant load on supervisors who had to be involved in every step of the paper-based process. Using Envision's mobile app, the workforce is now entering that data. Timesheets are logged in real-time by workers, creating uniformity and accuracy by locking down options and ensuring only complete dockets are provided. This has also eliminated thousands of paper dockets. Timesheets are reviewed by supervisors within a day, and verified by a team of two engineers the next day. Automation has saved on supervisor time and project salaries while fast-tracking better data.

A flow-on effect is greater transparency and connectivity through all levels of the project, with field teams and leading hands knowing their cost codes. More ownership and discipline are driving greater improvements.

Improved in-field performance

The electronic timesheet feature has also created significant value in terms of planning. With approximately 650 employees, supervisors historically signed up to 50 paper dockets at 30 seconds per docket. Electronic timesheets enable supervisors to focus on planning their days first, improving the quality of prestarts and toolboxes and creating the freedom to address timesheets faster, later. Having reliable data the next day, not one week later, also means feedback can be provided to crews much sooner, enabling a faster improvement cycle.

Improved end-of-month reporting

Wider workforce participation is making processes like end-of-month docket/invoice reconciliations and calculations of accruals more efficient. This, in turn, improves the quality and timeliness of end-of-month reporting. As CPB Contractors' client and subcontractors have controlled access to data, they can verify and support their own investigations and claims. Among a range of benefits, this is expected to further improve the end-of-month verification and claim cycle.

"We've done a lot of improving and there's now a lot of confidence in the data we're getting out of Envision. People actively using a system and having confidence in the data it generates are critical. With Envision, we're in a position to keep going forward as a project and use our data a lot more. We've also been able to give our client access to the data, which is a definite benefit for them and demonstrates openness on the project."

-Nigel Donkin, Commercial Manager

"The greatest value is the electronic timesheet system. A supervisor would sign 30 to 50 dockets of a morning and electronic timesheets takes that off the table. One of the biggest issues with our industry is poor planning. This takes a task that doesn't require any planning away from the supervisor so they can really plan the day and deliver information to their teams that's relevant and front-of-mind... not diluted by timesheets. They can set their job up and talk through risks with their team. How do you put a dollar value on that? That planning time is priceless for understanding the job and from a safety and quality perspective."

-Damian Percy

"With electronic timesheets, you can reliably use the data the day after it's entered. The old approach meant you could be making decisions on half the data – meaning poor decisions. We're also now providing information to the workforce, so data flows down as well as up. All levels, including our client, see the raw data. That means a greater sense of ownership and more discipline and awareness. We're challenged to bring costs down, reduce time and more consistently meet targets and program. We now really have everyone working toward the team getting better, and Envision ties that together."

-Ernie Downes

Robust issues management

In addition to project metrics like daily costings, program tracking and budget performance, Envision provides a simple framework to review events so managers can identify potential program or cost issues quickly and know whether delays are related to repeat issues, like material deliveries or weather. It creates a suppository of truth to verify what's happening program-wide, using the same language and measures. Being a cost reimbursable contract, this ability to look across all events and identify common issues means CPB Contractors can talk with their client about improvements that can be delivered together.

