

SHUTDOWNS, TURNAROUNDS, OUTAGES

A 3-DAY SESSION DURING WHICH YOU WILL LEARN A SET OF SYSTEMATIC METHODS FOR IMPROVING TIME, COST, AND PERFORMANCE OF THESE CRITICAL PROCESSES.

STO Definition: *ensure that the background, goals, scope, and resources of the STO are clearly understood and that stakeholders agree to proceed.*

- Gather relevant background information and understand threats/opportunities that exist
- Lay out the charter and initial scope of the STO, and get stakeholder approval
- Define roles within the STO effort and plan both involvement and communications
- Document the desired end result, budget, and completion date in a clear project statement
- Identify criteria to guide decisions throughout the STO and measure its success
- Organize STO work into a clear work breakdown structure and confirm the scope with stakeholders
- Assess online and execution work to efficiently manage the schedule
- Identify the knowledge, skills, physical, and monetary resources needed to complete the work
- Compare costs and benefits to help determine whether the STO is viable

STO Planning: *create a clear schedule and risk management plan to guide the STO to success.*

- Clarify work assignments and responsibilities, including contractors
- Sequence STO tasks to ensure all of the work is done in a logical order, as well as look at the 'critical path' tasks
- Lay out the STO on a calendar and account for any time when resources are not available
- Finalize all resource commitments and communicate key milestone dates
- Perform a comprehensive risk assessment on the plan, then design-in ways to manage the risks
- Create metrics and measurements to help track and communicate STO progress
- Ensure final stakeholder buy-in of the finalized plan

STO Implementation: *ramp down, complete work, restart; with appropriate monitoring and communication.*

- Ensure pre-shutdown preparations are complete and resources are in place for implementation
- Mobilize and manage contractors
- Ramp down the process undergoing the STO and formally begin execution work
- Track and communicate progress around time, cost and performance against the plan
- Assess issues as they arise and work with project resources and stakeholders to determine appropriate actions
- Restart the process undergoing the STO and ensure it is performing as expected
- Analyze project results and capture lessons learned
- Demobilize and release resources that contributed to the STO

Additional topics:

- Questioning, meeting, involvement and conflict management
- Situation Appraisal: KT's process for assessing complex situations and setting priority for action
- Estimating and budget management techniques
- Schedule development and management techniques, including resource leveling and EVA
- The Performance System: KT's process for improving and maintaining human performance