

T.A. COOK IN THE PRESS

Hydrocarbon Engineering | May 2014

Case Study

T.A. Cook provides content-rich asset performance management consultancy services to companies around the globe and works together with its clients to ensure that staff fully understand operational processes.

The challenge

At a leading Canadian petrochemical facility, planning for an approaching turnaround was not being carried out according to initial forecasts. In addition, a lack of available skilled turnaround planners was contributing to staff demotivation, negatively impacting turnaround preparation even further.

During an initial one week assessment, the T.A. Cook team conducted interviews with key personnel to establish the root causes of planning delays and how they could be addressed.

As it became clear that only 55% of planners' time was being spent actually planning, the team then focused on a number of processes to bring planning back on track.

The solution

During the following 8-month project, supervisors worked to establish exactly what goals planners should achieve and when. These were then used to create both daily and weekly schedules of expectations, which supervisors could apply in the field to track planners' activities and success rates.

Secondly, the shortage of skilled turnaround planners available in Canada had caused supervisors to become reluctant to carry out active management of their existing planners for fear of being short-staffed at critical moments.

In order to tackle the issue, the team worked with managers and supervisors to validate the exact skills that planners were in possession of, including their expert knowledge, the software available to them and how they were able to use it. As they could then identify gaps in planners' abilities, training topics were selected in order to increase the overall level of competency. T.A. Cook then carried out coaching sessions with su-

perisors to enable them to actively manage their teams and ensure processes were adhered to and goals were reached.

The joint team also worked together to build a planning projection tool. Based on equipment requirements and estimated work times for essential tasks, managers were then able to forecast exactly how many planners would be needed at set times in the future and thus manage their workforce requirements in advance, avoiding unnecessary expenditure.

Results

By promoting active management and allowing supervisors to clearly assess their current and future skills requirements, a cost saving of \$CAN 1.2million was achieved. Furthermore, the implementation of the above processes and tools allowed managers to better address manpower requirements for turnaround planning long into the future.



*Amy Faulconbridge,
Communications & Media
Relations Manager,
T.A. Cook Consultants*