# Strategic Shutdown and Turnaround Management Excellence Training Course

23 - 27 Nov 2026

Barcelona

5900 € (Per Person)

Ref: #OG5143_100394

## Course Introduction / Overview:

Strategic shutdown and turnaround management is a critical discipline for asset-intensive industries, representing one of the most significant planned expenditures in an organization's operational budget. This comprehensive training course is designed to equip professionals with the advanced skills needed to manage these complex events effectively, transforming them from costly necessities into opportunities for strategic improvement and enhanced asset integrity. Drawing upon established principles in the field, such as those detailed by author Tom Lenahan in his seminal work "Turnaround, Shutdown and Outage Management," this program provides a structured framework for the entire turnaround lifecycle. Participants will explore everything from initial strategic planning and scope definition to execution, control, and post-event analysis. At BIG BEN Training Center, we have developed a curriculum that integrates turnaround project management best practices with robust risk assessment and cost control techniques, ensuring that every phase is optimized for safety, efficiency, and performance. This course moves beyond theoretical knowledge to provide practical, actionable strategies for minimizing downtime, controlling scope creep, and delivering turnarounds on schedule and within budget, ultimately driving operational excellence and long-term plant reliability.

## Target Audience / This training course is suitable for:

- Turnaround and Shutdown Managers.
- Maintenance Planners and Schedulers.
- Project Managers and Engineers.
- Operations and Production Managers.
- Plant and Facility Managers.
- Reliability and Asset Integrity Engineers.
- HSE and Quality Control Professionals.
- Procurement and Contract Managers.
- Senior Technicians and Maintenance Supervisors.
- Cost Control and Estimation Engineers.

## Target Sectors and Industries:

- Oil and Gas (Upstream, Midstream, and Downstream).
- Petrochemical and Chemical Processing.
- Power Generation and Utilities.
- Heavy Manufacturing and Industrial Plants.
- Mining and Mineral Processing.
- Pharmaceuticals and Biotechnology.
- Pulp and Paper Manufacturing.
- Governmental bodies and public sector utilities.

## Target Organizations Departments:

- Maintenance and Reliability.
- Operations and Production.
- Engineering and Technical Services.
- Project Management Office (PMO).
- Health, Safety, and Environment (HSE).
- Procurement and Supply Chain Management.
- Finance and Cost Control.
- Asset Management and Integrity.
- Quality Assurance and Control.

## Course Offerings:

By the end of this course, the participants will have able to:

- Develop a comprehensive turnaround strategy aligned with business objectives.
- Master the process of scope definition, work packaging, and prioritization.
- Implement robust risk assessment and mitigation strategies for shutdowns.
- Create detailed and realistic schedules using critical path methodology.
- Apply effective cost estimation and budget control techniques throughout the turnaround lifecycle.
- Manage contractor selection, performance, and integration seamlessly.
- Lead shutdown execution with a strong focus on safety, quality, and efficiency.
- Conduct thorough post-turnaround analysis to capture lessons learned.
- Utilize key performance indicators (KPIs) to measure and improve turnaround outcomes.
- Enhance stakeholder communication and team management for complex industrial projects.

## Course Methodology:

The training methodology at BIG BEN Training Center is designed to be highly interactive, experiential, and focused on practical application. This course moves beyond traditional lectures to create a dynamic learning environment where participants actively engage with the material. We utilize a blend of expert-led presentations, in-depth case studies of real-world turnarounds from various industries, and interactive group workshops. Participants will work in teams to solve complex shutdown planning and execution challenges, simulating the collaborative nature of actual turnaround projects. These exercises are designed to reinforce key concepts such as scope management, risk analysis, and resource allocation. The course incorporates facilitated discussions and peer-to-peer knowledge sharing, allowing attendees to learn from the diverse experiences within the group. A significant emphasis is placed on practical tools and templates that can be immediately applied in the workplace. Our instructors provide continuous feedback and guidance, ensuring that participants can confidently translate the learned strategies into improved performance in their own organizations.

