



Integrated Solutions



Insight into Managing Large Capital Projects in the Wood Industry

About Cogent

Our Mission:

Empowering our clients to achieve a safe, reliable and efficient operation

Our Achievements:

Recipient of over 20 awards and rankings



Vancouver, BC Canada



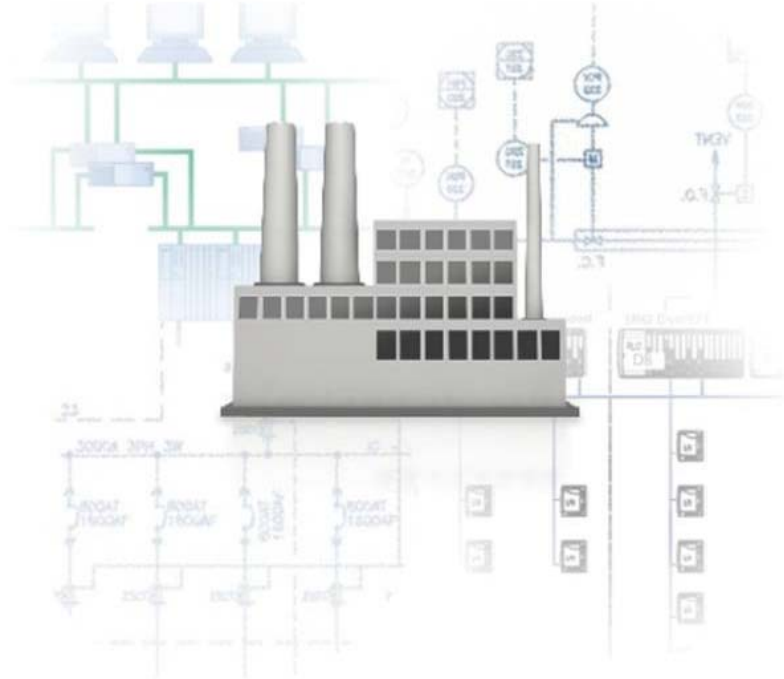
Project Services & Solutions

