BII WORLD
Engage • Enlighten • Empower

Advanced Turnaround Management

Moving turnarounds, shutdowns and outages from a nuisance and source of suffering to a strategic opportunity. A cradle to grave methodology to hand back a better plant whilst also improving safety, quality, time, and cost targets.

- Real Time Virtual Training
- Comprehensive Learning Kit
- 20 Hours Of Live Interactive Sessions
- Continuous Learning Validation Certificate

> "I have been closely associated with Laurie for over fifteen years during which time we have jointly developed training materials. This course contains the best of my own course and builds upon the two books it inspired but has been enhanced further with the best of Carcharodon's own material and experience. I cannot think of a better shutdown management training programme on the market today."
>
> **Tom Lenahan, Author & Coproducer of this course**

24 – 28 October 2022

10:00 - 14:45 Eastern Daylight Time (EDT)
14:00 - 18:45 Greenwich Mean Time (GMT)

www.biiworld.com

TRAINER'S PROFILE:
Laurie Dummett

Laurie is an award winning consultant and trainer with over 25 years experience in maintenance. He has worked across five continents, in a wide variety of environments from the world's largest oil refinery to a small bottling plant. Laurie has 10 years of maintenance management experience in the process industry, so brings a very practical approach to training. He moved into consulting with ABB Eutech as their global maintenance specialist where he led maintenance best practice panels, delivered a wide range of maintenance improvement projects and trained other consultants. Laurie founded his own consultancy, in 2002 to focus on maintenance improvement and best of the best methodologies. As part of this, he developed a range of maintenance "models of excellence" with inputs from authors, international lecturers and some of the world's leading consultants and operators. Laurie remains close to the industry and continues to help operating companies, testing and refining his maintenance models in the process. His work in maintenance improvement has been recognized as bestin-class winning prestigious awards such as the UK Chemicals Industry Association national award for Excellence in Engineering.

Testimonials

"This course was outstanding." - Shell, Turnaround Manager

"Laurie kept the course moving and got his points over very well." - Total, Mechanical Engineer

"This was so much better than the standard training course with more discussion and involvement." - BP Operations Manager

"We should all go through the Carcharodon courses." - BP, Maintenance Improvement Leader

"There is a lot I need to change when I return to work!" - Sasol, lead engineer

"Clearly based on best practice, a very good course." - Total, Turnaround Manager

"This was an exercise that helped set us on the road to success with everyone leaving motivated as well as informed" - BP, Business Unit Leader

"I have learnt a new approach and look forward to putting this into practice." - Petronas, Contracts Manager

"It's not just the fact that Laurie is clearly at the front of his field that was important, it was the way he made it feel logical and kept us interested for the whole three days." - Petronas, Engineering team leader

"This course has been an eye opener. I now understand the challenges my maintenance colleagues face and also my team's role in helping maintenance succeed." - PDVSA, operations team leader

Laurie has helped many notable organisations achieve improved performance through training and consulting advice. These include:

Shell
PDVSA
Lyondell Basell Conoco
Kuwait Oil Companyy
Engen
Sasol
National Starch Matthew
Clarke
ICI
Emery Oleochemicals
Total
Dow
Technip
Repsol
Saudi Aramco
SABIC` `
Natref
Nippon Gohsei
Bilfinger
Saltend Chemicals Park
Taunton Cider
Sabah Shell
Du Pont
Petronas
Neste Oil
Petroplus
Satorp
Centrica
Petro SA
Glaxo SmithKline
European Commission
Interserve
FINA
Aramco
Global Technology Forum
Pemex
Brittish Sugar
European Commmission
Coogee Energy
Eastman Chemicals
JX Niuppon O&G Sakhalin Energy
Vivergo Fuels
Dulux Paints
Petron
Ineos Chemicals
Rugby Cement
Unichema
Conocco
Petroplus Refining
Thai Electric
Malaysia LNG
BASF
British Energy
Vinamul
Preem AB

