

An Operational Excellence Framework

for In Situ Operators


EVOLVE
Let's get started.



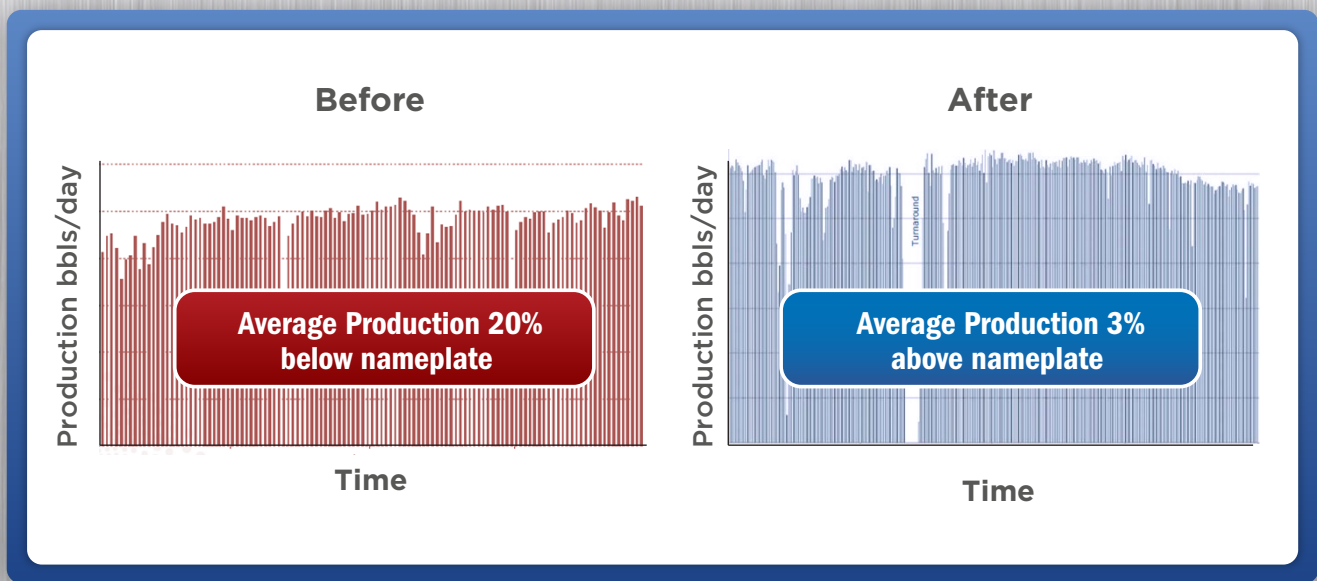
Operational Excellence

- ...is a philosophy of leadership, teamwork, development and problem solving that delivers ongoing results
- ...is about optimizing the value chain by removing waste and excess
- ...is about continually focusing on customers' needs
- ...is about achieving best in class performance in all areas of the asset by optimizing activities and processes
- ...is about sustaining improvements over time



