



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

12 - 16 June 2023

10:00 - 14:45 Eastern Standard Time (EST)
15:00 - 19:45 Greenwich Mean Time (GMT)



David Dyer

David is a Senior Associate Consultant for award winning consultancy, Carcharodon. He is a highly experienced facilitator in maintenance improvement, change management, continuous improvement and capability development as a management coach and trainer. He has a strong focus on people with an emphasis on developing people and the practicalities of improving maintenance performance rather than just the theory.

David 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. As a consequence, he can bring best practice from a wide variety of sources.

David spent the first fifteen years of his career as a specialist trainer working for companies such as Lloyds British Training Services and Rolls Royce. He then went on to work as a Principal consultant for ABB consulting for 15 years. During this time, he refined some of the established improvement tools including how and when to apply them for maximum impact whilst still continuing to develop and deliver training in support of this. Recent work has included improvements to the Work Order to Work Execution processes of Engineering departments and focused on Reliability, Planning and Scheduling. This ongoing field experience has helped him test and refine specialist training in a number of areas.

As a Carcharodon Associate, David has been able to use his own experience to contribute with other maintenance specialists to the Carcharodon models of excellence. The Carcharodon methodologies are recognised as “Best of the best” standards providing the inspiration for two books, projects that have won awards such as the prodigious UK Chemical Industries annual Excellence in Engineering award and form the basis of this training.

David was recently awarded a national award as coach of the year. He uses the same skills to ensure that he does not just preach maintenance best practice, he discusses it, explains it and ensures that delegates have a much more personal and flexible experience.



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.

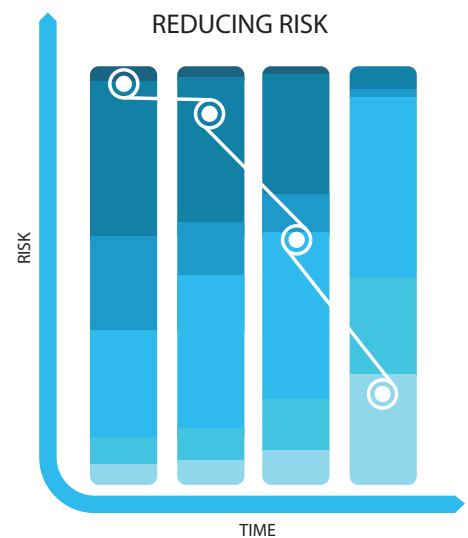
Turnarounds are the highest risk activity that we routinely perform in industry, but they are also an area of massive variability in approach and outcome. Central to the variability is a lack of written methodologies and training – there are around 1000 times as many books on maintenance as there are 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 a 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). This 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

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

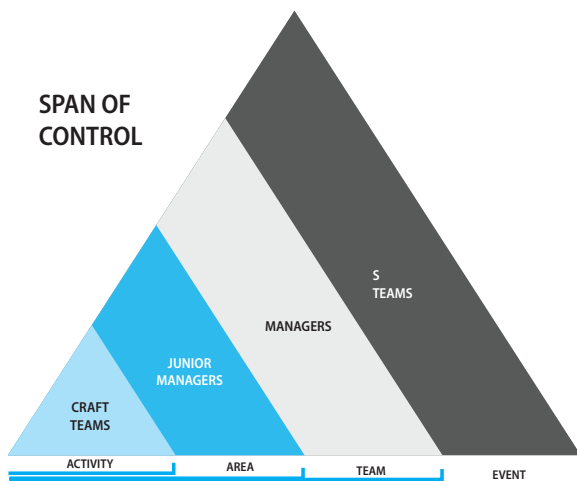
Module 1: Setting Turnarounds in

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



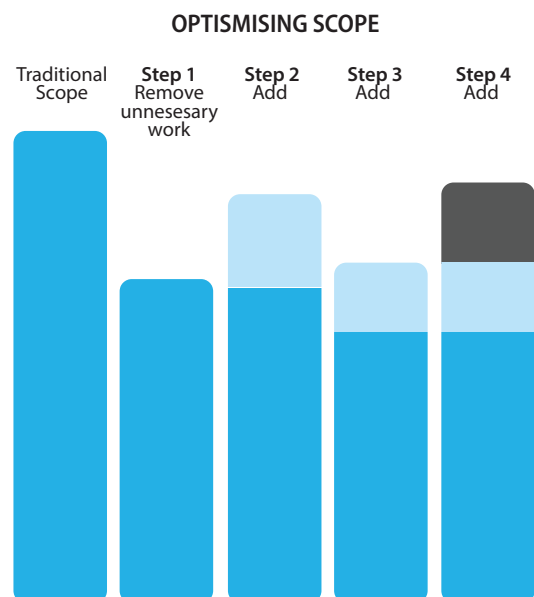
Day 2

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 details 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

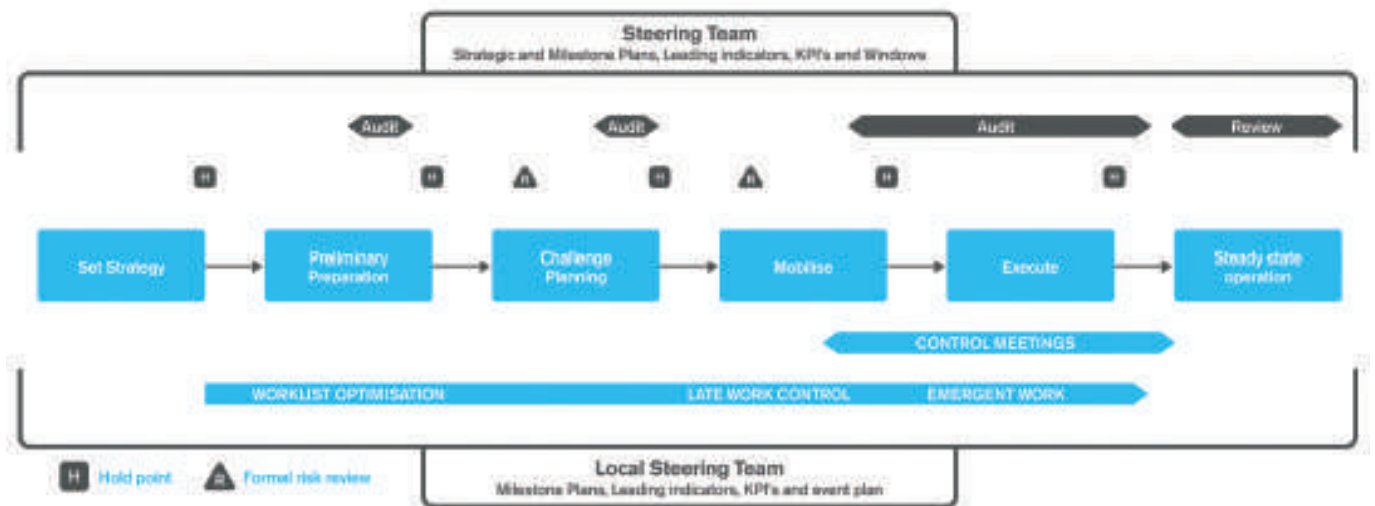
1. The importance of the review process in performance improvement
2. Alternative methods for the Turnaround review
3. The reality – most reviews are ineffective or do not create change
4. Where people tend to go wrong
5. Our process for effective reviews
 - a. Using the model of excellence for Turnaround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



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



