

CS2A Craftsperson of the Year
Award Nomination
SOIP; Laird – Kumar Munusamy

SOIP Craftsperson of the Year Award Nomination

Kumar Munusamy - Laird - Suncor Base Plant

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Introduction

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Introduction:

Kumar Munusamy Electrical Foreman for Laird at Suncor Base Plant is being nominated by his peers and Senior Leaders for the Craftsperson of the Year Award. Kumar is highly respected, trusted and regarded highly by our Client. He leads by example and uses his previous knowledge to streamline and efficiently do his job safely.

Kumar led crew in setting up, maintaining and demobbing temp power for 3 sets of cokers in 2020. This was completed safely on time and without incident. Kumar's crew completed various scopes of work under his guidance on time, safely and with no rework required. Kumar led his crew all year taking temp power calls up and down the cokers inside and out safely, efficiently and without incident saving the client from down time due to having no power. Kumar's toolbox talks are detailed, informative and interactive as he encourages his entire crew to participate and offer feedback. His ability to be inclusive with his crew has lead to value added engagement where workers are empowered to speak up in situations in live plant activities pose ongoing hazards with multiple trades and scopes of work.

Kumar made sure that work areas were clean and safe before crew began their tasks and made sure all cords, cables were strung in a safe manner to avoid causing any hazards for anyone else working in the area.

Kumar prevented a major incident by finding a hot spot in the cables from a generator feeding the temp power. After further investigating he found that cables for one phase in a disconnect were overheating and melting the insulation on the cable which (if left) would have started a fire. Kumar was a constant professional when dealing with the other trades and their power issues, fixing, or coming up with quick solutions to their problems.

Kumar also made sure the crew knew the importance of the Covid-19 Protocols that changed over the course of 2020, he lead by example and managed all the expectations including compliance to crew PPE use, care and replacement over the course of the pandemic.

Kumar always explained to the crew what each person would be doing that day and what some of the hazards to look for with their task. He was always prepared with examples and clarity so his crew would be prepared and able to respond to changes quickly.

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1. Kumar Munusamy Biography - Profile

Stuart Olson Industrial Projects Inc.



Kumar Munusamy
Electrical Foreman

Project Role

- Suncor Base Plant – Turnaround Foreman

Qualifications

- Journeyman Electrician
- Stuart Olson Industrial Supervisor Training
- OSSA fall protection Training
- OSSA confined space entry and monitoring Training
- OSSA Elevated work platform Training
- OSSA Permit Receiver Training
- Arc Flash Training
- OSSA Isolation and Lockout Training

Profile

16 Years' experience in construction and Maintenance Electrical trade in Alberta. Employed with Stuart Olson Industrial Group of companies from 2010 to Present.

- 2006-2007 Flint Opti-Nexen, Long Lake, Fort McMurray AB
- 2007-2008 Laird Electric, Long Lake, Fort McMurray AB
- 2008-2009 Casca Electrical, Syncrude, Fort McMurray AB
- 2009-2010 Laird electric Albion Sands, Fort McMurray AB
- 2011 to date at Stuart Olson Industrial Projects - Electrical, Suncor Baseplant, Fort McMurray AB

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2A. Schedule and Budget

2A. Schedule and Budget Examples

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Schedule and Budget

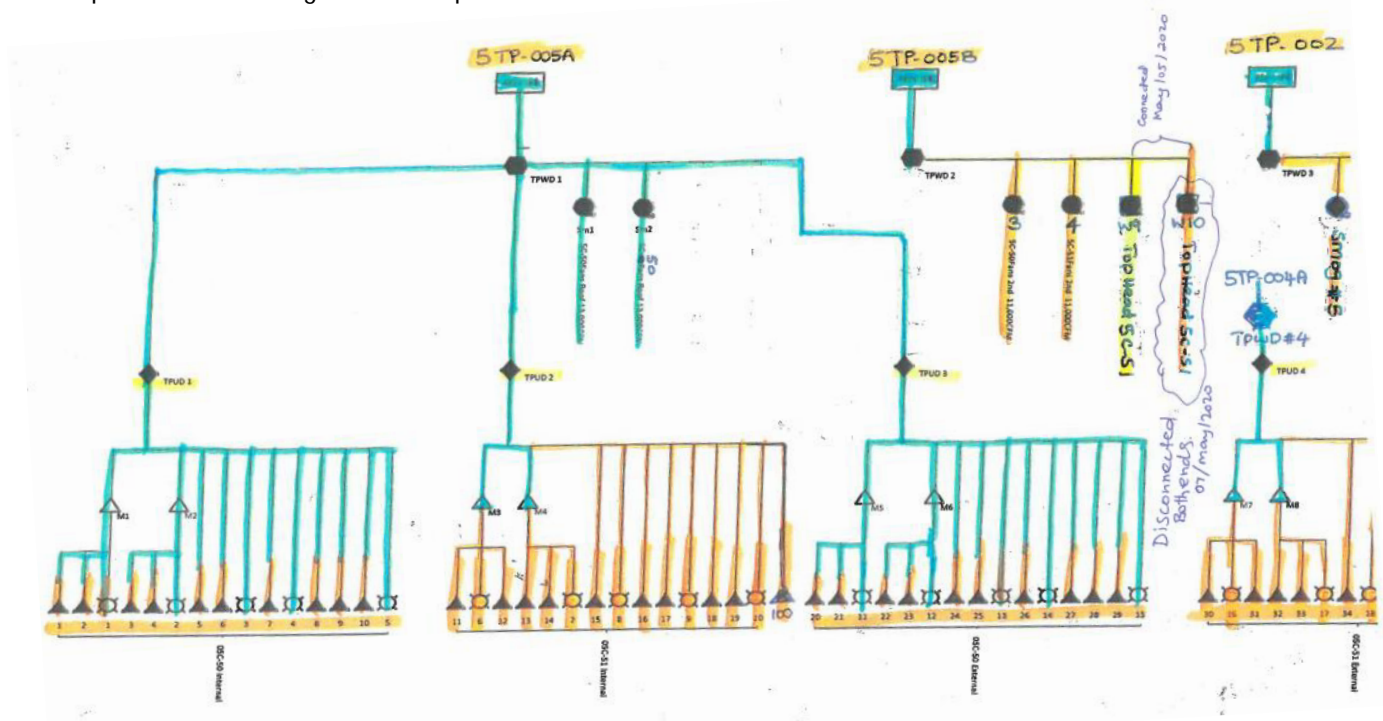
Kumar ensures he has a complete and thorough understanding of scope of work he is tasked with undertaking or supervising and is a leader at site with respect to interdisciplinary collaboration. His awareness of all aspects of the work and of how they have impact on other trades, the next sequence of work and timely completion of the overall project continually results in positive schedule and execution benefits.

As each Turnaround event is executed, he plays a key role in the upfront planning and review of schedule requirements. Typically this involves review of the larger picture, approaching other trades and combining of tasks for increased efficiencies.

Having a very broad knowledge base of overall Turnaround activities and schedule milestones Kumar is able to present strategies that enable safe and seamless interaction of all trades. This helps all to avoid negative schedule impacts that may otherwise occur due to conflicting trade activities in a common area.