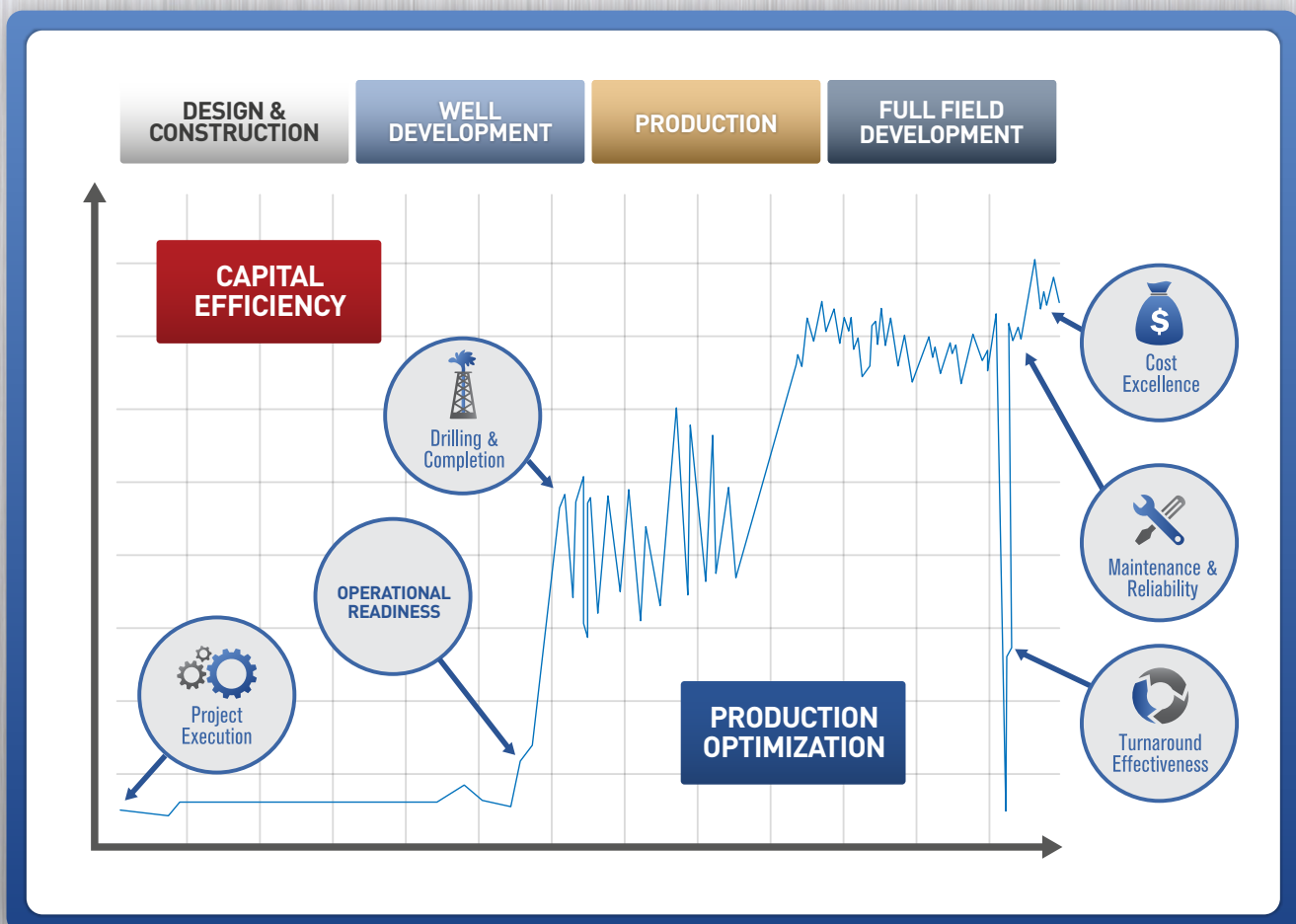
Building a culture of continuous improvement through effective management systems, key performance indicators, team behaviors and striking a balance between strategic, tactical and transactional activities at all levels of the organization.

Case Study: This SAGD Operation was considered a mature asset producing at nameplate capacity. However, leaders believed they could achieve more if they improved the engagement and alignment of their people in the business. As part of an overall Operational Excellence program, the Leadership and Performance Management team designed and implemented a formal management system that improved both their core meetings and accountability reporting, allowing people to make better interventions based on data. These interventions, together with the vital leadership behaviors, took their performance to a new level.



Achieve your best day....every day!

Long term success in SAGD requires engaged and capable teams using clear and common ways of working to deliver continuous improvement throughout the lifecycle of an asset.



Evolve has partnered with the majority of SAGD producers to help them achieve breakthrough performance through Operational Excellence.



Production Monitoring & Optimization

Optimizing production processes from reservoir to pipeline.

