

Turnaround Management

A Eurotek training course



ERS Turnaround Management

An introduction:

The ERS Turnaround Management course provides professionals with the comprehensive set of core skills needed to deal with all significant aspects of the management of shutdowns and turnarounds. A framework of proven effectiveness in which to position these will also be given. The course will be highly valuable to all who make decisions, or manage activities, in this area. For other support personnel involved in shutdowns the course will produce useful insights and put into perspective the key issues and approaches that need to be effectively managed to bring business success.

Learning objectives:

Planned shutdowns and turnarounds are an accepted feature of large process plants. They provide opportunities to inspect, clean, repair, modify equipment and regenerate or replace catalysts. However the effective and efficient management of these in a thoroughly modern manner is vital to the overall availability and reliability, and hence profitability, of process plants being operated today.

Upon completion of the course participants will be able to:

- Optimise the interval between shutdowns.
- Minimise the time between feed out to product back on specification.
- Reduce the work volume to be done on the shutdown realising substantial returns.
- Understand in depth modern, well proven approaches, tools and techniques available to achieve these desirable end results.



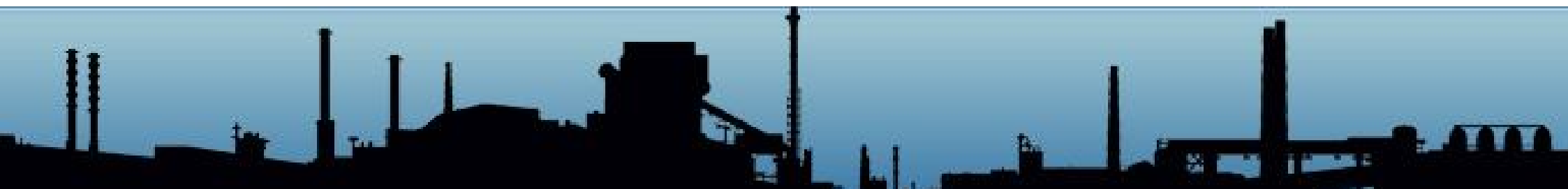
Who should attend?

This is a comprehensive core skills course for professionals dealing with all significant aspects of the management of shutdowns and turnarounds. The course will be highly valuable to all professionals, particularly engineers, who are involved in this area of the business. For other support personnel involved in shutdowns the course will produce useful insights and put into perspective the key issues and approaches that need to be effectively managed to bring business success.

Description:

This course will firmly put planned shutdowns and turnarounds, which are an accepted feature of large process plants, into a business context where the plant is a vehicle for making profits. The purpose will be identified as the provision of increased overall availability, efficiency and integrity. The course will identify the ingredients which need to be managed effectively and optimised to achieve this result. A framework for efficient, effective and timely action will be given. The course will highlight how opportunities provided to inspect, clean, repair, modify equipment and regenerate or renew catalysts also provide opportunities to do significant quantities of unnecessary work. This increase in work volume will increase workforce numbers, add complexity to the process,

put pressure on the competence pool available locally, add cost, and usually extend the duration of the shutdown. Effective management of equipment degradation will reduce the rate and unpredictability of deterioration, reduce repair needs, and provide an increased confidence in inspection trends. The course will provide a good understanding of how to manage these and other issues which bear on the successful achievement of the objectives of a modern shutdown strategy. This strategy will aim to optimise the interval between shutdowns, minimise the time between feed out to product back on specification and do this at a low cost. The course will provide participants with competence in the use of modern, well proven approaches, tools and techniques to achieve this desirable end result.

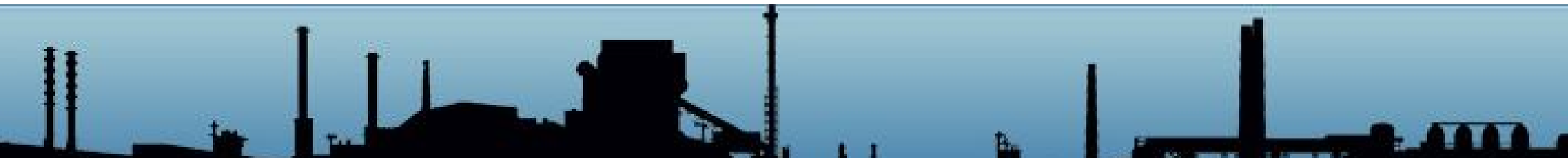


Course Presenter

Laurie Dummett has delivered a wide range of performance improvement projects across different sectors but particularly specialises in maintenance, turnarounds and operational improvement. Laurie graduated from Nottingham University with a degree in Mechanical Engineering before joining ICI PLC. During his time at ICI Laurie had direct management responsibility for turnarounds which included redefining the approach for planning and managing events.

Laurie moved into consultancy in 1998 as a senior consultant with ABB Eutech and delivered projects with companies outside the ICI group such as DuPont, PDVSA, GlaxoSmithKline and Unilever. He was responsible for company best practice for major change projects, operational improvement, manufacturing, and maintenance including overseeing and delivering consultant training programmes.

Laurie continues to work closely with blue chip clients such as BP with recent work including ground breaking improvements in turnaround preparation and management systems.