## Course Agenda (Course Units):

### Unit One: Foundations of Strategic Turnaround Management

- Introduction to Shutdowns, Turnarounds, and Outages (STO).
- The Turnaround Management Lifecycle and Key Phases.
- Defining the Strategic Importance of Turnarounds for Business Goals.
- Key Roles, Responsibilities, and Team Structures.
- Understanding Turnaround Drivers: Safety, Integrity, and Performance.
- Establishing the Turnaround Premise and Core Objectives.
- Introduction to Turnaround Management Best Practices and Industry Standards.

### Unit Two: Turnaround Planning and Scope Definition

- The Strategic Planning and Scoping Process.
- Work Scope Identification, Collection, and Validation.
- Techniques for Scope Prioritization and Challenge Sessions.
- Developing a Detailed Work Breakdown Structure (WBS).
- Managing Scope Creep and Change Control Procedures.
- Integrating Capital Projects with Turnaround Scope.
- Initial Risk Identification and Assessment Workshops.

### Unit Three: Detailed Scheduling, Budgeting, and Resource Management

- Principles of Turnaround Scheduling and Logic Development.
- Application of the Critical Path Method (CPM) for Turnarounds.
- Resource Planning: Labor, Materials, Equipment, and Services.
- Turnaround Cost Estimation Techniques and Budget Development.
- Contracting and Procurement Strategies for Shutdowns.
- Managing Long-Lead Items and Supply Chain Logistics.
- Developing a Comprehensive Turnaround Execution Plan.

## Unit Four: Turnaround Execution, Monitoring, and Control

- Pre-Turnaround Readiness Reviews and Mobilization.
- Managing Health, Safety, and Environmental (HSE) Performance.
- Daily Execution Control and Progress Reporting.
- Effective Cost Tracking and Financial Control During Execution.
- Quality Assurance and Quality Control (QA/QC) Management.
- Managing Emergent Work and On-the-spot Problem Solving.
- Stakeholder Communication and Coordination During the Shutdown.

## Unit Five: Post-Turnaround Activities and Continuous Improvement

- Managing Shutdown Demobilization and Site Reinstatement.
- System Handover, Commissioning, and Start-up Procedures.
- Conducting a Formal Post-Turnaround Critique and Analysis.
- Capturing and Systematizing Lessons Learned for Future Events.
- Developing and Analyzing Key Performance Indicators (KPIs).
- Final Cost Reconciliation and Project Close-out Reporting.
- Building a Culture of Continuous Improvement in Turnaround Management.

# FAQ:

### Qualifications required for registering to this course?

There are no requirements.

### How long is each daily session, and what is the total number of training hours for the course?

This training course spans five days, with daily sessions ranging between 4 to 5 hours, including breaks and interactive activities, bringing the total duration to 20 - 25 training hours.

## Something to think about:

Beyond cost and schedule, how can an organization strategically leverage a planned shutdown to drive long-term asset reliability and competitive advantage?

## What unique qualities does this course offer compared to other courses?

This training course distinguishes itself by adopting a holistic and strategic perspective on turnaround management, moving beyond the purely tactical aspects of planning and scheduling. While many programs focus narrowly on software or procedural steps, this course emphasizes the integration of turnarounds with broader business objectives, such as asset integrity, operational excellence, and long-term profitability. A key differentiator is our focus on the leadership and decision-making skills required to navigate the high-pressure environment of a major shutdown. We delve deeply into risk management, stakeholder communication, and contractor relations, providing participants with a comprehensive toolkit for managing both the technical and human elements of these complex projects. The curriculum is enriched with carefully selected case studies that illustrate both successes and failures, offering profound lessons in a controlled learning environment. Rather than just presenting best practices, we facilitate a critical examination of why they work and how they can be adapted to different industrial contexts, ensuring participants leave not with a rigid manual, but with the advanced critical thinking skills to lead successful turnarounds in any situation.