Plant-wide

Electrical Power Systems

Controls and
Automation

Fire Safety



Project Management

Industrial IT

Monitoring Systems

Norbord Site - Inverness



Norbord Site - Inverness



Norbord Site - Inverness



Norbord Site - Inverness



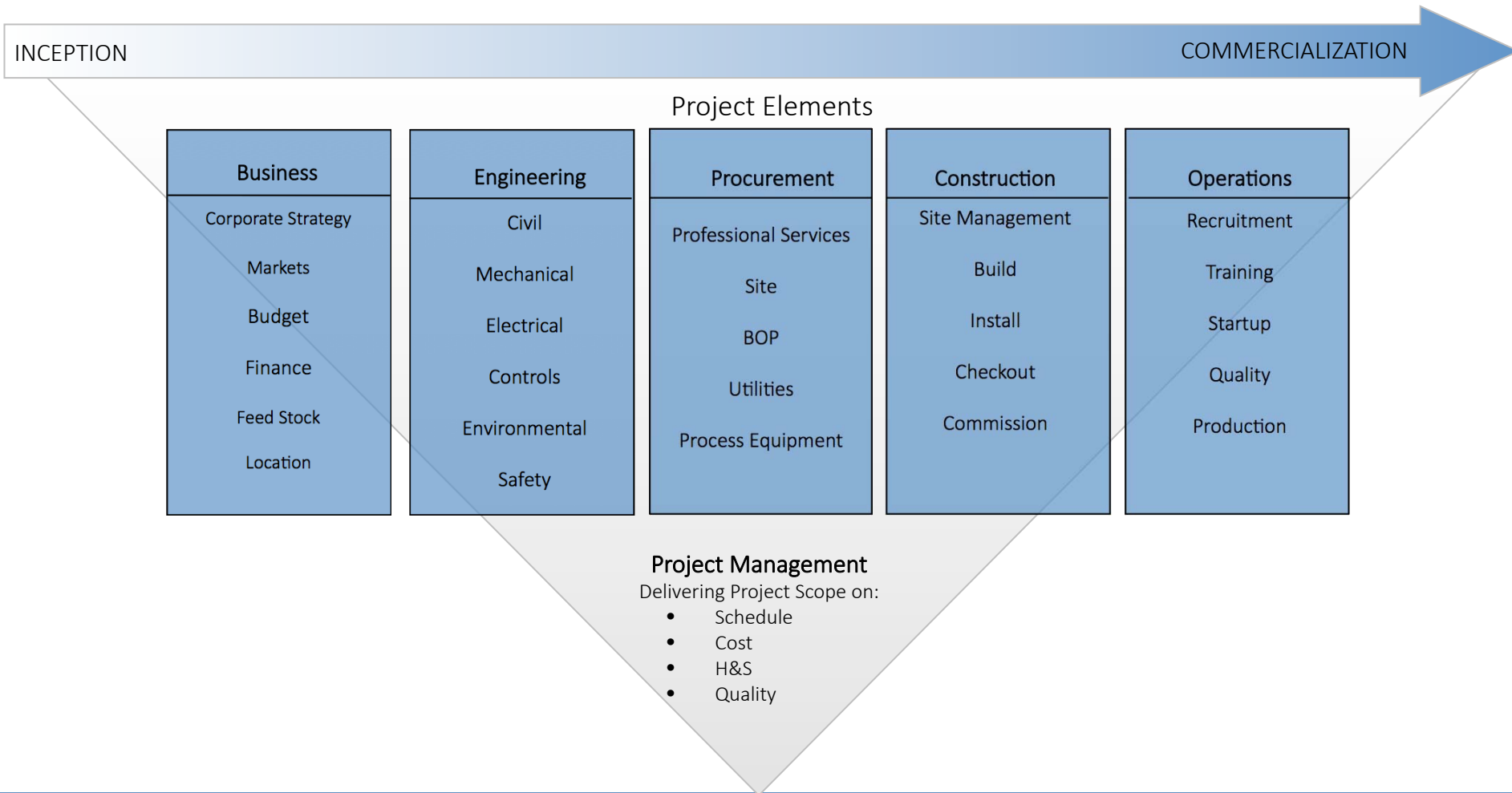
Norbord Site - Inverness



