

# Best Practices for Small and Plant Projects

Organizations spend between 30 to 65 percent of their capital budgets on small projects (less than US\$10 million). These small and plant projects are a mix of maintenance, regulatory, and revenue-generating projects. Both central project groups and plant-based project groups execute these small projects. Participants have the opportunity to gain a firm understanding of the key drivers of success for these critical projects, which often are overlooked by large corporations. The learnings provided in the course will be directly applicable to ongoing and future projects. The Best Practices presented throughout the course provide participants with tools and techniques that can be immediately used to improve the effectiveness of their project systems, which will result in better project results. *In the current economic climate, employing Best Practices aids in making the best use of capital.*

UPDATE!

*The course has been updated with data that reflect the current economic conditions, integrating more information on sustaining capital and improving site performance. Practices updated are related to contracting strategies, cost estimating, resourcing, safety, and project execution practices.*

## Key Benefits

- ▶ **IDENTIFY** the critical drivers of small project success
- ▶ **APPLY** learnings to ongoing and future projects
- ▶ **NETWORK** with other project professionals
- ▶ **ALIGN** small and plant projects with business needs
- ▶ **DISCOVER** the required items to achieve a *Best Practical* level of Front-End Loading (FEL)
- ▶ **LEVERAGE** resources effectively

## Course Format

This course is designed to communicate IPA's definitive research on small & plant projects to the attendees in a variety of ways. The unique aspects of small and plant projects addressed in the course include the annual budgeting process, small project teams and resources, revamp issues, and turn-around/shutdown interface issues. The instruction method includes lectures supported with presentation slides and additional readings, active class discussions, class exercises, and breakouts to demonstrate and document the salient concepts.

## Course Registration

The cost of this 3-day course is US\$2,000. To view additional registration details and to learn about special discounts, please visit our website at [www.IPAInstitute.com](http://www.IPAInstitute.com), or call 703-729-8300.

## Target Audience

This program is intended for individuals who would benefit from a comprehensive course on how to develop and/or implement an effective project delivery system for small or plant projects. The course is designed for project professionals from owner companies, such as plant engineering managers, experienced project managers, and project control specialists. Contractor personnel sponsored by an owner are invited to attend. In addition, the course is valuable for plant and business managers who are responsible for portfolios of small capital projects. The ideal participant would have previous capital project experience and have a working knowledge of basic project management concepts and techniques. This course does not teach fundamental project management skills such as cost estimating, planning, and scheduling, but provides a detailed treatment of Best Practices and key learnings from IPA research.

*The IPA Institute is recognized as a registered education provider with the Project Management Institute (PMI).*

*Attendees may claim 22*

*Professional*

*Development Units*

*(PDUs) upon completion of this course.*



Course materials are based on the cumulative findings of over 20 years of research. IPA maintains proprietary databases of projects executed by more than 200 companies. The IPA databases store detailed information on over 3,000 small capital projects. IPA uses these databases to conduct quantitative research and has identified practices and work processes that lead to more effective use of capital invested in small projects. *Best Practices for Small and Plant Projects* integrates key aspects of this body of knowledge into a single course.

## Course Content

### The Business Stake

- Basic definition, structure, and purpose of a small project delivery system

### Front-End Loading (FEL)

- Overview of the process of defining the project before detailed design work begins
- Importance FEL has on overall project performance

### Portfolio Management

- Practices for aligning small and plant projects with business needs
- Issues around portfolio management and project selection
- Problems that greatly affect small projects, such as cash-flow restrictions, are explored

### Team Effectiveness

- Core competencies required by a project system
- Team composition and resource needs for small projects

### Site Factors (A Component of Front-End Loading)

- Best Practices for site definition and their impact on project success
- Site factors specific to revamp projects are discussed

### Design Status (A Component of Front-End Loading)

- Detailed discussion of the specific engineering deliverables to be completed prior to the start of production design
- Engineering elements of revamp projects

### Project Execution Planning (PEP) (A Component of Front-End Loading)

- Components of a project execution plan and its impact on project effectiveness

### Successfully Installing Small Projects During Turnarounds

- Best Practices for concurrently executing capital projects and maintenance turnarounds
- Best timing for completing integrated tasks

### Value Improving Practices (VIPs)

- Detailed explanation of 12 VIPs and the impact they have on project outcomes, and their implementation

### Contracting Strategies

- Defining different contracting strategies and the rationale for using them
- Effects different contracting strategies have on project outcomes

### Construction Safety

- Practices that drive superior safety performance
- Role of the owner in construction safety

### Project Controls

- Best Practices for controlling cost growth and schedule slip
- Owner's role in project execution and control
- Topics include design, procurement, and construction management

*"This course provided practical steps and cost benefits to implement at the plant level and gain management/executive support."*

- 2009 Course Attendee