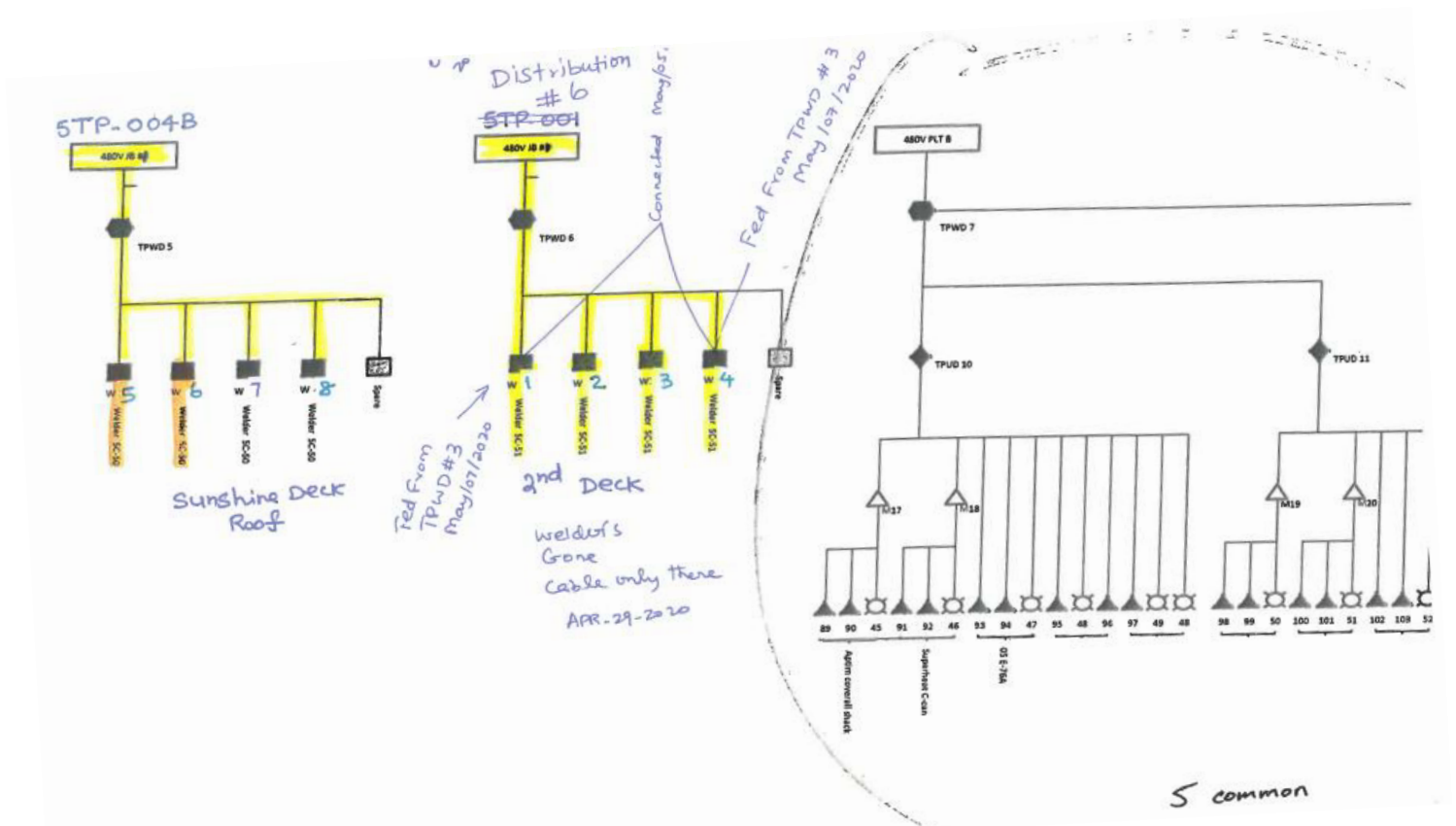
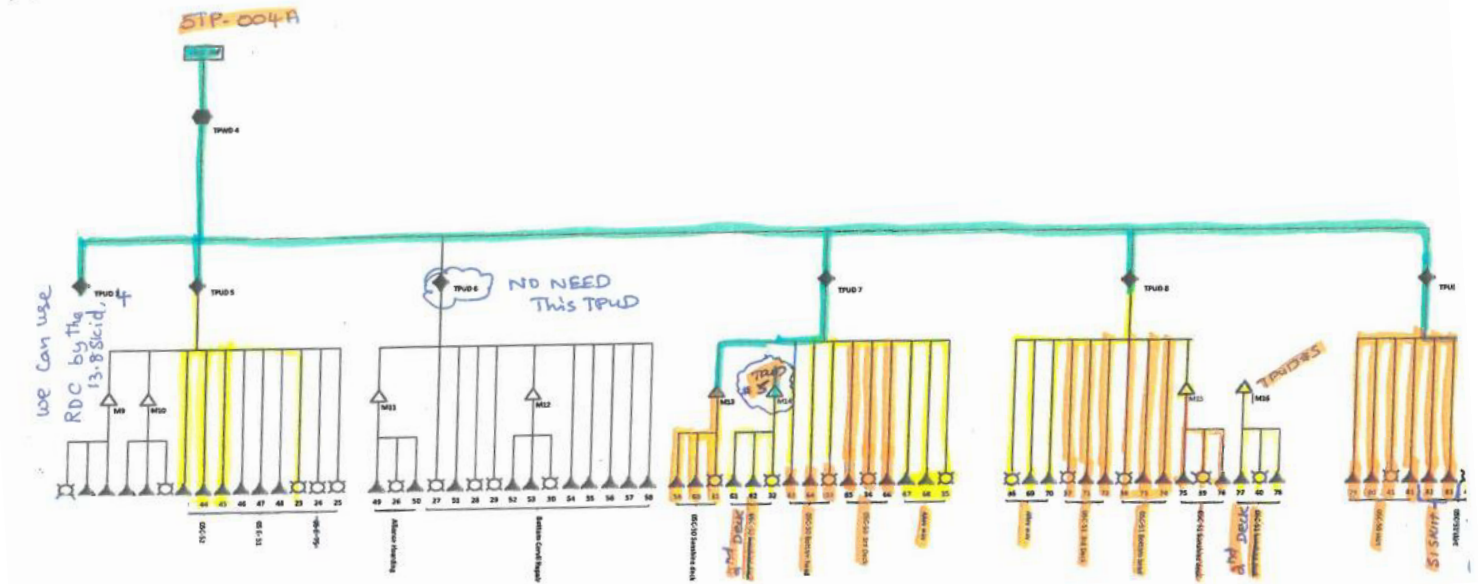
An example of Kumar's involvement and the schedule and budgetary aspect of his work is seen below with the 05C-50/51, 05F-6 Temporary power setup. Here we see a complete temporary power plan built by Kumar to meet all the primary mechanical and support trades' needs. By gaining feedback from the mechanical General Contractors and collaborating with Suncor Coordination, Suncor successfully developed and implemented a reflective Pre-work schedule with durations for the 2020 Spring TA Event. While Kumar was able to see the big picture, he could also visualize the quantity and locations of where each piece of gear an interconnecting cable was required. With this input Suncor Planning and Scheduling departments could properly consolidate the temporary power installation into weekly steps, depending on the equipment type. TPWD/TPUD, GEN/Distrib, Heat Treatment, Master Panel, Slave Panels, Lighting, Air, AC, Fans, Gougers, Welder/Overlay, Rig Rats, Splice Boxes were all mapped out by Kumar, totaled completely with cable distances and feedback provided to the Suncor Execution. As a result, Kumar and his team achieved an accurately scheduled, on budget, complete temporary power install for Spring 2020 with a Productivity factor of 97%.