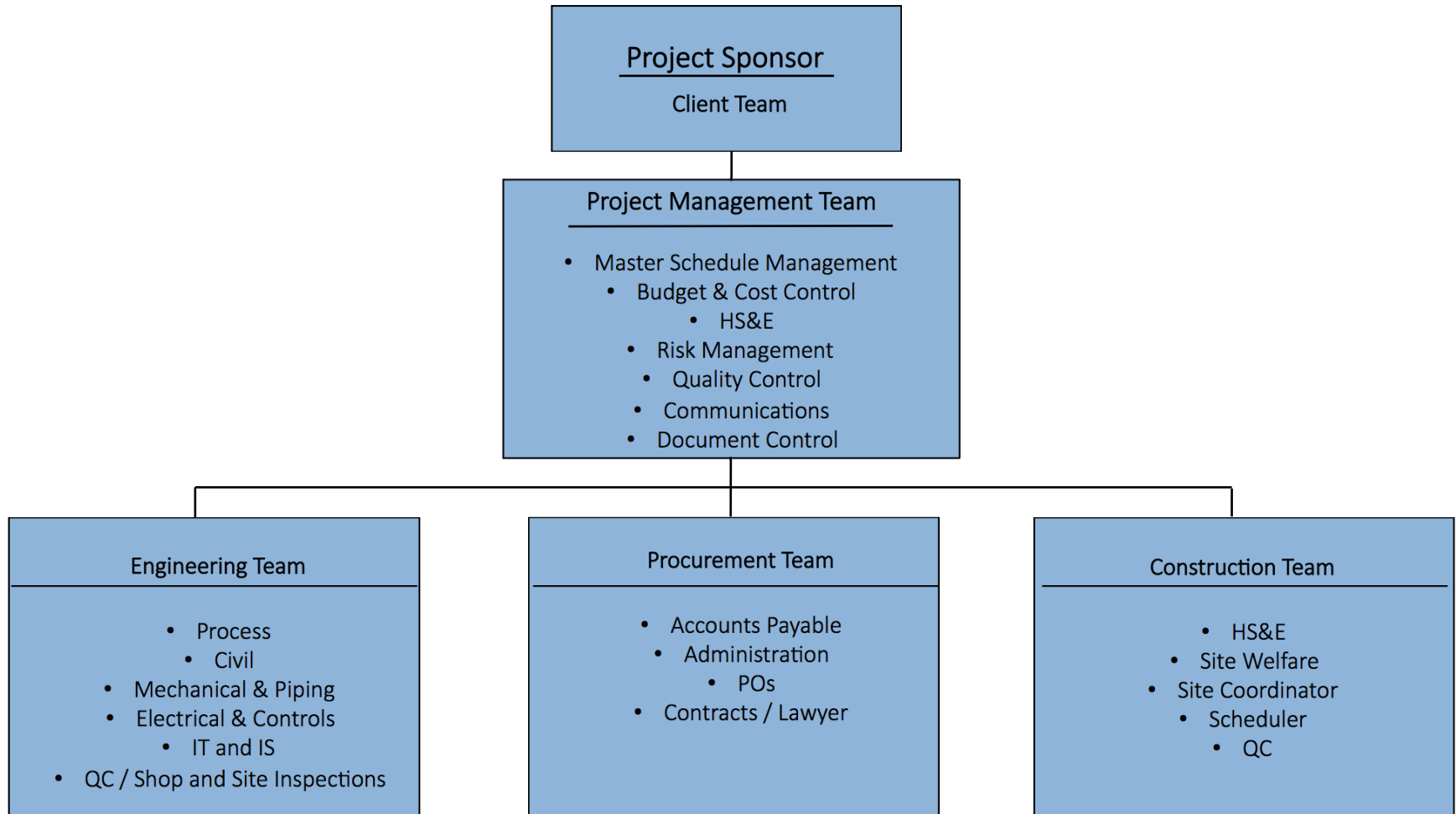
Project Elements

Regulatory Compliance Insurance Finance
Safety Lifecycle Risk Management
Commissioning & Start Up Purchasing Taxes
Schedule Construction Fire Safety
Site Management Document Control Communications
Installation Project Goal Quality
Contracts Engineering Wages
Logistics Transition to Operation Technology