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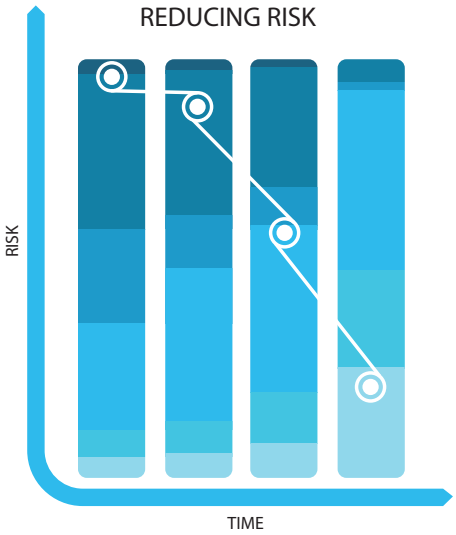
www.biiworld.com

Course Summary

Industry is littered with examples of poor Turnarounds, which have injured people and damaged businesses. If Turnarounds are not properly planned, managed and controlled, companies run the risks of serious safety and budget penalties, costly schedule delays and negative impacts on customers. As a consequence, operators are starting to explore Turnaround best practice and establish a more robust methodology.



Turnarounds are the highest risk activity that we routinely perform in industry, but they are also an area of massive variability in approach and outcome. Central to the variability is a lack of written methodologies and training – there are around 1000 times as many books on maintenance as there are on turnaround management. All too often companies see Turnarounds as something to be survived and therefore it is no surprise that most Turnarounds fail.

This course is based upon the Carcharodon "best of the best" model of excellence for shutdown management with inputs from people who have done it from the trenches along with some of the world's most experienced shutdown specialists. All this experience has been condensed into a core methodology – our blueprint for success. It converts Turnarounds from a high-risk nuisance to an business opportunity, it has been used on multiple sites around the world, has been the basis of two books and is also supplemented by a roadmap for building and controlling a successful Turnaround.

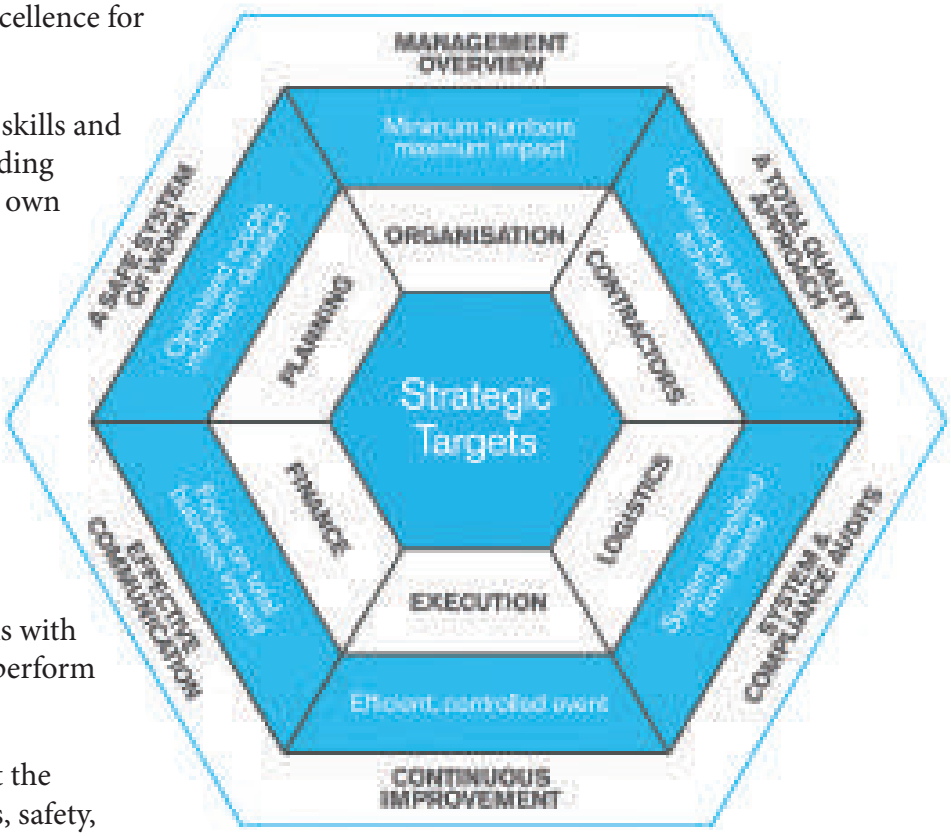
The purpose of the course is to use the Model of Excellence for Turnarounds and the principles of Challenge Planning to equip attendees with an advanced approach to Turnaround Management. The course is backed by real situations, high levels of interaction, group exercises and multiple case studies. It will explore the underlying mechanisms and levers that shape a Turnaround to demonstrate why we sometimes succeed or fail and introduce new conceptual approaches that can increase our chances of succeeding.