Example: Plant 5 TP Single Line Setup



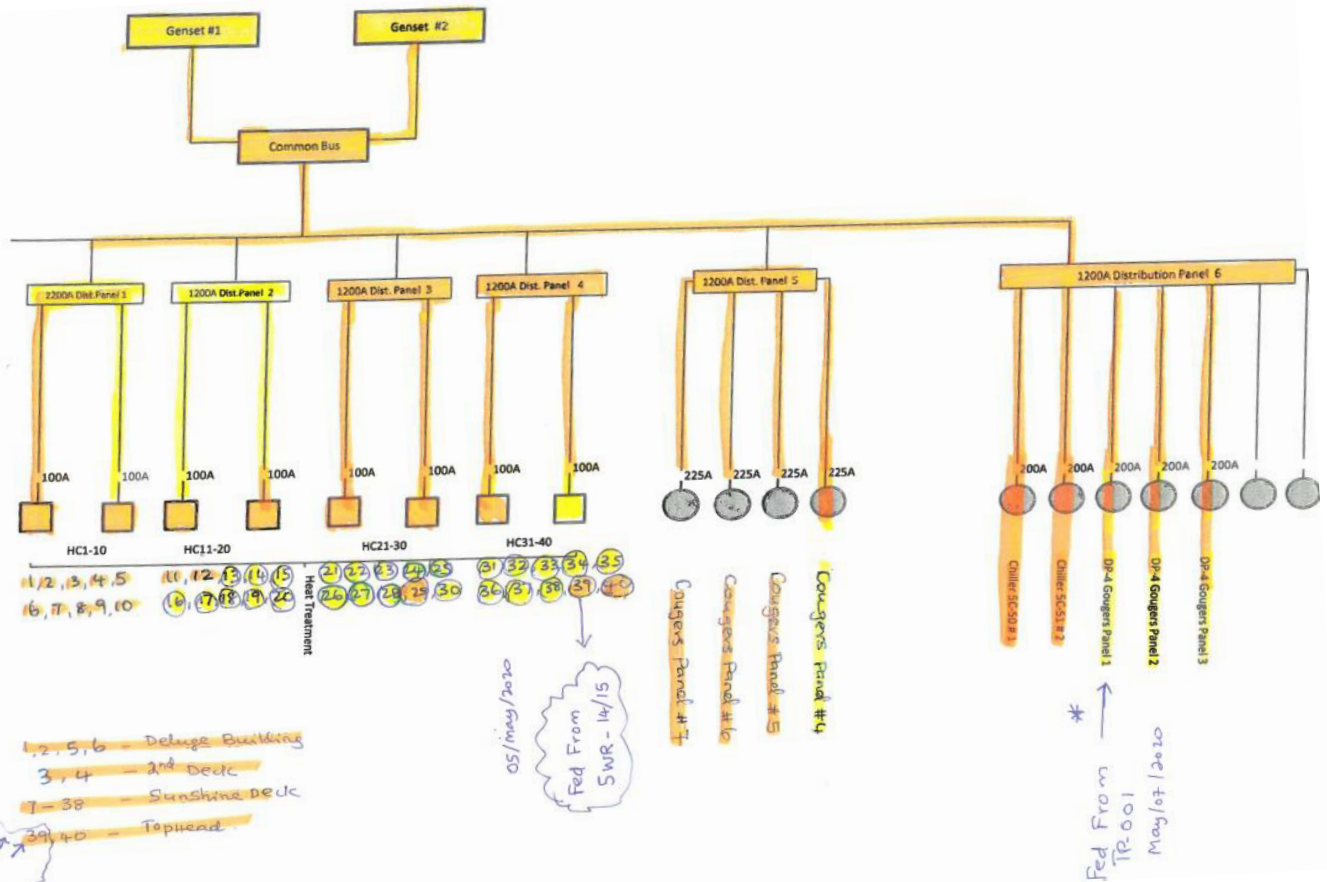
2A. Schedule and Budget Examples

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2A. Schedule and Budget Examples

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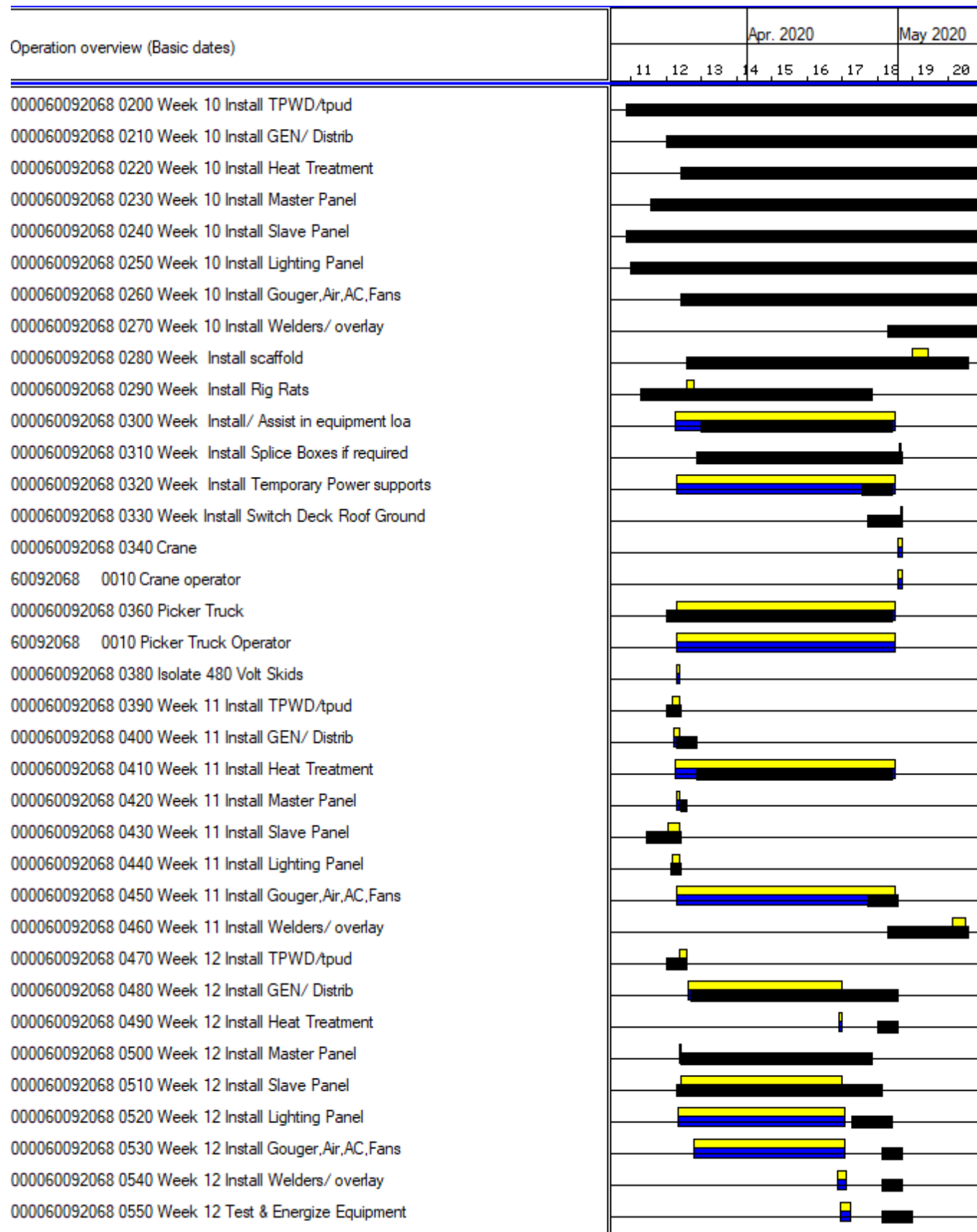


2A. Schedule and Budget Examples

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Schedule Optimization:



2A. Schedule and Budget Examples

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Pework Optimization Scheduling and Budget example:

Op. System Condition	Order	Operation/Activity	Sub-oper.	Description	Operation short text	Operation WorkCenter	Work	Actual Work	Operation User Status	Notification	Functional Location	Revision	% Complete	Previous % Complete	Plant
T	60092068	0360	0010	2020 Spring05F0006/05C0050/51 Temp Power	Picker Truck Operator	ELE-T-11	20	0	1SCD FCNF SCRP	904972493	UP1-P005-DCU1-SEG	TAU120Q1	100%		P005
1	60092068	0200		2020 Spring05F0006/05C0050/51 Temp Power	Week 10 Install TPWD/tpud	ELE-TA-C	78	140	1SCD FCNF SCRP	904972493	UP1-P005-DCU1-SEG	TAU120Q1	100%		P005
1	60092068	0210		2020 Spring05F0006/05C0050/51 Temp Power	Week 10 Install GEN/ Distrib	ELE-TA-C	84	94	1SCD FCNF SCRP	904972493	UP1-P005-DCU1-SEG	TAU120Q1	100%		P005
1	60092068	0220		2020 Spring05F0006/05C0050/51 Temp Power	Week 10 Install Heat Treatment	ELE-TA-C	228	205	1SCD FCNF	904972493	UP1-P005-DCU1-SEG	TAU120Q1	100%		P005
1	60092068	0230		2020 Spring05F0006/05C0050/51 Temp Power	Week 10 Install Master Panel	ELE-TA-C	60	47	1SCD FCNF	904972493	UP1-P005-DCU1-SEG	TAU120Q1	100%		P005
1	60092068	0240		2020 Spring05F0006/05C0050/51 Temp Power	Week 10 Install Slave Panel	ELE-TA-C	144	273	1SCD FCNF SCRP	904972493	UP1-P005-DCU1-SEG	TAU120Q1	100%		P005
1	60092068	0250		2020 Spring05F0006/05C0050/51 Temp Power	Week 10 Install Lighting Panel	ELE-TA-C	90	174	1SCD FCNF SCRP	904972493	UP1-P005-DCU1-SEG	TAU120Q1	100%		P005
1	60092068	0260		2020 Spring05F0006/05C0050/51 Temp Power	Week 10 Install Gouger,Air,AC,Fans	ELE-TA-C	60	82	1SCD FCNF SCRP	904972493	UP1-P005-DCU1-SEG	TAU120Q1	100%		P005
1	60092068	0270		2020 Spring05F0006/05C0050/51 Temp Power	Week 10 Install Welders/ overlay	ELE-TA-C	60	60	1SCD FCNF SCRP	904972493	UP1-P005-DCU1-SEG	TAU120Q1	100%		P005
T	60092068	0290		2020 Spring05F0006/05C0050/51 Temp Power	Week Install Rig Rats	ISNT1-11	60	51	1SCD FCNF SCRP	904972493	UP1-P005-DCU1-SEG	TAU120Q1	100%		P005
T	60092068	0300		2020 Spring05F0006/05C0050/51 Temp Power	Week Install/ Assist in equipment loa	ELE-T-11	60	37.33	1SCD FCNF SCRP	904972493	UP1-P005-DCU1-SEG	TAU120Q1	100%		P005
T	60092068	0310		2020 Spring05F0006/05C0050/51 Temp Power	Week Install Splice Boxes if required	ELE-T-11	10	10	1SCD FCNF SCRP	904972493	UP1-P005-DCU1-SEG	TAU120Q1	100%		P005
T	60092068	0320		2020 Spring05F0006/05C0050/51 Temp Power	Week Install Temporary Power supports	ELE-T-11	30	30	1SCD FCNF SCRP	904972493	UP1-P005-DCU1-SEG	TAU120Q1	100%		P005
T	60092068	0330		2020 Spring05F0006/05C0050/51 Temp Power	Week Install Switch Deck Roof Ground	ELE-T-11	16	16	1SCD FCNF SCRP	904972493	UP1-P005-DCU1-SEG	TAU120Q1	100%		P005
T	60092068	0360		2020 Spring05F0006/05C0050/51 Temp Power	Picker Truck	ELE-T-11	20	29.42	1SCD FCNF SCRP	904972493	UP1-P005-DCU1-SEG	TAU120Q1	100%		P005
T	60092068	0390		2020 Spring05F0006/05C0050/51 Temp Power	Week 11 Install TPWD/tpud	ELE-T-11	162	161.4	1SCD FCNF SCRP	904972493	UP1-P005-DCU1-SEG	TAU120Q1	100%		P005
T	60092068	0400		2020 Spring05F0006/05C0050/51 Temp Power	Week 11 Install GEN/ Distrib	ELE-T-11	114	113.5	1SCD FCNF SCRP	904972493	UP1-P005-DCU1-SEG	TAU120Q1	100%		P005
T	60092068	0410		2020 Spring05F0006/05C0050/51 Temp Power	Week 11 Install Heat Treatment	ELE-T-11	204	191.55	1SCD FCNF SCRP	904972493	UP1-P005-DCU1-SEG	TAU120Q1	100%		P005
T	60092068	0420		2020 Spring05F0006/05C0050/51 Temp Power	Week 11 Install Master Panel	ELE-T-11	48	48	1SCD FCNF SCRP	904972493	UP1-P005-DCU1-SEG	TAU120Q1	100%		P005
T	60092068	0430		2020 Spring05F0006/05C0050/51 Temp Power	Week 11 Install Slave Panel	ELE-T-11	258	257.25	1SCD FCNF SCRP	904972493	UP1-P005-DCU1-SEG	TAU120Q1	100%		P005
T	60092068	0440		2020 Spring05F0006/05C0050/51 Temp Power	Week 11 Install Lighting Panel	ELE-T-11	159	158.85	1SCD FCNF SCRP	904972493	UP1-P005-DCU1-SEG	TAU120Q1	100%		P005
T	60092068	0450		2020 Spring05F0006/05C0050/51 Temp Power	Week 11 Install Gouger,Air,AC,Fans	ELE-T-11	87	87	1SCD FCNF SCRP	904972493	UP1-P005-DCU1-SEG	TAU120Q1	100%		P005
T	60092068	0460		2020 Spring05F0006/05C0050/51 Temp Power	Week 11 Install Welders/ overlay	ELE-T-11	81	56	1SCD FCNF SCRP	904972493	UP1-P005-DCU1-SEG	TAU120Q1	100%		P005
T	60092068	0470		2020 Spring05F0006/05C0050/51 Temp Power	Week 12 Install TPWD/tpud	ELE-T-11	162	162	1SCD FCNF SCRP	904972493	UP1-P005-DCU1-SEG	TAU120Q1	100%		P005
T	60092068	0480		2020 Spring05F0006/05C0050/51 Temp Power	Week 12 Install GEN/ Distrib	ELE-T-11	114	66	1SCD FCNF SCRP	904972493	UP1-P005-DCU1-SEG	TAU120Q1	100%		P005
T	60092068	0490		2020 Spring05F0006/05C0050/51 Temp Power	Week 12 Install Heat Treatment	ELE-T-11	204	201	1SCD FCNF SCRP	904972493	UP1-P005-DCU1-SEG	TAU120Q1	100%		P005
T	60092068	0500		2020 Spring05F0006/05C0050/51 Temp Power	Week 12 Install Master Panel	ELE-T-11	48	47	1SCD FCNF SCRP	904972493	UP1-P005-DCU1-SEG	TAU120Q1	100%		P005
T	60092068	0510		2020 Spring05F0006/05C0050/51 Temp Power	Week 12 Install Slave Panel	ELE-T-11	258	232	1SCD FCNF SCRP	904972493	UP1-P005-DCU1-SEG	TAU120Q1	100%		P005
T	60092068	0520		2020 Spring05F0006/05C0050/51 Temp Power	Week 12 Install Lighting Panel	ELE-T-11	159	159	1SCD FCNF SCRP	904972493	UP1-P005-DCU1-SEG	TAU120Q1	100%		P005
T	60092068	0530		2020 Spring05F0006/05C0050/51 Temp Power	Week 12 Install Gouger,Air,AC,Fans	ELE-T-11	87	87	1SCD FCNF SCRP	904972493	UP1-P005-DCU1-SEG	TAU120Q1	100%		P005
T	60092068	0540		2020 Spring05F0006/05C0050/51 Temp Power	Week 12 Install Welders/ overlay	ELE-T-11	81	81	1SCD FCNF SCRP	904972493	UP1-P005-DCU1-SEG	TAU120Q1	100%		P005
T	60092068	0550		2020 Spring05F0006/05C0050/51 Temp Power	Week 12 Test & Energize Equipment	ELE-T-11	160	160	1SCD FCNF SCRP	904972493	UP1-P005-DCU1-SEG	TAU120Q1	100%		P005
T	60092068	0560		2020 Spring05F0006/05C0050/51 Temp Power	(SC2013) Maintain Temp Power Equipment	ELE-T-11	3816	3781.5	1SCD FCNF SCRP	904972493	UP1-P005-DCU1-SEG	TAU120Q1	100%		P005
T	60092068	0570		2020 Spring05F0006/05C0050/51 Temp Power	Maintain Rig Rats	ISNT1-11	480	456.5	1SCD FCNF SCRP	904972493	UP1-P005-DCU1-SEG	TAU120Q1	100%		P005
T	60092068	0590		2020 Spring05F0006/05C0050/51 Temp Power	Install/Remove Internal lighting	ELE-T-11	100	96	1SCD FCNF SCRP	904972493	UP1-P005-DCU1-SEG	TAU120Q1	100%		P005

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2B. Productivity

Productivity

Kumar's field presence and understanding of the work enable continuous mentoring of less experienced co-workers and always ensure the work is executed in a safe and effective manner. Kumar leads by example working very closely with other members of the team and understands the workflow and skill sets of team members very well. This enables him to provide feedback to his supervisors for manpower movements as needed to maximise productivity and to always have the right people on a task to ensure safe completion of the work.

Kumar is a good communicator and is quick to offer suggestions or strategies to provide a better path forward to task completion. During a previous Turnaround he presented an optimization initiative regarding temp power closeout from one turnaround with his understanding of requirements leading into pre-work on the next turnaround. This initiative was adopted and resulted in significant savings of both cost and time on both turnaround events.

Example: During the spring 2020 TA event Kumar observed members of the maintenance group working on some pump mechanical repairs as he was aware this same equipment was within his upcoming turnaround scope of work. He then followed up with supervision of the insulation and electrical teams to flag this potential overlap of activities. As a result, with this collaboration, the maintenance activity was ceased and placed on hold pending completion during the Turnaround. This provided a substantial cost and time avoidance to both maintenance and turnaround groups, as otherwise the equipment would have had the same task undertaken twice.

Feedback Example: Client Management

Great recognition Mike for Stuart Olson. Thank you for sharing this with the team.

Joe, James and the entire team from SOIP – Thank you for the safe, dedicated work you all do! Look forward to both events with SOIP in 2021 and continuing to build our partnership.

Cheers

Garett Meyer
Turnaround Manager, Oil Sands
Suncor Energy Inc.
O-780.743.7768
M-780.715.8560
gdmeyer@suncor.com



From: Carty, Ryan <rcarty@suncor.com>

Sent: Wednesday, November 18, 2020 1:56 PM

To: Bresson, Michael <mibresson@suncor.com>; Joe Rennie <Joe.Rennie@stuartolson.com>; James Andrychuk <James.Andrychuk@stuartolson.com>

Cc: Smeltzer, Glen <GSmeltzer@suncor.com>; Lee, Geoff <gelee@suncor.com>; Meyer, Garrett <gdmeyer@suncor.com>; Robinson, Mark <mwrobinson@suncor.com>

Subject: RE: 2020 TA Execution

Can't agree more Mike.