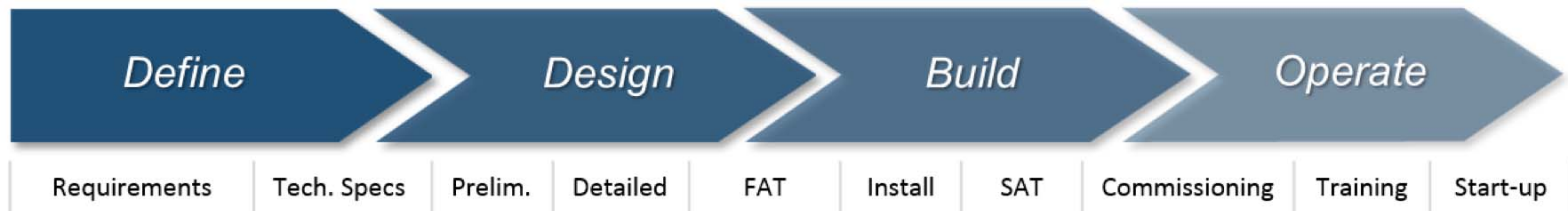
Industrial Project & Commercialization



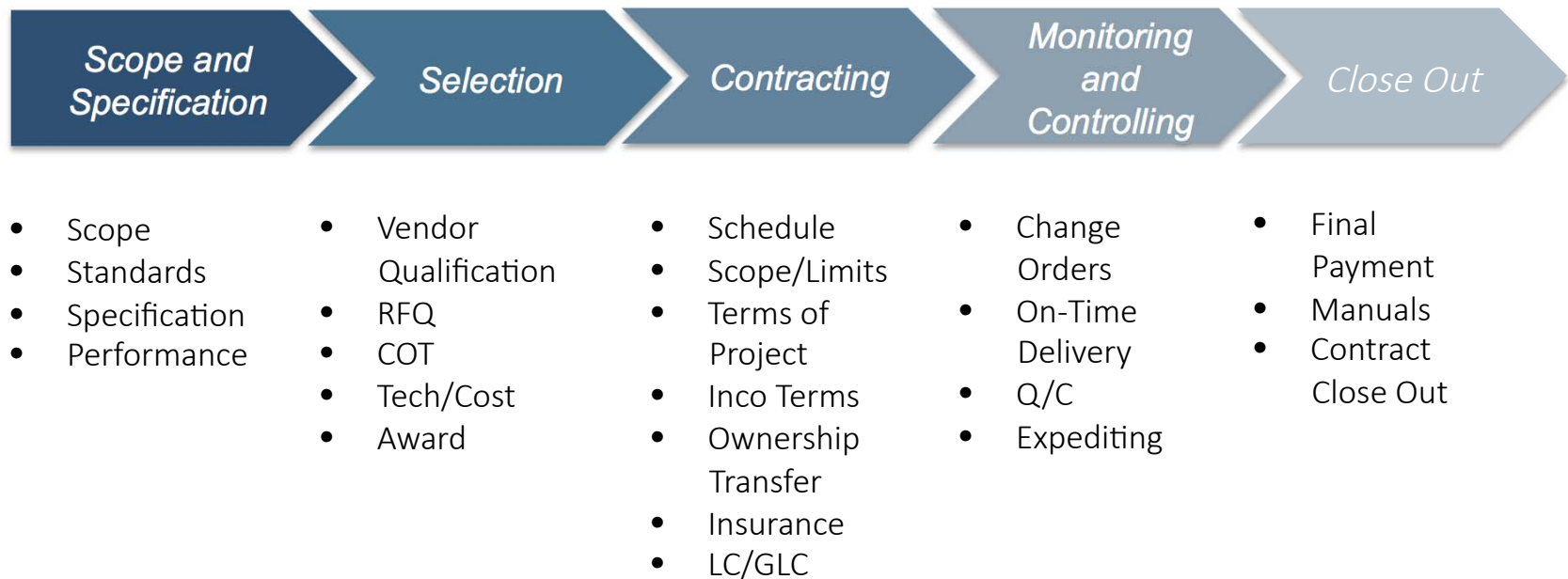
Project Management



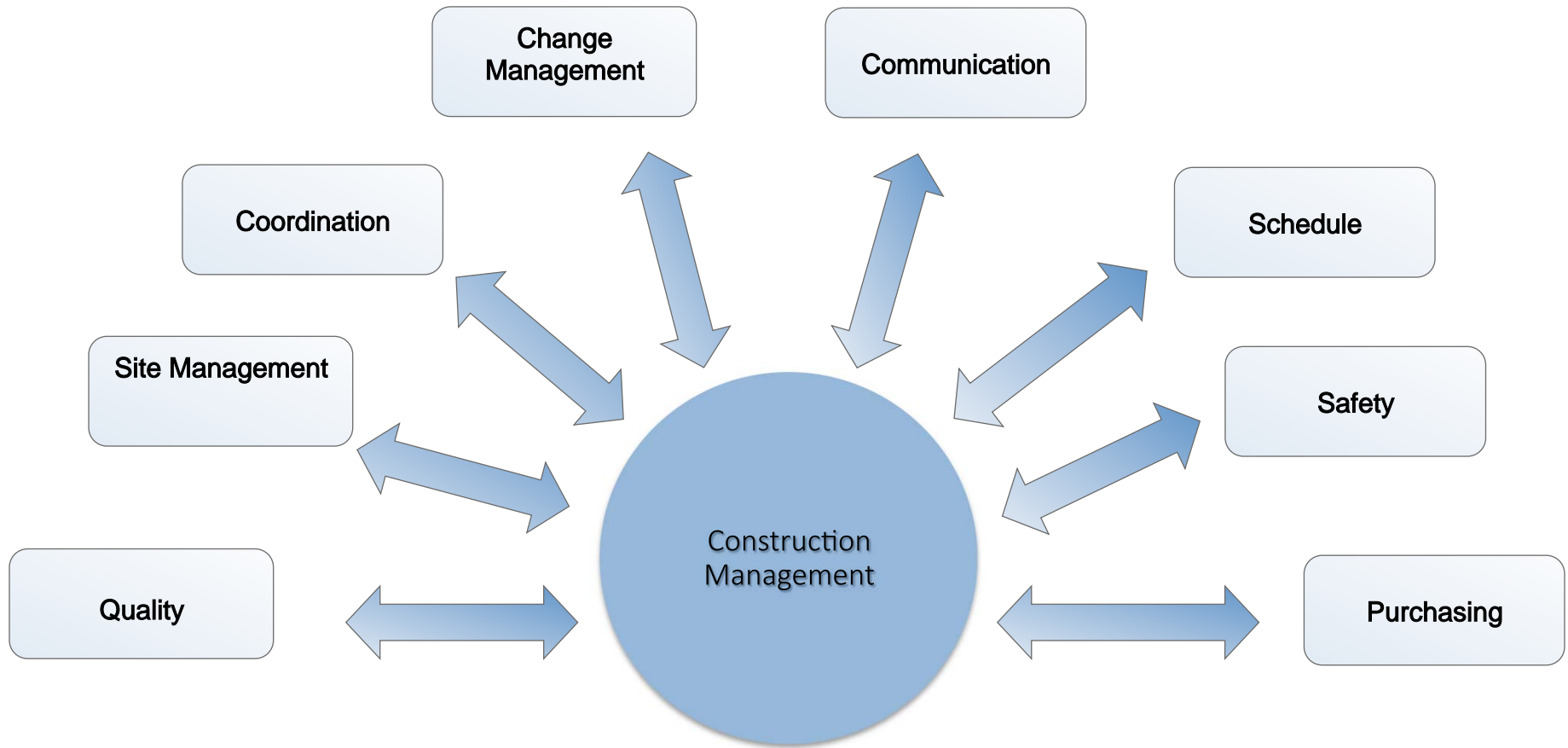
Engineering Activities



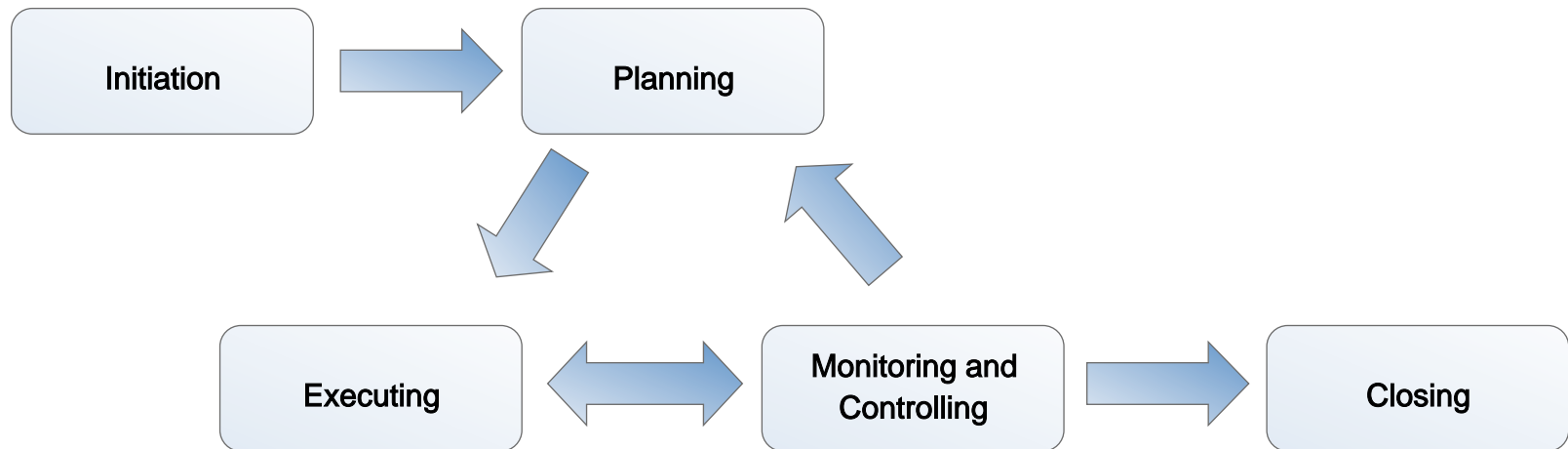
Procurement Activities