By the end of the course you will be able to:

1. Position Turnarounds as part of an overall strategy of improving business performance
2. Build the best Turnaround team possible from available resources
3. Help senior management build effective steering teams
4. Reduce the downtime associated with turnarounds whilst simultaneously improving safety performance
5. Use our Model of Excellence to analyse their own performance, explain key principles to others and build a detailed methodology of their own
6. Maximise the benefits of planning and preparation through our proactive challenge planning process
7. Build a Turnaround from the ground up from concept to execution and review

Course Objectives

1. Understanding how Turnaround management in their own company should contribute to support world-class performance
2. Use our class-leading Model of Excellence for Turnarounds
3. Understand the critical processes, skills and tools required to establish outstanding turnaround performances in their own site
4. Develop their own Turnaround roadmap and methodology
5. Rate their own company's performance against best practice
6. Explain the role of the steering team
7. Develop Turnaround organisations with the right skills and behaviours to perform effectively
8. Integrate departments beyond just the maintenance team (e.g. operations, safety, procurement, projects) in the Turnaround process
9. Identify and reduce critical turnaround risks
10. Embed learning processes to ensure year on year performance improvements



Who Should Attend?

Directors, Heads, GMs, Senior Managers, Managers, Assistants, Supervisors and Engineers responsible for:

- Shutdown & Turnaround
- Scheduling & Planning
- Maintenance & Reliability
- Operations
- Production
- Security
- Quality Assurance
- Procurement
- Asset Management
- Health & Safety

Training Methodology

1. Real Time Virtual Training: This course in an online format in principle does not differ to the direct presentation and assessment (face to face training). is course is organised as a five-day course and all the material in the original syllabus will be presented.
2. 20+ Hours of Live Interactive Sessions: Q&A round will be provided to interact with the trainer online. Trainer will also be available post course to interact with the attendees.
3. Comprehensive Learning Kit: Trainer will provide course materials after the training which will be helpful for the attendees as the future reference in their continuous learning journey
4. Break Down Day Timing

Break Down Day Timing	
Session 1	75 Minutes
Break 1	10 Minutes
Session 2	60 Minutes
Break 2	10 Minutes
Session 3	60 Minutes
Break 3	10 Minutes
Session 4	60 Minutes

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Continuous Learning Validation Certificate

1. This certificate will validate and certify the attendees' credibility shown in continuous learning.
2. It is mandatory to attend all the 5 days of training to earn this certificate.
3. The attendees will receive only soft copy of this certificate

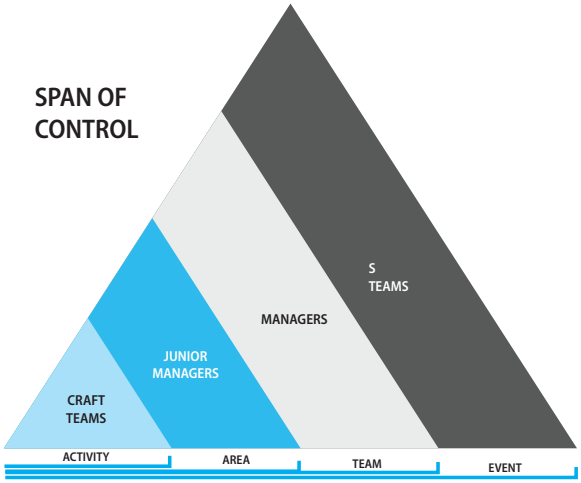
Day 1

Module 1: Setting Turnarounds in Context

1. The impact of turnaround performance on a business
2. Global performance trends (the disappointing reality)
3. How turnarounds fit with asset and maintenance strategies
4. Where does best practice come from?
5. The unique complexity and risks of turnarounds
6. Where people tend to go wrong?