Course programme

Day 1

Understanding the Purpose of a Shutdown

- * How to measure success
- * Pacesetter performance numbers
- * Impact on between-shutdown reliability
- * Pacesetter practices which bring success

Putting into Maintenance/Operations Context

- * Operate within design
- * Impact of aggressive high TAN crudes, free oxygen and chlorine radicals

* Business impact of conflicting departmental goals

Benefits of Risk Based Inspection

- * Focussed inspections
- * Defensible logic
- * Inspection profiles with RBI and without

Small Group Exercises

- * Strategies to manage deterioration more effectively
- * Optimising intervals between shutdowns
- * Use of pre-planned opportunity shutdowns

Development of a Strategic Framework for Shutdown Management

- * Key issues and events
- * Typical timetable of events
- * Roles and responsibilities within this

Pre-shutdown Work Minimising Techniques

- * Do work on run
- * Inspections
- * Management risk taking

Shutdown Organisation

- * Role and responsibilities
- * Full time/part time
- * Quantities needed

Small Group Exercises

- * Establishing the shutdown objectives and targets
- * Making a milestone plan

Day 2

Quality Plans for Critical Issues

- * Work reduction
- * Competence
- * Effective use of own people
- * Productivity and delays
- * Safety and permits
- * Waste, Materials, Planning, etc.

Planning

- * Purpose and deliverables
- * Include stop and start operational activities
- * Centralised/decentralised
- * Choice of system using SSM
- * Need to freeze early
- * Integrate ops and engineering
- * Challenge critical paths
- * Resource levelling
- * Don't replicate past habits and performances

Small Group Exercises

- * Identify critical issues for KPC and make appropriate quality plans
- * Challenge critical paths activities

Contracting Strategies, Lump sum, Unit rate, Cost plus

- * Incentive
- * Incentive partnering
- * Managing contractor with subcontractors
- * Choice

Ensuring Competence

- * Use quality plan
- * Critical activities
- * Techniques for minimising number of critical activities
- * Leak-free start-ups

Infrastructure

- * Personnel accommodation
- * Materials
- * Permit issue location, Lay-down areas, Cleaning bays

- * Utilities, Transport, Cranes

Day 3

Pre-shutdown Activities

- * Scaffolding
- * Drawings/documentation
- * Spades * Special spares
- * Easy bolting
- * Hazard signs
- * Gas freeing equipment
- * Permits

Shutdown Execution

- * Fast gas freeing to a plan
- * Effective handover ops to engineering
- * Smooth permit issue
- * Work to the plan * Monitor progress
- * Highlight problems early
- * Manage contingent work
- * Resist emergent work
- * Communications and meetings
- * Performance monitoring of all significant aspects

Preparation for Start-up

- * Blending
- * Boxing-up
- * Operations audit and punch-list
- * Timing agreed
- * Contractor demobilisation
- * Work not to be done
- * Order of hand-back
- Contractor Close-outs
- * Finalise contractor work volumes and due payments

- * Review unused materials

Troubleshooting Case Studies / Q&A Session



Registration form:**Turnaround Management Course:**

Sir Christopher Wren's House Hotel, Windsor, UK

Please make a reservation at ERS Course for the following delegate:

Title _____ Given Name _____ Family Name _____
Position _____ Company _____
Address _____
Tel: _____ Fax : _____ Email: _____

For Bookings Received before 21st October: Course fee £1850.00 + 20% VAT

For Bookings Received after this date: Late Booking Supplement of £250.00 + 20% VAT will be applied

Eurotek Refining Services Ltd has obtained a special Conference rate at the Sir Christopher Wren's House Hotel. Bookings at this hotel must be made via Eurotek Refining Services.

- Single room per night (incl. breakfast) £116.67 + 20% VAT
- Double room per night (incl. breakfast) £133.33 + 20% VAT

Arrival Date _____ Departure Date _____ Number of nights required _____

PLEASE NOTE: Payment to be made at time of reservation. If an invoice is required to make payment by bank transfer or cheque please email your request or Purchase order to reservations@eurotek-refining.co.uk and an invoice will be emailed by return.

Make cheque payable to Eurotek Refining Services Ltd.

Transfers to: Account Eurotek Refining Services Ltd IBAN No. GB91LOYD30987301811462

Cancellations, Substitutions & Programme Changes If you are unable to attend the course, you may make a substitution at any time. All substitutions and name changes must be received in writing by mail, e-mail, or Fax. For cancellations received by mail, e-mail or Fax 21 days before course start, 75% of the fees will be refunded. For cancellations received after this date course papers will be sent, but no refund. An official cancellation number must be obtained from Eurotek Refining Services Ltd to qualify for a refund. Course content may be subject to change at Eurotek Refining Services Ltd.'s discretion

Course timetable:**21st November**

08.00 Onwards Course Registration
09:00-17:00 Course Programme

22nd November

09:00-17:00 Course Programme
20:00 Course Dinner (free)

23rd November

09:00-16:00 Course Programme

Five ways to book

1. Complete and return this form to:
Eurotek Refining Services Ltd 389
Woodham Lane, Addlestone Surrey
KT15 3PP UK
2. Telephone with details on: +44 1932
702914 or
+44 1737 830077
- 3: Complete and return this form
to: [Reservations@eurotek-
refining.co.uk](mailto:Reservations@eurotek-refining.co.uk)
- 4: Visit our website at [www.eurotek-
refining.co.uk](http://www.eurotek-refining.co.uk) and click on Registration
Form.
- 5: Complete and Fax this form to: +44
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