Site Construction Activities

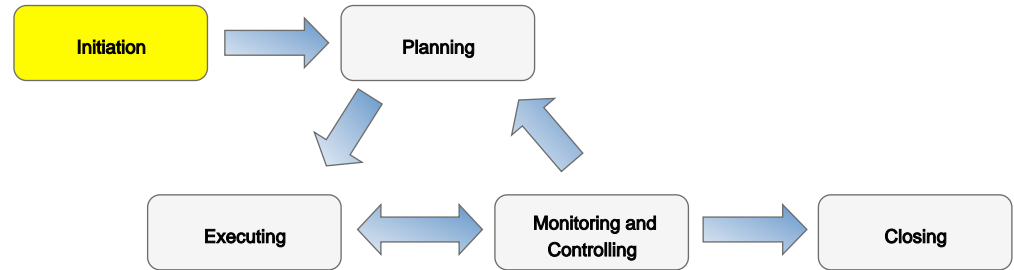


Project Management Processes



Initiation

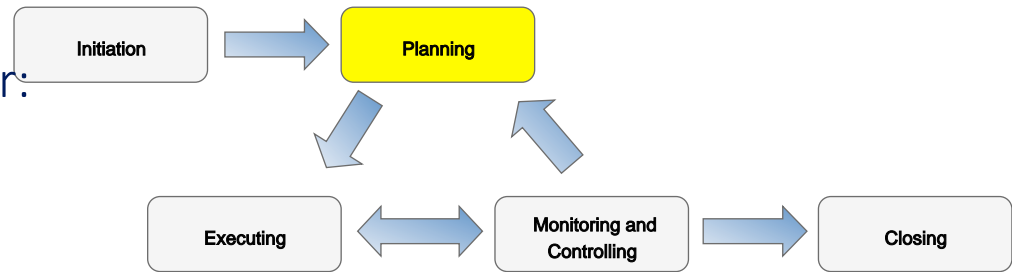
- » Determines the nature and scope of the project
- » Outlines project budget
- » Sets out the project goals



Planning

Developed by Project Manager:

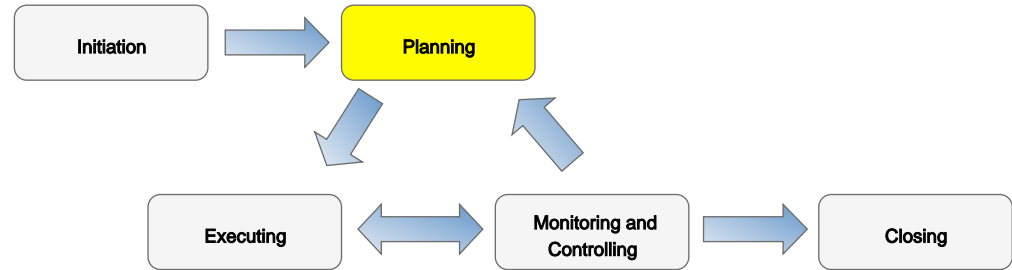
- » Project plan (this is the master plan for the overall project)
- » Engineering plan
- » Procurement plan
- » Construction plan
- » Commissioning and start-up plan