Module 2: A Structured Model of Excellence - a blueprint for success

1. Origins of the model of excellence and why it was developed
2. A graphic model (the critical elements required for success)
3. An outline model (exploring the sub elements)
4. A detailed model (the blueprint for success)
5. The cradle to grave turnaround phases



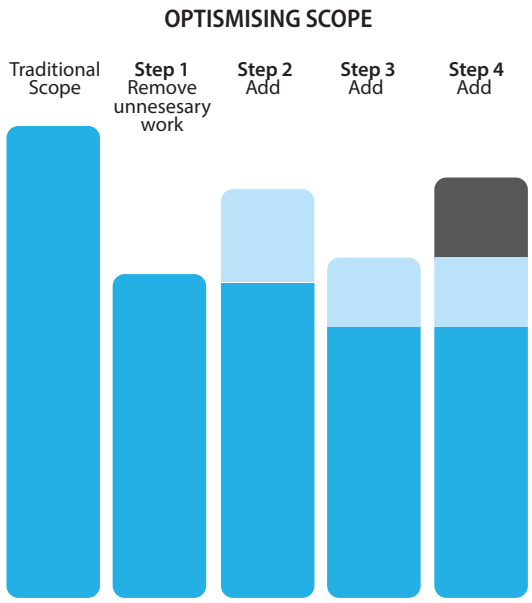
Day 2

Module 3: Developing a Shutdown Strategy

1. How the strategic focus has evolved?
2. Critical cost drivers and the total business impact of a turnaround
3. The turnaround structure (exposing the skeleton of a turnaround)
4. Long-term strategic planning
5. Setting the turnaround strategic objectives
6. Converting turnarounds from a nuisance to an opportunity
7. Organisation strategy
    a. The role of the steering team
    b. Appointing the turnaround manager
    c. Setting out the event steering team
    d. Shaping the turnaround organisation

Module 4: Planning - Preliminary Planning

1. Designing and recruiting the turnaround preparation team
2. Getting the scope right - the three R's of optimisation
3. Where work comes from – the good, the bad and the naughty
4. Worklist development process
5. Scope clarification – what level of detailis required?
6. The coordinates of planning



Day 3

Module 5: Planning - Challenge Planning

1. The golden window for advanced planning
2. The dynamics of challenge (change isn't always easy)
3. Challenge planning presuppositions (a way of thinking)
4. Can one question change our approach? (THE most powerful question)
5. The SMED process
6. Cluster planning and schedule optimisation
7. Control of late work
8. Rehearsing the logistics
9. Moving to high performance contracting

Module 6: Execution

1. Key roles in the execution phase
2. Recruiting execution team
3. Mobilising for effectiveness from day 1
4. Control meetings and management systems
5. Managing safety
6. Driving productivity
7. Controlling bulk work and logistics
8. Managing emergent work
9. Contractor management
10. Materials and equipment management
11. Where things can go wrong (where mistakes are made and why)
12. The planning illusion (it looks like a plan – but is it?)

Day 4

Module 7: Returning to full operation

1. The handback process
2. Completing the snagging list and clearing the site
3. Getting back to profit as quickly as possible
4. Making sure it is safe to start
5. A planning process (the logical sequence
6. of activities)
7. Finalising and freezing the worklist
8. Developing a contracting strategy

