

Scheduling

Difference between Capital - &
Turnaround Project Schedule

Personal Introduction

- **Edwin van Doeselaar**
 - 55 years old and living in the South-West area of The Netherlands
 - Founder and CTO of Advando Project Control
 - Over more then 25 years experience in (Turnaround) Project Control
 - Specialized in (Turnaround) Project Planning & Scheduling



Company Introduction

- Advando Project Control B.V.
 - Founded in 2011 and located in the South-West area of The Netherlands
 - Brand promise “Zero Delay” on (Turnaround) projects
 - Services: Professionals (Mission Control Room), Solutions and Consultants
 - Turnaround Competence Center

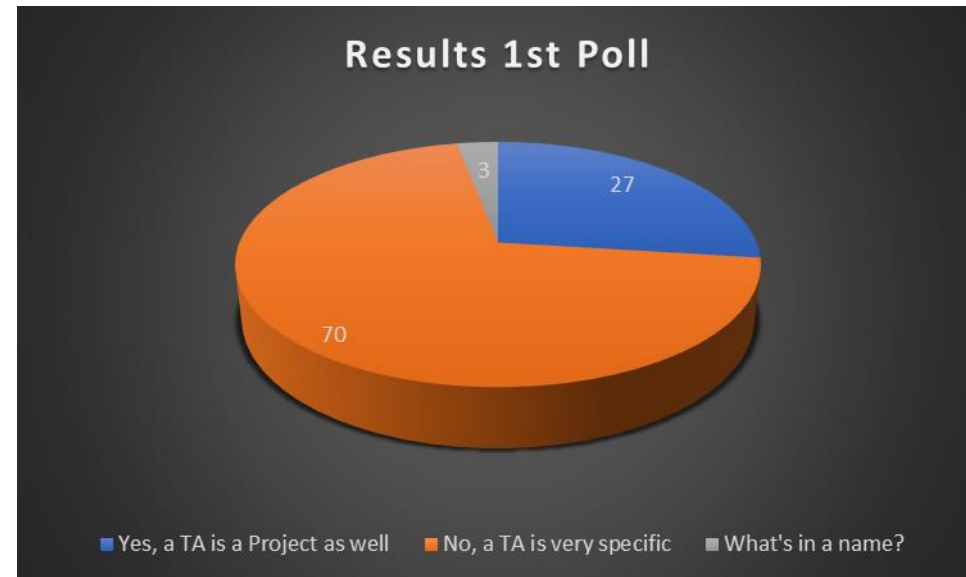
TACS
by advando



Capital Project = Turnaround Project?

Being certified Project Management professional makes you a Turnaround Management professional?

- Yes, a TA is a Project as well
- No, a TA is very specific
- What's in a name?

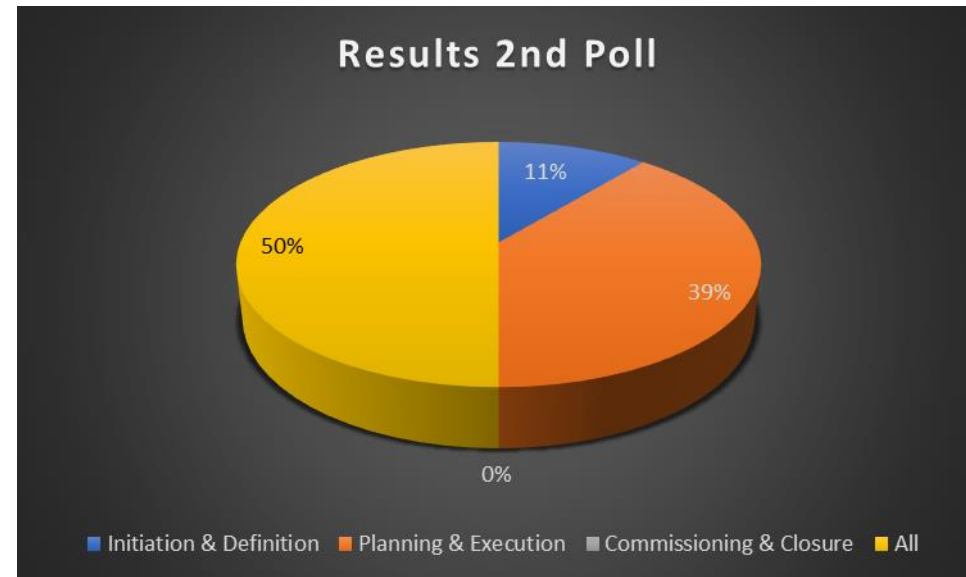


LinkedIn Poll March '21

Capital Project = Turnaround Project?

In what stage are the main differences between Project – and Turnaround Management?

- Initiation & Definition
- Planning & Execution
- Commissioning & Closure
- All



LinkedIn Poll March '21

CAP Schedule vs TAP Schedule?



Schedule content is similar

Schedule content similarities

▪ Activities

- Activity type
- Activity description
- Duration
- Activity Calendar
- Start- and Finish dates
- Codes
- Etc.

▪ Relationships

- Predecessor / Successor
- Relationship type
- Lag / Lead

▪ Resources

- Resource name
- Resource type
- Number of resources and/or number of budgeted units
- Resource Calendar
- Actual units
- Etc.

Schedules for both project types preferably being set up according to CPM (Critical Path Method)

“The Critical Path Method is the sequence of scheduled activities that determines the duration of the project.”

CAP Schedule vs TAP Schedule?