Geoff, Garrett, Mark... FYI only as you are leading future events. Some really solid, incident free work by Stuart Olson in Fall 2020.

Ryan Carty
Manager Turnaround Execution
Suncor Energy Inc
Tel 780 762 4303
Cell 587 646 7524
rcarty@suncor.com

From: Bresson, Michael <mibresson@suncor.com>
Sent: Wednesday, November 18, 2020 12:39 PM
To: Joe Rennie <Joe.Rennie@stuartolson.com>; James Andrychuk <James.Andrychuk@stuartolson.com>
Cc: Smeltzer, Glen <GSmeltzer@Suncor.com>; Carty, Ryan <rcarty@Suncor.com>
Subject: 2020 TA Execution

Gents,

I want to send a message of recognition for the outstanding work that the Stuart Olson employees executed during this long and arduous 2020 TA season.

We have all been under pressure, not only because of back to back outages, but the stress of Covid-19 and the constraints it has brought us while performing our work.

Stuart Olson has set the example following Suncors stringent Covid protocols from emergency preparedness, to mask compliance, to intervening, etc.

We have had an enormous amount of work to undertake this year between an early "Fall TA", to the difficult Spring TA and onto the back to back Coker outages.

With the economic impact to the oil industry due to this pandemic, we were forced to reduce costs everywhere, including manpower to a bare minimum.

I will give a huge thumbs up to the Instrument guys for executing the large amount of scope we had to undertake with limited resources throughout the multiple turnarounds, but I want to give an extra shout out to the Coker Electrical crew during the past 2 Coker Annuals.

These guys were reduced to half the manpower and performed an outstanding job executing the work. The only delay that was related to electrical, was when Kumar and his crew prevented a potential disaster due to hot connections.

The repair work was done swiftly and without any issues.

These guys are absolute work horses!

With all that being said, I just want to extend gratitude to all of Stuart Olson for making it all happen once again.

Please extend Suncors gratitude to all of the men and women that helped us execute all of our work scope WITHOUT INCIDENT during this difficult year.

Thank you!

Michael Bresson
T/A Instrument Coordinator
Desk: 780-762-4296
Cell: 780-714-8984
mibresson@suncor.com

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2C. Cost Efficiencies

2C. Cost Efficiencies Examples

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Cost Efficiencies

The Pre-Work Optimization strategy developed by Kumar discussed above is an excellent example of an initiative resulting in thousands of dollars savings to the customer as well as substantial schedule time savings on the ensuing turnaround.

The effort to reach out to maintenance group and to question the foreseen duplication of task which is referenced above is another example of seeking efficiencies and collaboration resulting in another significant savings to the customer.

Kumar's continued focus on the manner in which crews undertake their work and his seeking of safe and effective execution strategies continues to result in positive impacts on both schedule and cost to the project

The Examples shared below demonstrates;

- \$19,560.00 in cost savings passed to our Client due to managing resources and how they are re-allocated.
- Involved in refurbishing opportunity for Temp Power gear and cables in place. This demonstrates a value Initiative of \$414,915.00 cost savings to the Client.



2020 VALUE CREATIONS - TA AND MAINTENANCE INSULATION

Value Creation ID	Area	Description of Value Created	Work Order and step if Applicable	Man Hours Saved	Labour Savings	Material Savings	Camp Savings	Total Estimated Value Creation	Approximate Date Range
2020-034	TA and Maintenance Electrical and Insulation	As the Turnaround was starting out and upcoming work was being reviewed for Electrical requirements and Trace isolations Kumar Munusamy observed that pumps in the upcoming scope were actively being worked on by maintenance insulators. Kumar reached out to the General Foreman for the maintenance team who were just starting to install insulation and replace insulation blankets onto the pumps. Further discussions were then opened up with the Turnaround insulation team and it was confirmed that removal of all of the insulation was within the first weeks of the upcoming TA schedule. Kumar and the TA insulators were able to gain approval for the maintenance replacement of all insulation to be stopped and the equipment left bare pending shutdown for the Turnaround. This resulted in Labour savings for insulation removal and replacement as well as labour saved for materials picks. The staged maintenance insulation and blankets were tagged and left at location to be installed by Turnaround.	Multiple TA Work Orders for pumps	120	\$ 16,080.00	\$ 1,800.00	\$ 1,680.00	\$ 19,560.00	February 1 to 28, 2020

Value Initiative

Name: James Andrychuk

Date: Sept 2, 2020

Location: Suncor Base Plant

Describe the Opportunity

During 2020 Spring and Fall TA, there was an opportunity to optimize and bring value by refurbishing Temp power gear and cables in place. Due to the events being back-to-back, much of the gear set up for Spring TA could be reused in the same location as for Fall TA. Instead of removing temp power gear, taking up to the yard, refurbishing, bringing it back to the unit and then reinstalling SOIP instead chose to do what was most practical without unnecessarily increasing manpower. This resulted in a savings to Suncor between 2020 Spring TA Post work and 2020 Fall TA Pre-work listed below.

Description of Value Initiative

Labour Savings of:

2985 DFL Hours @ E&I MSS rate \$139.00= \$414,915.00

List of WO# and steps that were not required and TCN'd out of scope is attached.

Please submit to Management upon completion

2C. Cost Efficiencies Examples

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Work Order	Operation /Activity	Operation short text	Work	Actual work
60099045	250	Install Splice Boxes if required	10	0
60099045	260	Install Temporary Power supports	20	0
60099045	270	Install Switch Deck Roof Ground	20	0
60099045	295	Isolate 480 Volt Skids	20	0
60099045	300	Week 30 Install TPWD/tpud	111	0
60099045	308	Week 30, Install Chillers #3 & 4	24	0
60099045	315	Week 30 Install Heat Treatment	150	0
60099045	360	Week 31 Install TPWD/tpud	111	0
60099045	370	Week 31 Install GEN/ Distrib	105	0
60099045	380	Week 31 Install Heat Treatment	150	0
60099045	390	Week 31 Install Gouger,Air,AC,Fans	54	0
60099045	400	Week 31 Install Master & Lighting Panel	141	0
60099045	410	Week 31 Install Slave Panel	210	0
60099045	420	Week 31 Install Welder/Overlay Machines	78	0
60099045	430	Week 32 Install TPWD/tpud	111	0
60099045	440	Week 32 Install GEN/ Distrib	105	0
60099045	450	Week 32 Install Heat Treatment	150	0
60099045	460	Week 32 Install Gouger,Air,AC,Fans	54	0
60099045	470	Week 32 Install Master & Lighting Panel	141	0
60099045	490	Week 32 Install Slave Panel	210	0
60099045	500	Week 32 Install Welder/Overlay Machines	78	0
60099045	510	Week 33 Install TPWD/tpud	111	0
60099045	520	Week 33 Install GEN/ Distrib	105	0
60099045	530	Week 33 Install Heat Treatment	150	0
60099045	540	Week 33 Install Gouger,Air,AC,Fans	54	0
60099045	550	Week 33 Install Master & Lighting Panel	144	0
60099045	560	Week 33 Install Slave Panel	210	0
60099045	570	Week 33 Install Welder/Overlay Machines	78	0
60099045	580	Week 33 Test & Energize	80	0

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2D. Quality of Work

2D. Quality of Work Examples

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Quality

His experience in the trade and knowledge of the plant are very effective in assurance that all work is completed in accordance with specifications and site standards. Work is always well supervised with high standards of quality maintained through Kumar's sharing of his trade experience, his communication with crews regarding specifications, the work scope and trade standards.

As a supervisor he is never shy to get into the work with "hands on" approach with his team which enables him to mentor those with less experience on best trade practices or to share previous issues or experiences he may have previously encountered with a given task.

The quality in Kuamar's workmanship and Leadership of his crew was demonstrated in 2020 by incurring zero rework for any job he was given. This was further challenged by having communication with clients and other contractors wearing masks, but still being successful with jobs, client feedback, positive recognition and safety in addition to quality workmanship.

Example of Kumar's quality of work:



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2E. Collaboration and Teamwork

2E. Collaboration and Teamwork Examples

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Collaboration and Teamwork

Kumar is a very integral part of the TA team here at base plant, starting initially as a craft tradesman moving into his current role as Foreman. His continued positive attitude is infectious on others and continues to solidify the very cohesive working relationships developed and needed between all trades during turnaround events.