a. Types of contract and incentives
b. Contractor selection

9. A structured approach to forecasting and controlling costs
10. Creating estimates
11. Planning the logistics

Module 8: The Turnaround Review

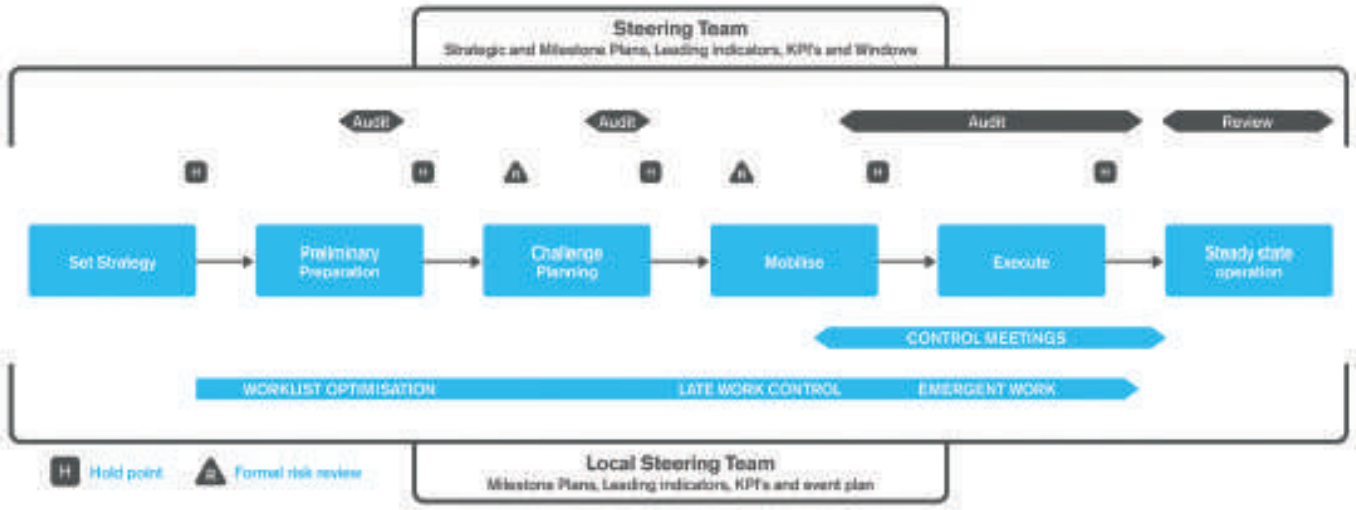
1. The importance of the review process in performance improvement
2. Alternative methods for the Turnaround review
3. The reality – most reviews are ineffective or do not create change
4. Where people tend to go wrong
5. Our process for effective reviews

a. Using the model of excellence for Turnaround reviews
b. Getting the maximum contribution from the people involved
c. A forensic review process to focus on business priorities

Day 5

Module 9: Developing a cradle to grave control and learning process

1. Building a road map for success
2. Long-term forecasting and cost modelling
3. Moving the focus away from cost and onto profit
4. The unique challenges of safety management on a turnaround
5. Understanding hazard and risk
6. The "Aware" process for identifying and reducing risk
7. The principle of the stage gate approval process
8. Using the model of excellence as an auditing tool
9. The assurance model



FAQs

Does BII Online Virtual Training have the same value as traditional classroom training?

Yes, BII Online Virtual Training offers participants; same training system as in-person, i.e face-to-face engagement with instructors, course material, interactive participation of all delegates, and personal support that they would expect to find in a traditional classroom.

What are main features of your online courses? Are they on-demand? Is it different content from the in-person offering?

The content of the virtual training is similar to the in-person sessions and customized presentation makes it a richer online learning experience. As always, we will share presentation materials with attendees for later reference.

The online courses are not on-demand and recordings cannot be purchased. They are set on scheduled dates, live with an instructor and co-host via webinar software. While the day is shorter than an in-person session (4hrs vs 8hrs), timing are adjusted to accommodate attendees in different time zones and allow more time for one-on-one conversations via the Q & A.

What are the technical requirements for participation in a virtual course?

All you need to participate in virtual training are:

- Desktop or Laptop or Tablet Computer, and Internet connection
- Webcam
- Headset with built-in microphone

Can I attend an online training session if I have a Macintosh computer?

Yes, Our Online training systems does allow Macintosh computers, PCs, and computers running Linux to easily enter any of our online training sessions.

What type and version of browser will I need for online classes?

It is recommended that you use the latest version of Firefox, Chrome or Internet Explorer for Windows and Firefox or Safari for Mac. Each of these is available for free download and also suggested you have the PDF Reader

How do I have access to the trainer for questions?

As in the classroom, you will see the trainer in front of you and have the opportunity to ask questions at any time - all via audio and video transmission.

Is there a mute option within an online training session to minimize background noise from my audio connection?

Yes, the Mute button will display to the right of your name as you hover your mouse over your name shown in the Participants panel on the top, right side of the Web conferencing screen.

Do I get a Certificate at the end?