Schedule content is similar



Project goals are different

Project Goals

CAPEX

- Capital expense creates future benefits
 - Environmental
 - Economic
- Modification / Upgrade existing installation
- Extension of existing installation
- New installation

Turnaround (Opex)

- Operational expense for day-to-day operation
 - License to operate
- Inspection, cleaning & repairs existing installation
- Modification / Upgrade existing installation (offline)
- Lifespan extending

CAP Schedule vs TAP Schedule?



Schedule content is similar



Project goals are different



Schedule work process is different

Differences CAP - & TAP Schedule work process

1. Schedule Levels

| LEVEL | CAP | TAP |
|---------|--|--|
| Level 1 | Masterplan with main milestones and key deliverables for overall project and used to assist in the decision making process (report to GM/PM) | Masterplan with main milestones and key deliverables for the planning & execution phases of the project (report to Business) |
| Level 2 | Management Summary; summary of Level 3 (report to PM) | Management Summary (per process unit); summary of Level 3 (report to Steering Team) |
| Level 3 | Project Coordination Schedule; summary of level 4 (report to CM) | Turnaround Coordination Schedule Summary per scope item; summary of Level 4 (report to TAM) |
| Level 4 | Detailed Execution Schedule (report to Supervisors/Contractors) | Detailed Execution Schedule (report to Supervisors/Contractors) |

Differences CAP - & TAP Schedule work process

2. Scoping

CAPEX

- Scope known at Initiation & Definition phase
- Scope final during design phase
- Single scope source

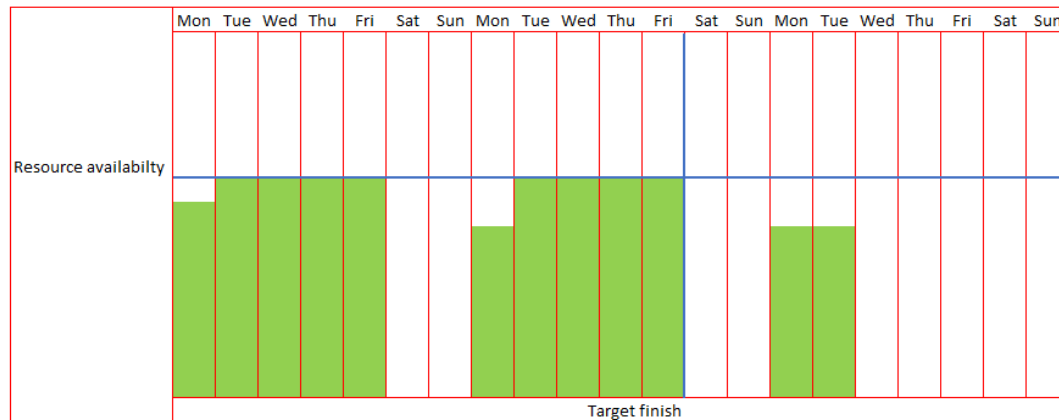
Turnaround

- Inspection and Project scope known at Initiation & Definition phase
- Scope final at Prime-on of the installation
- Multiple scope sources
- Repair scope is great uncertainty

Differences CAP - & TAP Schedule work process

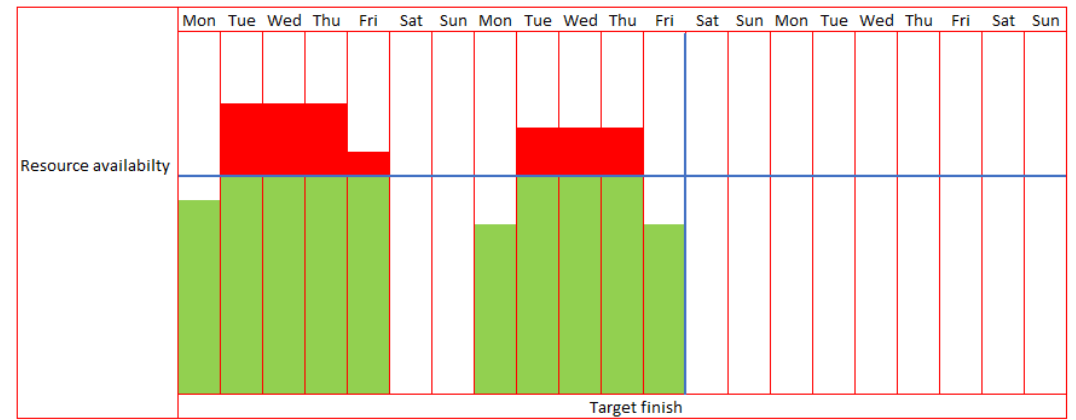
3. Resource Limited vs. Time Limited

Typical Capex schedule



- Resource optimized
- Driven by resource availability
- Longest path (can be) resource driven

Typical Turnaround schedule



- Resource maximized
- Longest path duration max. optimized
- Longest path activity driven

Differences CAP - & TAP Schedule work process

4. Dynamic scheduling

CAPEX

- Level of detail up to equipment or isometric
- Weekly progress update and – reporting
 - Often executed within demarcated construction area with limited interference with hazardous substances and mainly just new materials to be handled
- Limited disruption of original plans
- Resource constraint

Turnaround

- Level of detail up to equipment parts or piping spools
- At least daily progress update and – reporting
 - Always executed within production unit, that can be partly operational, faced with lot of hazardous substances and old, corroded materials to be handled
- Lot of disruption of original plans; inefficiency
- Time constraint

Conclusion

- Being certified Project Management professional doesn't make you a Turnaround Management professional
- Being a CAPEX scheduler doesn't make you a Turnaround scheduler
- Does being Turnaround Management professional makes you a Project Management professional?
- Does being a Turnaround scheduler makes you a Project scheduler?

Want to know more?



Want to know more about Advando and/or TACS?

Contact: edwin@advando.nl

or go to: www.advando.nl