Kumar is also very proactive and approachable in all aspects of the work and always represents himself in a professional manner. He has earned the respect of members of all trade groups here at site through positive interactions and shared collaboration and is always looking out for others here at site with field interventions and safety focus.

Kumar has intervened with the insulation group when it comes to safety or specific procedures. If he sees something that doesn't look right, he will own it and intervene. No matter if it is outside his trade or outside his company, he has no problem in stopping an unsafe act or situation. He will also make sure he brings this up with the supervision overseeing the intervened individual, which allows the supervisor to get this out to others on the crew to make sure whatever it was that might have been done wrong will not happen again. Coaching and working together is a key portion on how Kumar is an asset not only to the electrical team but to everyone out there as he is day in and day out looking out for all workers. The respect he has from all people he interacts with is the testament to his teamwork.

Example of Client Feedback on working within a Team to troubleshoot and correct challenges:

The day was a tough one:

1. Came to site with the 1st 1 MEG generator down. SOIP troubleshooting found the reason was a combination of a broken chiller and the ground fault system.
2. We came in to find the chiller for 5C-51 had broken down last night. Update – a new one is on route.
3. @10:30 we lost power in the drums. The drums were evacuated. Upon further inspection it was found that one of the 1300CFM fans on top head was shorting out and in the wrong polarity (spinning backwards). SOIP fixed the fan and has it spinning the correct way. Electricians set up secondary circuit into the drums for lighting.
4. @1100 the gas tester shut down all work in the drum to conduct the actual gas test. This was a misunderstanding on the gas tester. They were to shut down gouging activities only for safety reasoning.
5. @1300 there was a fire alarm in the UAC causing the TeqShield system to be shut down and pulling all personnel out of the drums. United Safety Walter mobilized the backup command center and we were back in the drums.

I have recognized all the guys below for their efforts in the Execution update meeting this afternoon.

A special thanks was given to SOIP Electricians and United Safety for working diligently to keep the flow going.

Also to Tyler Barnett for ensuring the teams got together during the evacuations to huddle and regroup prior to re-entering the drums.

Dave Woodford | TA Execution | Office 220 TA Management Complex, Suncor Energy, Fort McMurray, AB | P: (780) 588-2378 | C: (780) 742-6122

SOIP Craftsperson of the Year Award Nomination
Laird / Kumar Munusamy - Suncor Base Plant

2F. Health and Safety

2F. Health and Safety Examples

CS2A -SOIP; Laird / Kumar Munusamy

Health and Safety

Kumar manages toolbox talks well and is always quick to provide field coaching or interventions as may be needed to keep others safe regardless of trade.

Is quick to intervene and stop a perceived unsafe act or to question the activity regardless of the trade involved. A very good example of this would be a field intervention Kumar had in stopping some maintenance insulators about to utilise a power tool in the unit. In this case he asked them not proceed as it appeared that the power source to be utilised was not adequate and may put them at risk. The workers agreed and Kumar then approached insulation supervision to advise he had stopped the activity pending further checks. It was determined that the intended source was indeed not adequate and subsequently an alternate method was implemented for safe completion of the work. Kumar received a recognition for this good catch and positive field intervention in looking out for the workers through his intervention.

He always sets up his work with a core value of safety and ensures that the teams have all they will need with respect to knowledge of scope, understanding of permitting and area safety particulars, proper tools and trade experience to execute the work in a safe manner. In 2020 Kumar and his crews didn't have any incidents. The attention to detail setting his crews up for success demonstrated his diligence and leadership competency.

Example: Kumar Munusamy who is the foreman and his crew were performing their regular generator checks when they smelt something like burning rubber. Kumar called me down to help investigate. Mike Griffiths and Sheldon Woodcock headed down with an RI gun to check for hot spots in the cables from the generator. We found that the cables coming off one of the phases was hot so Mike approached Kelly Boyd with the issue. After getting permission to shut down the generators it was discovered that the cables of one phase in the disconnect were burnt which if left would have started a fire creating a major event. Kumar and his crew changed out some cables and confirmed all the connections and restarted the generators.





Spotlight of Excellence




Kumar Munusamy who is the foreman and his crew were performing their regular generator checks when they smelt something like burning rubber. Kumar called me down to help investigate. Mike Griffiths and Sheldon Woodcock headed down with an RI gun to check for hot spots in the cables from the generator. We found that the cables coming off one of the phases was hot so Mike approached Kelly Boyd with the issue. After getting permission to shut down the generators it was discovered that the cables of one phase in the disconnect were burnt which if left would have started a fire creating a major event. Kumar and his crew changed out some cables and confirmed all the connections and restarted the generators.

Great Job and keep leading by example!!!

CS2A -SOIP; Laird / Kumar Munusamy





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2020 Fall Turnaround
Shift Progress Report

Discipline:	E&I	Work Date:	October 26, 2020
Contractor:	Stuart Olson	Night/Day:	Days
		Submitted by:	Sheldon Woodcock

Total Manpower:	Plant 5	Plant 53	Yard 8	Multi				
Electrical	4+1	3+1	2 Support					
Instrumentation				1+1				
EHT								
Totals for Shift	2+1	3+1	2	1+1				

Safety (Toolbox talk subject/weather/temperature/safety issues) Daily Toolbox Talk – Driving Injuries	
Weather: 1°C	
Work completed for the Day	
Plant 5 <ul style="list-style-type: none"> - 5AE-139 conduit run continues - Correction deck- continue to run 1 1/2" conduit and install fittings - Welder #9 top head glanded and terminated - Found hot spot in cables from the common bus see below. - Maintained temp power - Housekeeping 	
Plant 53/25 <ul style="list-style-type: none"> - Removed remaining temp power from 53F-300 burner deck for scaffolders - Removed temp power from 53E-304/E-305/E-306 - Removed cords etc. left over from tool crib - Pulled out feeds from Alliance saws 	
INSTRUMENTATION <ul style="list-style-type: none"> - Maintain rig rats Plant 5 & 53 	
Work plan for next shift	
For Inst. N/S: <ul style="list-style-type: none"> - Support as required For Elec N/S: <ul style="list-style-type: none"> - Support as required 	
Materials / Equipment / Pre-fab	

Page 1 of 3



people creating progress

2020 Fall Turnaround Shift Progress Report

Discipline:	E&I	Work Date:	October 26, 2020
Contractor:	Stuart Olson	Night/Day:	Days
		Submitted by:	Sheldon Woodcock

QA / QC issues

Engineering & Field Engineering (RFI's / FCNs / FCRs / DCNs)

Re-work / Extra Work (TCN, CCN)
--

Operations and C&SU (Permit issues, operational delays)
--

Other Issues / Risks / Concerns / Delays / Impacts Found hot spot in cables from the common bus. Shutting generators down at 17:30 to trouble shoot and repair connections.

Daily progress to schedule (WOR, Step)

Page 2 of 3

2F. Health and Safety Examples

CS2A -SOIP; Laird / Kumar Munusamy



Examples of quality Health and Safety inspections, efforts into setting crews up, kicking off the scope of work for the day safely and leading by example:

BOOT AUDIT



DESCRIPTION	
Main Purpose for the Inspection: Effective inspections are one of the most important incident prevention tools. This inspection is to ensure footwear meets the required standards and is in good condition to provide the required protection and support.	
Employee Name: <u>Kumar Munusamy</u>	Trade: <u>Electrical</u>

BOOTS				
Number	Item Description	Acceptable	Unacceptable	Comments
1	Boots (including rubber boots) meet the requirements of the relevant national safety standard for the site	✓		
2	Boot soles are made of Vibram, Thermoplastic Polyurethane (TPU), rubber or oarprene with 1/2 inch heel.	✓		
3	The boot upper is a lace style with either a height cut (260mm or 8 inch) or a medium cut (150mm or 6 inch)	✓		
4	Laces are fully laced to top of boot	✓		
5	Boots are not 'cowboy' style or pull on	✓		
6	Boots are in good condition (soles and heels have sufficient tread, no holes, steel toe not showing etc.)	✓		
7	Traction aids are properly worn on the boots when required.	✓		
8	Traction aids properly fit the work boot and sufficiently contact the ground surface.	✓		

Signature: Sheehan W Date: Oct-16-2020

Emergency Preparedness Focused Inspection

INDUSTRIAL GROUP
OS-HSEFM-1.20m
Effective September 21, 2017
Revision date:



Inspector(s) Name(s): Kumar Munusamy Trade: Electrical
Date: 2021/01/20 Time: 0930
Project: U1 Work Location: SC-3/4

Beside each item, indicate S for "Safe", R for "At Risk" or N/A for not applicable. For all "R" items, corrective actions must be identified and assigned at the bottom of the page.