Yes, you will get a PDF version of your certificate of completion

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Upcoming Courses 2022

Maintenance Planning Scheduling & Control

Facilitator : **Dave Dyer**
Date : **12 - 16 September 2022**
Timings : **10:00 to 14:45 Eastern Daylight Time (EDT)**

This course is based on an integrated maintenance model that has been used by leading companies and consultants with success and recognised as best practice. Participants will learn the total impact that maintenance can have on a business, identify key elements (and value) of effective maintenance for their own plants to not only reduce costs but also improve performance.

Dave Dyer the facilitator of this course is a highly experienced in maintenance improvement, change management, continuous improvement and capability development as a management coach and trainer. He has worked internationally across Europe, America, the Middle East and Africa with extensive experience in Oil and Gas, the Chemicals sector and manufacturing as well as working with clients in Steel and Power Generation.

CLICK HERE To access this course agenda.

Masterclass Maintenance & Reliability Practitioners

Facilitator : **Michael Eisenbise**
Date : **26 - 30 September 2022**
Timings : **13:00 to 17:00 Eastern Daylight Time (EDT)**

Equipment must be safe, reliable, and process variability must be eliminated. Your employees must be motivated and supported with targeted training and a robust and efficient organizational structure. This course is designed to heighten the learning experience and to provide an immersive training environment that maximizes the interaction between attendees and the instructor, and between the attendees

Michael Eisenbise the facilitator for this course has 43 years of maintenance technology and reliability experience. He is a Certified Maintenance and Reliability Professional (CMRP) with the Society for Maintenance and Reliability Professionals Certifying Organization (SMRPCO), a Certified Plant Engineer (CPE) with the Association of Facility Engineers (AFE), a Certified Plant Maintenance Manager (CPMM) with the AFE, and a Certified Reliability Leader (CRL) with the Association of Asset Management Professionals. He is also a registered Professional Engineer (PE) in Florida.

CLICK HERE To access this course agenda.

Masterclass Asset Management Practitioners

Facilitator : **John Doran**
Date : **14 - 18 Nov 2022**
Timings : **10:00 to 14:30 Eastern Daylight Time (EDT)**

The main objective of this course is to provide knowledge in asset management required by the World Partnership in Asset Management (WPiAM) to audit or assess an Asset Management system to the requirements of ISO 55001 Standards. This is essential to become Certified Asset Management Assessor.

John Doran, the facilitator of this course offers extensive experience in leading service delivery, operations and maintenance activities and optimising asset contribution to business outcomes in large multi-facetted infrastructure and asset intensive businesses. Optimising asset performance has always been a primary focus and he has been able to apply this in leading operations and asset management on multi-billion dollar projects.

CLICK HERE To access this course agenda.

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Advanced Turnaround Management

24 – 28 October 2022

BII World Limited
9616 45th Avenue
Northwest, Edmonton, AB
T6E 5Y9, **Canada**

Please complete this form and mail it back to
mithun.siddartha@biiworld.com

Event Code: OL TE 46

Delegate Details

1. Name: Mr/Mrs/ Ms .....
.....
Job Title: .....
Email: .....
2. Name: Mr/Mrs/ Ms .....
.....
Job Title: .....
Email: .....
3. Name: Mr/Mrs/ Ms .....
.....
Job Title: .....
Email: .....

Company/Organisation Detail

Name: .....
Person to Contact:.....
Email: .....
Address: .....
.....
City: .....
Country: .....
Contact No: .....
Type of Business: .....
Website: .....

Payment Details

METHOD: CREDIT CARD ☐ OR WIRE TRANSFER ☐

Please debit my

Visa ☐ Eurocard /Mastercard ☐ Amex ☐ Diners club ☐

Card Billing Address:.....
Street: .....City.....
Zip/Postal: .....
Card Holders Name: .....
Email Address: .....
Card Holders Signature: .....
Card Number

Credit Card CVV2/ CVC / CID Number:

Visa / Mastercard (3-digit code on the back) ☐☐☐ Amex (4-digit code on the front) ☐☐☐☐

Valid from: ☐☐/☐☐ Expiry Date: ☐☐/☐☐

I agree to BII debiting my card

Authorization and Acceptance of Sales Contract & Terms & Conditions

I hereby declare I am authorised to sign this contract and terms & conditions in the name of the company/organisation:

Name:.....
Date:.....
Signature:.....

