

# Managing Effective Shutdowns and Turnarounds

## Overview

Planned shutdowns are an accepted feature of large process and production plants but, if poorly managed, can significantly affect overall plant availability and business profitability. There is a wide gap in performance between the average performer and the best. However there are approaches, tools and techniques readily available to be deployed; and they have been shown to be successful.

## Objectives

It will provide participants with the necessary philosophies, approach, framework, tools and techniques to enable them to participate effectively in managing the total shutdown business process at a world-class level.

In particular the emphasis will be put on identifying and placing the key decisions in a business rather than an engineering or production perspective.

## Key learning points

At the end of the course participants will be able to explain how to:

- Identify actions which will help to delay or avoid a shutdown
- Justify the reasons for a shutdown in business terms (increased availability, efficiency and/or integrity) and establish shutdown objectives and targets
- Communicate shutdown goals through the organisation, gain alignment and drive the shutdown process effectively
- Vet, challenge and freeze shutdown work scopes to produce minimum work volume work packages
- Benchmark their own companies against top performers; identify recipes for success, performance shortfalls and the reasons for them.
- Set a framework to create the shutdown business process in terms of people and their responsibilities activities and identification of key events
- Create an integrated plan for minimum duration
- Create an effective contracting strategy
- Gather performance data to drive an improvement process

## Duration

The course duration is about three days depending on initial knowledge of the participants and specific requirements.

## Attendees

This is a comprehensive core skills course for all professionals, particularly engineers, involved in the management of shutdowns. For other support personnel involved in these activities the course can give useful insights and put into perspective the key issues and approaches that need to be effectively managed to bring business success.

## The EML difference

We focus on the business needs and the key actions and activities, which have a significant impact on the bottom line.

Our consultants have carried out many shutdowns and can give practical advice from years of hard won experience.

Poorly managed shutdowns happen too frequently, take too long and cost too much; and are often driven by uncontrollable demands to do "low value" work which could better be done on the run or even not at all.

Studies show that frequent shutdowns do not improve reliability and indeed extending the period between shutdowns does not reduce reliability significantly.

Avoiding shutdowns should then be a prime aim; but if they become inevitable for some good business reason the goal should be to carry out a minimum justified and frozen work scope as efficiently and effectively as possible.

Increased plant availability or integrity should be the only driver.

The course involves extensive use of practical and relevant case-studies with a high degree of interaction between lectures and participants