Project Planning

Project plan has the following sections:

1. Scope of Work
2. Schedule
3. QC
4. Cost & Change Control
5. Safety
6. Risk Management
7. Communications / Documentation Management Plan (includes project reporting)

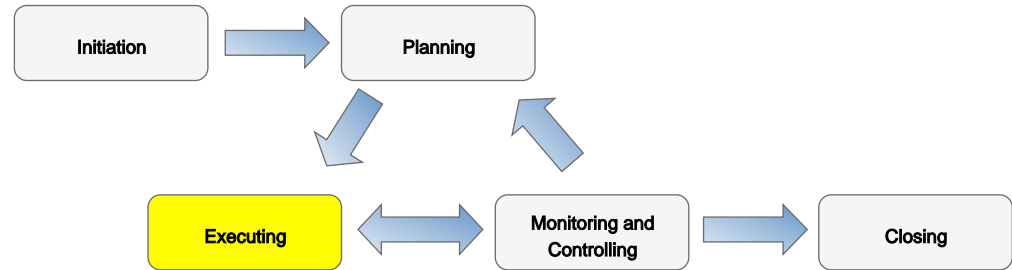


Scope

» Assure Vendor / Package Scope Clarity

- Schedule of document deliverables
- Boundaries of equipment deliverables
- Progress reports
- Clients QC requirements (design compliance reviews, shop inspections)
- Installation material deliverables
- Interfacing requirements and boundaries (piping, air, water, power)
- Installation and installation supervision
- Site commissioning
- Training
- Start-up cost (breakage, oil, etc)
- Customer acceptance
- Start-up support
- Spare parts and future pricing

Execution



- » Execute the plans
- » Identify I/P and O/P of each task
- » Identify the timescales and resources required to do the tasks
- » Take into account the flexibility and potential changes in the plan
- » Integrated planning and execution

Monitoring and Controlling

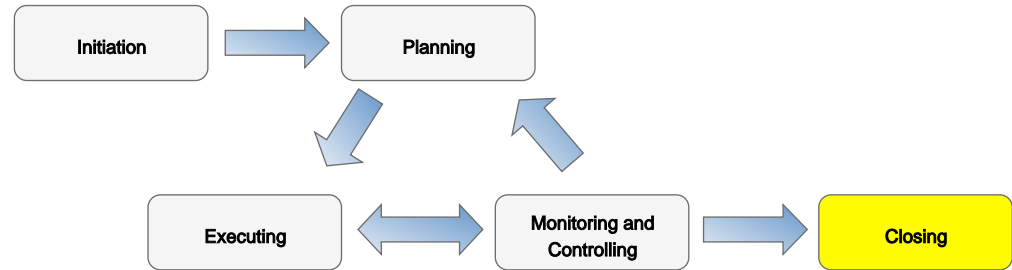


Monitoring & Controlling

Performed by Project Manager

- » Use KPIs to determine if the project is on track
- » Report project progress (e.g. monthly report)
- » Participate in weekly meetings
- » Manage arising changes (e.g. change request form)

Closing



- » Issue final drawings
- » Ensure project backup
- » Develop a post-evaluation report: analysis and lessons learnt

Key Points

1. Without scope, there is nothing to management. (Sweat the small stuff)
2. Without a plan, you can not monitor and control.
3. Define tasks (with I/P and output).
4. Have multiple schedules with I/P and outputs.
5. Think of installation as a moving assembly line with just in time concept. (Try to avoid double handling during installation)
6. Require acceptance at each transition point.
7. Good site coordination saves you a lot of money. It stops people from idling.
8. Weekly meetings c/w with issue tracking is a must.
9. Make sure you do integrated planning during construction.
10. Pledge loyalty to the project.

Contact

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