#	ITEM	Safe, At Risk, N/A	Comments	Trade / Position
1	FLHA and Permit have the correct assembly areas listed	S		Electrical
2	Worker can tell you where their primary and secondary assembly areas are	S		Electrical
3	Workers can tell you where the nearest meeting point is	S		Electrical
4	Worker know how to get to their evacuation point	S		Electrical
5	Workers know what to do in the case of a plant alarm or evacuation	S		Electrical
6	Workers know the site emergency contact number and radio channel	S		Electrical

Corrective Actions:

Item	Corrective Action	Priority (H/M/L)	Assigned to	Completion Date

Priorities: HIGH must be addressed within 24 hours, MEDIUM within 72 hours, LOW within one business week.

Inspector Name: Kumar Munusamy Signature: M. Munusamy

Site Manager Name: _____ Signature: _____

Findings reviewed with crew: ☒ YES ☐ NO, Explain: _____

Work Area Set Up Focused Inspection

INDUSTRIAL GROUP
OS-HSEFM-1.20m
Effective September 21, 2017
Revision date:



Inspector(s) Name(s): Kumar Munusamy Trade: Electrical
Date: July 30/2020 Time: 1525
Project: U1-SC-5/6 Work Location: SC-5/6

Beside each item, indicate S for "Safe", R for "At Risk" or N/A for not applicable. For all "R" items, corrective actions must be identified and assigned at the bottom of the page.

#	ITEM	Safe, At Risk, N/A	Comments	Trade / Position
1	The required permits are reviewed and at location?	S		Electrical
2	Ground conditions have been assessed and controlled? (ice, snow, ruts, water etc.)	S		Electrical
3	Overhead hazards have been assessed and controlled? (ice, other contractors etc.)	R	Scaffold Metal Grading Loads on First level 5/6	Electrical
4	Work area tidy and free of debris?	S		Electrical
5	All tools & equipment have been inspected, and correct for work activity with protective guards and shields/sheaths in place?	S		Electrical
6	Have hazards from other workers in the area been captured & controlled?	S		Electrical
7	Are tags, flagging, warning signs and barricades properly erected and maintained?	S		Electrical
8	Is material being staged/stored in a safe manner that does not block or impede traffic, access/egress and is secured from falling/tipping?	S		Electrical
9	Is there a vehicle entry permit, parking plan and approved driver in place?	S		Electrical
10	Have we identified & controlled ergonomic hazards? (positioning, tight space, lifting, pushing, pulling etc.)	S		Electrical
11	Have we identified safety or firefighting equipment in the area and ensured it is not being blocked?	S		Electrical
12	Have all potential areas where objects may be dropped been secured? (flagging, fire blanket etc.)	S		Electrical
13	Work area is free from wildlife attractants and bear spray, whistles and/or designated wildlife watch is available as required?	S		Electrical

Corrective Actions:

Item	Corrective Action	Priority (H/M/L)	Assigned to	Completion Date
3	Action taken by Scaffold Foreman Immediately	H	Scaffold Foreman	July 22/2020

Priorities: HIGH must be addressed within 24 hours, MEDIUM within 72 hours, LOW within one business week.

Inspector Name: Kumar Munusamy Signature: M. Munusamy

Site Manager Name: _____ Signature: Catherine Connaughton

Findings reviewed with crew: ☐ YES ☐ NO, Explain: _____

4116 16 2020
Stuart Olson Industrial Projects

AUG 10 2020
HSE Lead

Construction Manager
Andrew Gordon

Catherine Connaughton

FEB 09 2021

JAN 29 2021

Stuart Olson Industrial Projects

HSE Lead

COVID-19 Focused Inspection

INDUSTRIAL GROUP

OS-HSEFM-1.20m

Effective April 7, 2020

Revision date:

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Inspector(s) Name(s): Kumar Munusamy Trade: Electrical
Date: 2021/01/20 Time: 0830
Project: U1-5C-3/4 Work Location: 5C-3/4 N/SAC

Beside each item, indicate S for "Safe", R for "At Risk" or N/A for not applicable. For all "R" items, corrective actions must be identified and assigned at the bottom of the page.

#	ITEM	Safe, At Risk, N/A	Comments	Trade / Position
1	All workers have their APR on them with a minimum of P100 Cartridge.	S		Elec
2	Workers are wearing APR when working within 2 meters of another worker.	S		Elec
3	Workers are not sharing tools during the execution of work i.e. hand tools, drills etc.	S		Elec
4	Workers are using social distancing as their first line of defense.	S		Elec
5	Workers are sitting in the approved seating patterns in vehicles, vans, busses and coaches.	S		Elec
6	Workers are mindful of face touching and proper hand washing prior to donning PPE such as Ear plugs, APR and after handling shared paperwork like FLHAs and Permits.	S		Elec
7	Good hygiene practices are in place with both personal, lunchroom and PPE cleanliness.	S		Elec
8	Social/physical distancing is being used at Toolbox Talks, Safety Meetings, lunchrooms, change rooms and tool cribs.	S		Elec
9	Workers understand the requirements for submitting their Health Questionnaire before returning to work.	S		Elec
10	Workers and Supervisors understand the process when reporting illness at work.	S		Elec
11	Workers are not pooling at bus stops or congregating in groups or lineups within 2m.	S		Elec
12	Common contamination areas like printer, tool cabinets, door handles, steering wheels etc. are being cleaned regularly and hand washing is being completed after contact.	S		Elec

Corrective Actions:

Item	Corrective Action	Priority	Assigned to	Completion Date

Priorities: All actions must be addressed within 24 hours

Inspector Name: Kumar Munusamy Signature: M. Munusamy

Site Manager Name: _____ Signature: _____

Construction Manager
Andrew Gordon

Findings reviewed with crew: ☒ YES ☐ NO, Explain: _____

FEB 09 2021

Catherine Connaughton

Stuart Olson Industrial Projects

JAN 29 2021

HSE Lead

Manual Material Handling Focused Inspection

INDUSTRIAL GROUP
OS-HSEFM-1.20m
Effective September 21, 2017
Revision date:

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Inspector(s) Name(s): Kumar Munusamy Trade: Electrical
Date: 2021/01/27 Time: 0750
Project: U1-Plants Work Location: 5C-3/4 N/S ALLEY

Beside each item, indicate **S** for "Safe", **R** for "At Risk" or N/A for not applicable. For all "R" items, corrective actions must be identified and assigned at the bottom of the page.

#	ITEM	Safe, At Risk, N/A	Comments	Trade / Position
1	When possible, jobs are designed to minimize manual material handling	S		Electrical
2	When possible, mechanical lifting devices (forklifts, hoists, cranes, and block and tackle) are used	S		Electrical
3	Manual lifting and carrying devices (dollies, hand trucks, and hooks) are available and in good condition	S		Electrical
4	Lifting tasks are divided among workers to reduce repetitive lifting	S		Electrical
5	Loads are split up to reduce weight when possible	S		Electrical
6	Workers use the correct grip, test the load before lifting and lift and hold the load close to the body	S		Electrical
7	Loads are lifted and lowered gradually	S		Electrical
8	Mechanical devices or team lifting techniques are used for heavy loads whenever possible	S		Electrical
9	Walkways/work areas are kept clear for material handling movement	S		Electrical
10	Proper lifting technique is used – lifting with legs	S		Electrical
11	Path of travel has been assessed for any hazards	R	Icy condition	Electrical

Corrective Actions:

Item	Corrective Action	Priority (H/M/L)	Assigned to	Completion Date
11	N/S ALLEY very icy our crew put safe before start work	H	Electrical	27/01/2021

Priorities: HIGH must be addressed within 24 hours, MEDIUM within 72 hours, LOW within one business week.

Inspector Name: Kumar Munusamy Signature: M. Munusamy

Site Manager Name: _____ Signature: Catherine Connauton

Findings reviewed with crew: ☐ YES ☐ NO, Explain: _____

Construction Manager
Andrew Gordon

JAN 29 2021

FEB 10 2021

HSE Lead

Stuart Olson Industrial Projects

SOIP Craftsperson of the Year Award Nomination

Laird / Kumar Munusamy - Suncor Base Plant

2G. Leadership

Leadership

Is a true working foreman who brings a professional work ethic to site everyday and always maintains a happy and positive outlook with everyone on his team. Truly leads by example and has the best interests of those around him as a focus everyday.