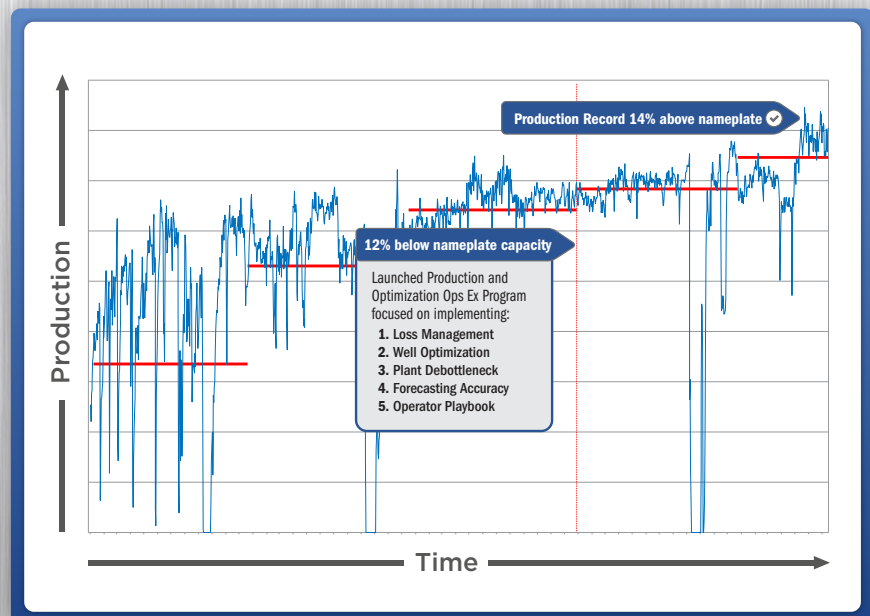
Case Study: This SAGD Operation was not meeting nameplate capacity and leadership decided they needed to take a different approach in order to improve performance. The new approach was to launch a Production Monitoring and Optimization initiative. This program produced results beyond what they thought possible.

The chart to the right shows their daily production over the last six months.

When we started, they were averaging 12% below the nameplate capacity.

The OE Program engaged both the Maintenance and Production teams, once this happened they began to realize improvement almost

immediately. But when these teams introduced new tools and behaviors associated with loss management, improved forecasting, well optimization, plant debottlenecking and an operator playbook, they took the process much further than even they believed possible. They are now consistently achieving 14% above nameplate capacity, with no major engineering changes or CapEx! This was achieved by learning and practicing new skills and by getting the whole team engaged and excited about what they were trying to achieve.



Critical questions on the path to Operational Excellence

- To what extent do your management meetings focus on using performance data to make decisions, drive actions and reinforce accountability? How consistently does your team exhibit leadership behaviors and serve as role models to others?
- What is the current level of variation in daily and weekly production? Is that acceptable? What is the value of reducing variation by 5-10% or more? How are production losses captured and used in order to identify and eliminate root causes?
- How consistent are panel operator interventions across shifts? To what extent are you controlling the use of diluent and/or chemicals in the process?
- How well is maintenance work being planned and scheduled? What metrics do you have in place to track and manage workforce utilization, schedule attainment and “break-in” work?
- How effective is your reliability program in reducing downtime? Are you satisfied with the overall performance of maintenance processes and the reliability of your assets?
- How effectively are your turnarounds executed? What is the on-time and on-budget performance? To what extent are turnarounds actually resulting in improved plant reliability and operational compliance?
- How well are your projects being executed? What is your current project velocity (e.g., average lead time to complete a project)? How fit-for-purpose is your project execution process? To what extent can it handle major projects as well as small projects and MOCs? What value are your projects really delivering?
- How are you forecasting and planning production over the short-, medium- and long-term? Which functions need to coordinate the most in order to minimize disruption to plant operations?
- How robust are your talent management and organizational development processes? To what extent is the organization proactively measuring, managing and improving the talent lifecycle from workforce planning and acquisition, people development and performance management through to rewards recognition and retention? How prepared are you to scale and grow the organization into the future?
- How are you driving and supporting continuous improvement efforts across the business? What tools and techniques are you leveraging? How are you building internal capability so that people can systematically identify and solve problems for themselves?

Contact Information & Questions

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