1 - 2 Delegate Fee	☐ USD	1199 Per Delegate
3 Delegates Fee	☐ USD	1099 Per Delegate
4 or More Delegates Fee	☐ USD	999 Per Delegate

20 USD administration charge and any applicable withholding or any other tax or fee will be applied

TERMS & CONDITIONS:

1. Payment terms: BII World LTD requires the full payment of the invoiced amount within 7 working days from the issue date of the invoice. BII World LTD reserves the right to refuse entry to any client who does not pay the invoice in full and on time. The registration fee includes: Training documentation and admission to all training sessions.

2. Cancellation by client: The client has the right to cancel his/her participation in the event. Cancellation must be received by BII World LTD in writing either by mail or fax. If the client cancels the event, he/she will get two options:

A. CREDIT NOTE: Choose 2-year credit note, BII World LTD will send all the schedule training event details throughout the year. Delegate has the right to choose and attend any of the training programs (valid 2 years).

B- NOMINATION: In this option delegate can nominate/refer someone from his/her group/company to attend the particular training program on behalf of the actual delegate.

3. Cancellation by BII World LTD : While every reasonable effort is made to adhere to the advertised program, circumstances can arise which may cause changes in the program, including but not limited to changes in the content, date(s), or special features of the planned event. Such circumstances include but are not limited to acts of terrorism, war, extreme weather conditions, compliance with government requests, orders and legal requirements, failure of third-party suppliers to timely deliver, and failure to register the minimum target number of attendees for a given event. BII World LTD reserves the right to change the content, date(s), and/ or special features of an event, to merge the event with another event, or to postpone it or cancel it entirely as appropriate under the circumstances. Client agrees that BII World LTD shall not be liable for any cost, damage or expense which may be incurred by client as a consequence of the event being so changed, merged, postponed or cancelled and client agrees to hold BII World LTD harmless and to indemnify BII World LTD in case of liability caused by any such changes, mergers, postponements or cancellations.

4. Cancellation of the event: In case BII World LTD cancels an event, then client can choose any of the below mentioned options:

(a) BII World LTD will refund full payment to the client within 15 business days.
(b) Client can choose the credit option for 2 years, for more details please read term no-2 part (a)

5. Postponement of the event : In case BII World Ltd postpones the event to a new date, then client can choose any of the below mentioned options.

(a) The client can attend the course on the postponed dates.

(b) Client can choose the credit option for 2 years, for more details please read term no-2 part (a)

6. Client's identification information. By signing of this sales contract and these terms and conditions the client gives full right to BII World LTD to share the client's identification information, i.e. client's name, address, email addresses, phone numbers and names of representatives and website with other clients who participated in the same event. The client has the right to opt out of this clause by written notice to BII World LTD.

7. Governing law: This contract shall be governed by and construed in accordance with the laws of the Pr ovince of Alberta, Canada. Any disputes arising under or in connection with this registr ation form shall be settled before the competent court in Canada.

8. Indemnification: To the fullest extent permitted by the law, you agree to protect, indemnify, defend and hold harmless BII World LTD, its owners, managers, partners, subsidiaries, affiliates, officers, directors, employees and agents, from and against any and all claims, losses or damages to persons or property, governmental charges or fines, penalties, and costs (including reasonable attorney's fees) (collectively "the Claims"), in any way arising out of or relating to the event that is the subject of this contract, and regardless of negligence, included but not limited to, Claims arising out of the negligence, gross negligence or intentional misconduct of BII World LTD employees, agents, contractors, and attendees; provided, however, that nothing in this indemnification shall require you to indemnify BII World LTD Indemnified parties for that portion of any Claim arising out of the sole negligence, gross negligence or intentional misconduct of the BII World LTD parties.

9. Other currencies. In case that client requests payment in other than official currency (USD), BII World LTD reserves the right to apply 5% currency risk surcharge to the actual exchange rate.

10. Other Conditions: Any terms or conditions contained in the client's acceptance which contradict or are different from the terms and conditions of this registration document shall not become part of the contract unless individually negotiated with BII World LTD and expressly accepted by BII World LTD.