Worker Performance Evaluation



Name: Kumar Munusamy Position: Foreman (Electrical)
Site: Suncor Base Plant

Components	1, 2 or 3	Comments <small>Comment/examples/action is required for all questions</small>
1. Competency in site safety requirements and adheres to procedures.	3	Very safety oriented and follows all procedures.
2. Worker is of value to the team and meets basic expectations.	3	Extremely valuable + exceeds all expectations.
3. Worker has the ability to problem solve basic problems to achieve results or engages the right people to achieve a solution when required.	3	Great problem solver and always ask questions if unsure.
4. Ability to effectively plan & performing the expected task (s) throughout the day.	3	Very organized and able to complete all tasks as expected.
5. Has knowledge of the trade, knowledge and understanding in basic tools and job skills.	3	Very knowledgeable + experienced
6. Communicates and relates well with coworkers, Foreman and management.	3	Effectively communicates tasks and expectations as required.
7. Initiative and motivation.	3	Always initiative + self motivated.
8. Dependability in terms of attendance and punctuality.	3	Always shows up ready to work and very reliable / dependable.
9. Quality of work produced up to trade standards.	3	Great quality of work and holds others accountable to the same standards.
10. Works well with others in a team environment.	3	Extremely hard work and very fair + honest to his team.
11. General Conduct & Attitude towards client, management and coworkers.	3	Great attitude!

1: Below Expectation 2: Meets Expectation 3: Exceeds Expectation

Worker Performance Evaluation



Worker comments after reviewing performance evaluation with supervisor :

Supervisor comments and/or suggestions for worker improvement:

Kumar is a great FM. Always shows up to work and gives 100%. His work is very organized and always completes the job safely. As a FM he is always in the field with the crew and provides support as required. He holds employees accountable and gives recognition as expected.

Based on this review, does the supervisor recommend a follow up to take place at a later date to record improvement?

YES or NO

Comments:

Worker (Evaluated)		Supervisor (Evaluating)	
Name(Please Print):	<u>Kumar Munusamy</u>	Name(Please Print):	<u>Chris Roberts</u>
Signature:	<u>m. munusamy</u>	Signature:	<u>CR</u>
Date:	<u>2018/05/01</u>	Date:	<u>April 26/18</u>

2G. Leadership Examples
CS2A -SOIP; Laird / Kumar Munusamy



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Supervisor Evaluation Checklist

Name: Kumar Munusamy Position: FM
 Site: Suncor Yrs Exp. as a Supervisor: _____
 Yrs Exp. With SOIP: 10 years Yrs Exp. On Site: 10 years

Key Leadership Components	1, 2 or 3*	Comments (if a 1 is given a comment/action is required)
1. Supervisor has completed Supervisor Training.	3	
2. Supervisor has the ability to problem solve to achieve safer work practices. Engages the right people to achieve a solution when required.	3	
3. Effectively mentors and coaches new workers or apprentices.	3	
4. Supervisor has clear expectations on what is expected for a good quality FLHA and has been observed participating in crew discussions. Examples given / observations made.	3	
5. Conducts informative Tool Box Talks daily and actively participates/leads Safety Meetings.	3	
6. Supervisor completes expected Inspections / observations and ensures corrective actions are complete.	2	
7. Supervisor can explain the requirements of what to do if a Near Loss or Incident / Injury happens on their crew. Give examples of any that have happened in the past year.	3	
8. Gives effective work direction and set ups jobs properly.	3	
9. The Supervisor conducts themselves appropriately and leads by example. (Senior Management to be consulted)	3	

*1: Below Expectation, 2: Meets Expectation, 3: Exceeds Expectation

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Supervisor Evaluation Checklist

Supervisor Training Completed (LSE, A&D, BSV etc):

Supervisor comments and/or suggestions for an improving the program, including training, processes etc:

Kumar is great at trouble shooting and coming up with solutions. Kumar is a very hard worker who always has his crew prepared and set up for success. He is very focussed on safety for himself and his crew, while still getting the job completed efficiently. Kumar is a pleasure to work with and is a great asset to the team.

Based on the Evaluation is this Supervisor competent to lead crews: YES or NO

Supervisor (Evaluated)	Supervisor (Evaluating)
Name(Please Print): <u>Kumar Munusamy</u>	Name(Please Print): <u>Sheldon Woodcock</u>
Signature: <u>m. munusamy</u>	Signature: <u>Sheldon W</u>
Date: <u>Nov-02-2020</u>	Date: <u>Oct 30/20</u>

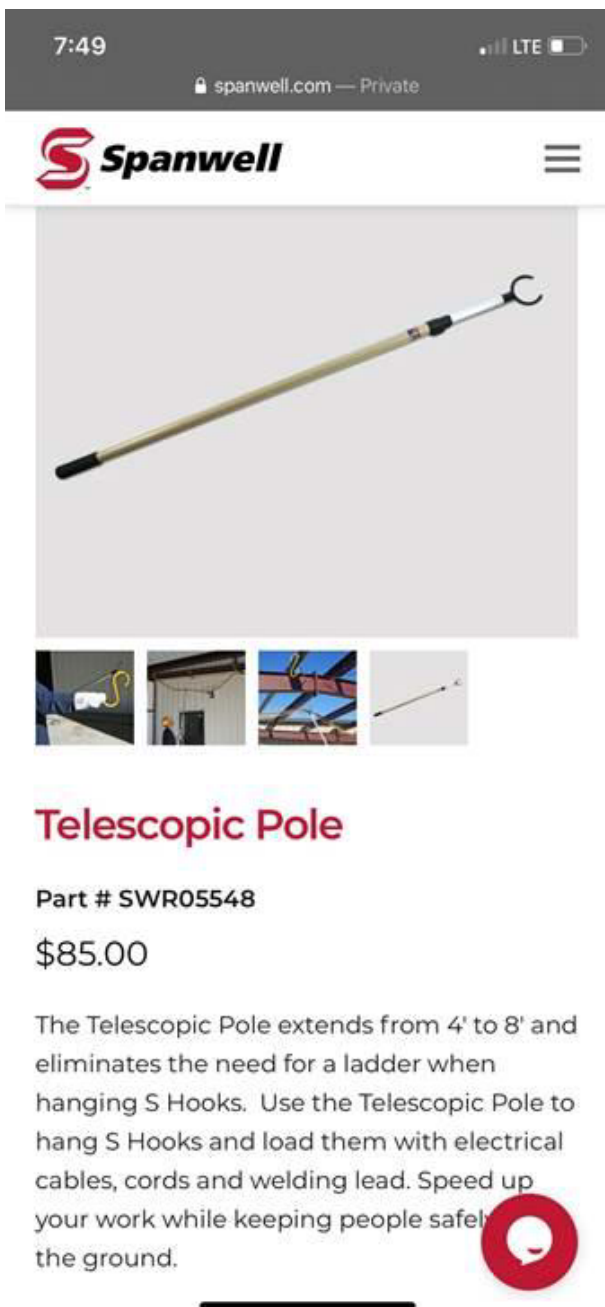
SOIP Craftsperson of the Year Award Nomination
Laird / Kumar Munusamy - Suncor Base Plant

2H. Ingenuity and Innovation

Ingenuity and Innovation

The Pre-Work Optimization strategy is a very good example of forward thinking and initiative Kumar has and continues to demonstrate.

Kumar presented an initiative for adopting the use of telescopic poles for stringing of cables overhead above walkways. This work previously involved workers having to climb ladders and scaffolds multiple times to accomplish the task. This improvement brought an immediate benefit in making task execution safer and ultimately more efficient. 10 of these were purchased after the recommendation.








The screenshot shows a mobile browser view of the Spanwell website. At the top, the status bar displays the time 7:49, LTE signal, and battery level. The address bar shows 'spanwell.com' and 'Private'. The Spanwell logo is prominently displayed. Below the logo is a large image of a telescopic pole with a hook at the end. Underneath this main image are four smaller thumbnail images showing the pole in use. Below the thumbnails, the product is titled 'Telescopic Pole' in red. The part number 'Part # SWR05548' and the price '\$85.00' are listed. A descriptive paragraph follows, stating: 'The Telescopic Pole extends from 4' to 8' and eliminates the need for a ladder when hanging S Hooks. Use the Telescopic Pole to hang S Hooks and load them with electrical cables, cords and welding lead. Speed up your work while keeping people safely on the ground.' A red circular icon with a white speech bubble is located at the bottom right of the product description area.

7:49 LTE

spanwell.com — Private

Spanwell



Telescopic Pole

Part # SWR05548

\$85.00

The Telescopic Pole extends from 4' to 8' and eliminates the need for a ladder when hanging S Hooks. Use the Telescopic Pole to hang S Hooks and load them with electrical cables, cords and welding lead. Speed up your work while keeping people safely on the ground.