

Tidewater Turnaround:

How the Prince George Refinery Achieved All Time, Schedule & Safety Objectives

Reading Time:
7 Minutes



TIDEWATER
Midstream and Infrastructure Ltd.

The Wins

✓ **All Turnaround Objectives Met: Time, Schedule and Safety.**

The Prince George Refinery (PGR) used PayShepherd's real-time cost visibility and automatic compliance verification to eliminate inaccuracies on the daily time tickets of over 600 workers, identify contract non-compliance and support proactive decision-making towards successfully completing a recent turnaround.

“We achieved all three objectives of being on time, on schedule and no lost time incidents safety-wise. This is a first for the Prince George Refinery and it's rare for any facility in the industry to hit all three.”

Erik Sullivan

Turnaround Manager, Tidewater Midstream and Infrastructure Ltd

✓ **Savings in Cost Management Labor.**

PayShepherd automated the data verification for hundreds of manual contractor pay-per-time tickets for 100% accuracy and compliance, such as checking against contractual rates and identifying duplicate billing submissions.

Using PayShepherd, the PGR reported savings of up to 60 hours per week in contractor management effort.



External Workforce Optimization: Hours Increased 20% Based on Data-Driven Insights.

Using PayShepherd, the PGR discovered actual burn rates were less than planned, prompting a decision to increase work capacity from 10 to 12 hours per worker per day to meet the critical final week schedule.

“PayShepherd improved our relationships with contracted workforces, helping us keep a closer watch on submissions and showing that we’re paying attention. We don’t rely on ‘stare and compare’ spend management anymore, rather PayShepherd checks for us and we use the data to spark conversations and negotiations.”

Erik Sullivan

Turnaround Manager, Tidewater Midstream and Infrastructure Ltd



The Beginning

The PGR is a core asset of Tidewater Midstream and Infrastructure Ltd., producing low-sulfur diesel and gasoline to supply the northern interior of British Columbia. The facility is defined by the surrounding small, close-knit population and its remote location nearly 10 hours north of Vancouver.

Operations rely on earning trust between its staff, contractors and the community, where nurturing strong relationships is central to the business's success.

The Challenge

Boasting a fluid catalytic cracking unit in addition to other gasoline- and diesel-producing units, the PGR has all the complexities of a large plant that depends on a contracted workforce to keep operations running smoothly.

To complete a recent turnaround, the PGR scaled up its workforce from 30 contractors to 600, across 10 vendors with their own contracts, schedules and relationships to manage. Erik Sullivan, Turnaround Manager at Tidewater Midstream and Infrastructure Ltd., identified the top three challenges:

01	Verifying manual pay-per-time tickets to support project planning and cost and risk avoidance in a timely manner.
02	Reconciling the details of every contract, to reduce discrepancies and overspending.
03	Avoiding spending overlaps with contractors shared between the turnaround and a large green capital project running simultaneously.

The Solution

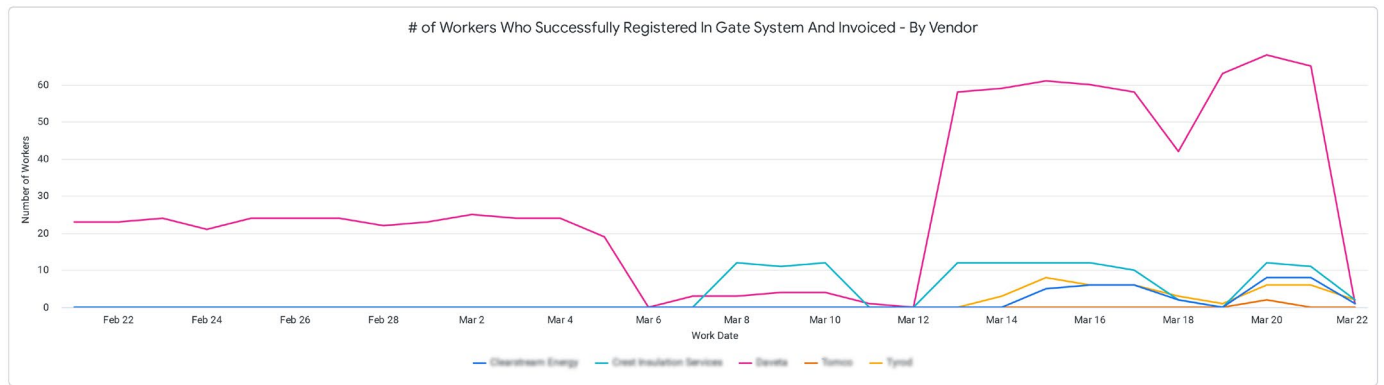
PayShepherd turns labor, equipment, materials, and subcontractor (LEMS) data into insights, helping identify trends and issues. The PGR chose PayShepherd to transform time-intensive, Microsoft Excel-based processes into streamlined digital LEMS verification and reporting to empower real-time cost transparency and contract compliance visibility.

