

Coaching and Preparedness Evaluations Lead to Improved TA Outcomes

THE CHALLENGE

A client performed a scheduled turnaround (TA) in the fall of 2022, following a spring 2021 event that presented challenges. Turnover at the site included the TA Superintendent, TA Operations lead, and several of the Steering and Strategy Team members. One of the many reasons the '21 event faced challenges included the lack of a good premise document to guide the scope collection and management process. This resulted in significant churn and rework in the scope, which then caused a delay in planning. Another challenge included cost management and predicting final cost. The site did not have anyone in a leadership position with experience in scoping, planning, and preparing to execute a TA.

THE SOLUTION

The site management team, supported by the above site leadership, reached out to CruzAlta for experienced help in the TA Management and Operations areas, which included coaching and preparedness evaluations. CruzAlta made monthly site visits to work with the team. The goal was to better position the site for the 2022 TA. The client implemented their own TA work process, along with CruzAlta's assistance in helping ensure at each step they were following not only the company procedures, but also the current industry practices. The site utilized CruzAlta for three Preparedness Evaluations and a Lookback after the event.

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THE IMPACT

- It was determined that the event could be moved out six months to the Spring of 2023 to allow the site more time to prepare.
- Work was done to optimize the Steering and Core teams in terms of membership makeup and roles, responsibilities, and expectations.
- A dedicated Strategy team meeting with a specific TA agenda was implemented, instead of relying on a potential discussion item on recurring RLT meetings.
- The scoping process was more deliberate and robust, resulting in a scope that was frozen earlier, allowing adequate time to plan, get materials on site for validation and kitting.
- Site used the Table-Top methodology extensively to prepare themselves for the execution and were able to anticipate any issues prior to the event that would have been problematic if found during the event.
- The site experienced more alignment with a one-team approach, and the results were far better than the previous events.

THE RESULTS

- A robust Cost Management process was implemented, allowing the site to track cost and predict final cost within 5%.
- The Schedule was credible, and the execution team was able to utilize the 3-shift lookaheads for guidance on what to work on each day.
- The site was able to implement several new innovations, each that resulted in a safer and much more controlled TA.
- A Lookback was conducted and additional opportunities were noted, which the site is fervently pursuing to continue their improvement journey.