Turnaround Work Package Readiness Training Course: Scope Checks, Estimates and Risk Ranking

4 – 8 October 2027
Tokyo

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Programme Summary

Turnaround work package readiness is the subject of this one-week training course for turnaround planners, schedulers and maintenance and operations leaders, ending in a readiness review pack for one shutdown. Work packages that reach the site with gaps in scope, estimates or risk cover cause late changes and lost days. The programme moves from package structure to scope checks, duration estimates, risk ranking and a joined review, using past turnaround data. Mars Training Centre UK delivers this programme on turnaround work package readiness to mixed-organisation cohorts.

The Business Case

A shutdown is planned months ahead, yet many packages are found incomplete only when crews are on site, after contractors have mobilised and costs are committed. Teams that test each package against past turnaround records find gaps earlier and decide whether a package is ready to release. Missing permits and optimistic durations otherwise push work onto the critical path.

- Scope Growth: Falls when packages are checked for completeness and compared with earlier turnaround scope before freeze.
- Schedule Variance: Narrows when durations are estimated from recorded outcomes instead of habit.
- Turnaround Cost Control: Improves when risk-ranked packages receive contingency and review time in proportion to exposure.

Principles and Evidence Base

- ISO 21502: Guidance on project management, applied in Sessions 1 and 5 to the structure and release of work packages.
- ISO 31000: Risk management guidelines, applied in Session 4 to identify, analyse and rank package risks.
- Critical Path Method: A technique for finding the sequence that fixes shutdown duration, applied in Session 3 to test estimates.
- Earned Value Management: A technique that compares planned and achieved progress, applied in Session 4 to set readiness measures.

Intended Participants

- Turnaround managers who answer for scope, cost and schedule across a shutdown.
- Planners and schedulers who prepare work packages and load resources.
- Maintenance leaders who approve the work content of packages for their areas.
- Operations leaders who agree isolations, access and restart sequences.

Typical settings include refining, gas processing, petrochemicals and power generation.

Learning Outcomes

1. Participants will be able to construct a work package structure that states scope, resources, permits and sequence.
2. Participants will be able to diagnose scope gaps and late additions by comparing a package with past turnaround records.
3. Participants will be able to evaluate task duration estimates against recorded outcomes and critical path logic.
4. Participants will be able to prioritise package risks using a ranked register.
5. Participants will be able to justify the decision to release or hold a package, with the planner retaining approval.
6. Participants will be able to construct a readiness review pack for one shutdown.

Programme Structure

Day 1: Turnaround Work Package Readiness Foundations

What must a work package hold before it can be called ready?

- Work Package Structure Standard
- Readiness Gate Definition
- Past Turnaround Data Inventory
- Package Ownership Matrix
- Planner Approval Rule for Analytical Output

Day 2: Scope Checks and Completeness Testing

Where does scope grow or go missing between freeze and execution?

- Scope Freeze Baseline
- Task List Completeness Check
- Late Addition Pattern Review
- Permit and Isolation Dependency Map
- Material and Tool Availability Check

Day 3: Duration Estimates and Resource Loading

How reliable are task durations and crew loads when set beside recorded outcomes?

- Historical Duration Comparison
- Critical Path Method Review
- Resource Loading Histogram
- Estimate Range Table
- Float Consumption Check

Day 4: Risk Ranking and Readiness Measures

Which packages carry the most exposure, and how is readiness measured?

- Package Risk Register
- ISO 31000 Risk Rating Matrix
- Contingency Allocation Table
- Earned Value Progress Indicators
- Readiness Score Sheet

Day 5: Readiness Review Pack for One Shutdown

Do the earlier checks join into a review a turnaround board can act on?

- Applying the Session 2 Completeness Check
- Testing the Session 3 Estimate Range Table
- Reading the Session 4 Risk Register
- Preparing the Release or Hold Recommendation
- Completing the Readiness Review Pack

Methodology

The programme is a structured exercise built on prepared records from two shutdowns, one in a refinery and one in a gas plant. Participants test packages for gaps, compare estimates with recorded durations, rank risks and defend release decisions to peers acting as a board.

- Suggested activity: Checking ten work packages for missing permits, materials and tools and listing the gaps.
- Suggested activity: Comparing planned and recorded durations for a set of tasks and revising the estimate ranges.
- Suggested activity: Ranking package risks and arguing which two should be held.

Capstone Output

Each participant completes a readiness review pack for one shutdown. It holds a package structure, a completeness check result, an estimate range table, a ranked risk register and a release or hold recommendation. At work it is presented to the turnaround board and sets the review routine for later packages.

Frequently Asked Questions

Is turnaround work package readiness training suitable for planners new to analytics?

Yes. Turnaround work package readiness is taught through prepared records and templates. You need responsibility for planning, maintenance or operations in a shutdown, but no data analysis experience.

Which standards does turnaround work package readiness rest on in this programme?

Turnaround work package readiness rests on ISO 21502 for project management and ISO 31000 for risk management, with the critical path method and earned value management used for schedule and progress checks.

How is the pack from turnaround work package readiness training used at work?

You present the readiness review pack to the turnaround board, use it to release or hold packages, and keep its checks as the routine for later shutdowns.

How does turnaround work package readiness differ from a programme on turnaround leadership?

Turnaround work package readiness concentrates on testing scope, estimates and risks before release, while a turnaround leadership programme concentrates on governing the shutdown and restart.