“What sold PayShepherd for me was taking in things like the contract rates, union agreements and gate hours-reported hours verification at the top to output simple invoice approval steps or anomalies at the bottom. I expected a more manual system but it’s far more advanced and has proved itself ever since.”

Erik Sullivan

Turnaround Manager, Tidewater Midstream and Infrastructure Ltd

PGR Dashboard Draft



Example of PayShepherd report

The Solution

The PGR [unlocked cost savings to improve profitability](#) and optimize turnaround workflows with clear, data-driven vendor management.

“On the very first day of a PGR vendor upload, PayShepherd identified a discrepancy between a newly negotiated Client-specific rate and the Standard rate set in the vendor’s internal reporting and billing systems. The rates hadn’t been updated and this finding helped both parties align to the lower negotiated number, uncovering significant cost savings for the refinery.”

Pamela McAulay

Customer Success Manager, PayShepherd

“PayShepherd eliminates the big problem of ensuring all contractual rates are checked. The PayShepherd daily proforma invoice, backed by its 50+ controls and checks, gives me confidence that contractors were on site for the time invoiced and didn’t violate any rules we set up. I can now approve invoices safely, knowing that all contractual rates and agreements are met.”

Erik Sullivan

Turnaround Manager, Tidewater Midstream and Infrastructure Ltd

The Human Element

With the PGR expressing some misgivings about handing over cost control to a new system, the PayShepherd team acted as coach and change agent using principles proven in the industry:

Setting and aligning on clear, measurable project milestones.

Taking an iterative approach to vendor onboarding, where small groups of vendors were added successively to the system.

Training staff and vendors on how to use PayShepherd effectively.

Solving process hurdles early to avoid frustration later.

“PayShepherd became a knowledge center for the PGR and overcame the problem of not knowing what they don’t know. We armed them with real-time intelligence to support earlier negotiations, prevent future budget busts, and work towards more meaningful follow-up and escalation of issues inside vendor organizations.”

Dani Ringrose-Hobbs

VP Strategy & Commercial, PayShepherd

“Halfway through the turnaround, people looked at the PayShepherd data and said, ‘We can actually do this. We can come in on time and on budget,’ demonstrating that they trusted the value of the information.”

Erik Sullivan

Turnaround Manager, Tidewater Midstream and Infrastructure Ltd

The Results

✔ Automated Verification of Manual Pay-Per-Time Tickets.

PayShepherd centralized and digitalized all vendor cost submissions into a comprehensive knowledge center that automated compliance verification against contract terms. This helped alert the PGR team of any anomalies to raise with vendors in a clear, transparent manner.

“Before PayShepherd, we had a full-time position using a stare-and-compare method to verify vendor time tickets during turnarounds. Now, that position is part-time and we rely on PayShepherd to check everything for us – saving up to 60 hours a week in labor.”

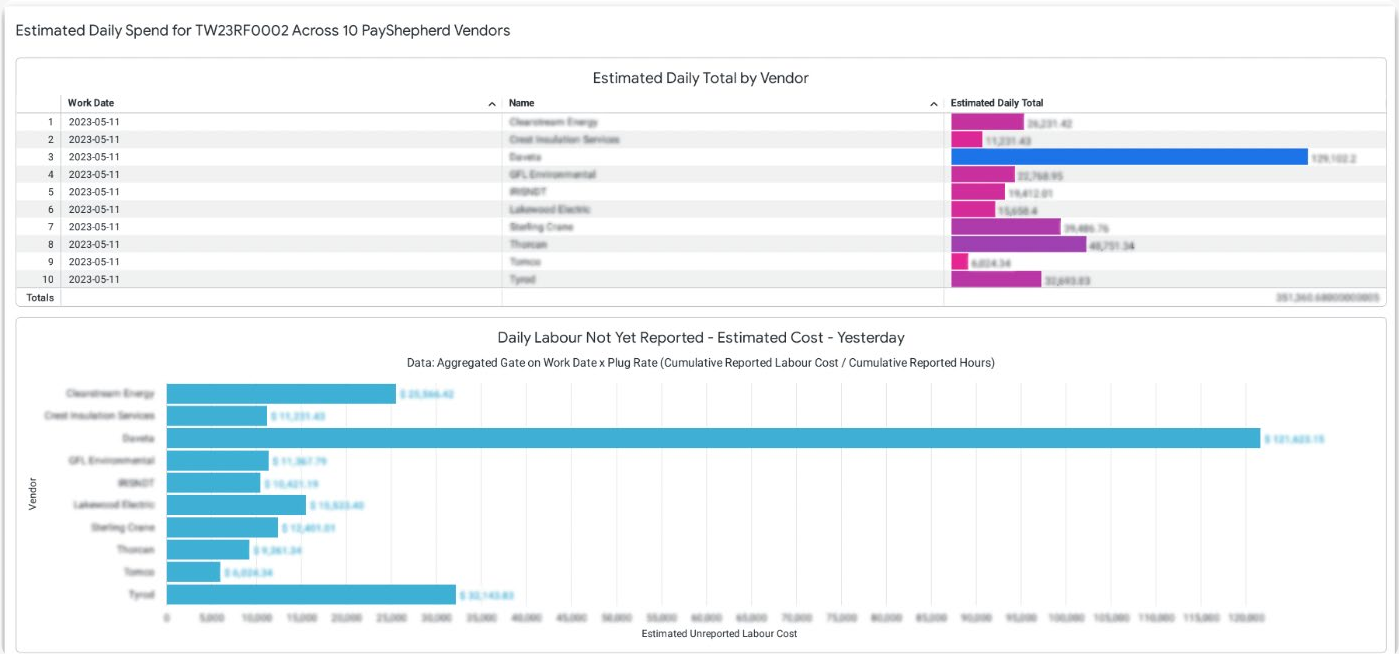
Erik Sullivan

Turnaround Manager, Tidewater Midstream and Infrastructure Ltd



Complete Visibility into LEMS.

PayShepherd improved transparency between the PGE and its vendors and made LEMS data more accessible for analysis and review. Any user can access the platform anytime to get real-time insights into contracted workforce performance and spend to identify potentially risky trends that need immediate attention.



Example of PayShepherd dashboard

✓ Elimination of Duplicate Spending Between Parallel Projects.

Using PayShepherd's analytics, the PGE team identified contractors charging Living Out Allowance (LOA) on both the turnaround and a green capital project running simultaneously. Identifying these anomalies helped the Turnaround Manager and the Capital Projects Manager resolve the situation faster with the vendor.

"PayShepherd helped us pull different cost and schedule levers to manage vendor relations effectively. Everyone wants a successful turnaround under the belts and we achieved that."

Erik Sullivan

Turnaround Manager, Tidewater Midstream and Infrastructure Ltd

PayShepherd

PayShepherd is how best-in-class industrial sites gain complete transparency, control and compliance over their contracted workforce. Known for turning contractor submissions into actionable insights and verifying contract compliance with 100% accuracy, PayShepherd helps people see and understand data so they spend less time on vendor oversight and more time building stronger relationships.



Ready to join the movement of vendor management excellence?
Book a call with our team.

BOOK DEMO

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