

CAPITAL AND REVAMP PROJECTS | TURNAROUNDS AND OUTAGES

PRODUCTIVITY IMPROVEMENT PROGRAM

Increase Work Shift Wrench Time From
Merely 4 Hours to 6 Hours or More...Guaranteed.



Learn Strategies and Innovative Solutions
from Productivity Experts and Industry Leaders

October 2014 • Houston, Texas

20-50% PRODUCTIVITY GAINS
MILLIONS
IN COST SAVINGS

PROJECT ASSURANCE
CONSULTING AND TRAINING

Leading the Way to
World-Class Projects and Turnarounds

Program Co-Sponsor:

MURPHY
MANAGEMENT
INNOVATIONS



STATE OF THE PRODUCTIVITY

News & Trends.



“Less than 4 hours is the average wrench time for 10-12 hour work shifts on construction projects and plant turnarounds.”

Industry Surveys

“Poor productivity is costing companies billions of dollars due to under utilized resources and inefficient execution.”

The Wall Street Journal

“When it comes to productivity gains, the construction industry has been a laggard and ranks at the bottom compared to all other industries.”

The Business Roundtable



“Mega projects are experiencing hundreds of millions of dollars in cost overruns due to unskilled labor and poor field productivity.”

ENR Magazine

“Ineffective management style for both the owners and contractors is cited as few of the main reasons for poor productivity.”

Construction Think Tank



SMART COMPANIES ARE IMPLEMENTING INNOVATIVE SOLUTIONS TO OVERCOME THESE CHALLENGES RESULTING IN 20-50% PRODUCTIVITY GAINS AND IMPROVING PROFITS BY MILLIONS OF DOLLARS.



Productivity Improvement Program

Program Synopsis

Productivity Improvement Program offers the single best opportunity to optimize resource utilization, shorten schedules and achieve dramatic cost savings on capital projects, plant turnarounds and outages. In spite of this recognition, large number of companies have not capitalized on this opportunity, and in most cases the field execution results have been marred by ever declining labor productivity.

To reverse this costly trend of poor productivity, Project Assurance in alliance with Murphy Management Innovations is organizing this breakthrough Productivity Improvement Program.

The program offers innovative strategies and proven solutions to eliminate chronic productivity roadblocks and guides in the development of company-specific Productivity Improvement Strategy and Plans.

The Productivity Improvement Program is designed to synergize the expertise and experience of industry leaders and practitioners by identifying management strategies and execution initiatives that will dramatically improve productivity at your facilities.

Accelerated implementation of pragmatic solutions developed during the program will help the participating companies to achieve up to 20-50% productivity gains not only on field execution, but also for other management functions and support services e.g. engineering, planning, inspection, procurement, construction equipment, etc.

The Productivity Improvement Program workshop is uniquely designed to help companies achieve the following key objectives:

- ▶ Significantly reduce field labor and support staff, shorten schedules and improve company's bottom-line profits by millions of dollars.
- ▶ Take the mystery out of "Productivity Function" by sharing knowledge about all aspects of productivity such as establishing baseline estimates, measuring actual performance, analyzing trends, taking corrective actions and forecasting final results.
- ▶ Identify and systematically eliminate chronic road blocks and company-specific causes of poor productivity.
- ▶ Institutionalize the best practices, processes and management controls that ensure higher productivity from all project planning and execution functions e.g. management, engineering, field construction, support services, planning, inspection, etc.

"The greater danger for most of us is not that our aim is too high and we miss it, but that it is too low and we reach it."

—Michelangelo



Principal Objectives





Multi-Functional Focus

Productivity Challenge

“When it comes to productivity gains, the construction industry has been a laggard and ranks at the bottom compared to all other industries.”

— The Business Roundtable

Poor Productivity has been recognized as a serious problem for years and unfortunately many companies have accepted this adverse trend as a “fate accompli”.

As a result, companies are losing billions of dollars due to poor productivity, schedule slippages, excessive overheads, unnecessary support services and lost production revenues.

On the other hand, smart companies are achieving 20-50% productivity gains by implementing innovative approaches and optimizing resource utilization.

Companies must recognize that in order to achieve higher execution productivity, they must focus their efforts on management effectiveness, value-added planning, construction friendly design and procurement, and efficient logistical support.

Program Focus

Productivity Improvement Program is specifically targeted for company staff who are directly involved in the planning and execution efforts and also those individuals who indirectly exert influence on the performance of:

- ▶ Capital and Grassroot Projects
- ▶ Revamp and Expansion Projects
- ▶ Plant Shutdowns, Turnarounds and Outages

Multi-Functional Improvement

Instead of merely focusing on field labor productivity, the workshops will help to develop productivity improvement initiatives for the following management, support services and execution functions:

- ▶ Field Construction and Support Labor
- ▶ Management Staff and Supervision
- ▶ Engineering and Design Services
- ▶ Support Services e.g. Inspection, Planning, etc.
- ▶ Operations Activities and Support
- ▶ Safety Performance and Regulatory Compliance
- ▶ Procurement, Vendors and Repair Shops
- ▶ Construction Equipment Utilization
- ▶ Field Logistics and Warehousing
- ▶ Progress and Coordination Meetings

In spite of the recognition that productivity improvement can significantly contribute to higher bottom-line profits, most companies have not capitalized on this valuable opportunity.



Program Features

Value Added Features

The **Productivity Improvement Program** provides the following special value-added features:

- ▶ **Accelerated Knowledge Transfer** - Program is structured to turn your productivity-novice staff into smart managers and supervisors with valuable knowledge about all aspects of managing and improving productivity.
- ▶ **Multi-Functional Productivity Focus** - Instead of merely focusing on field labor productivity, the program addresses opportunities for productivity gains for all other management functions and support services e.g. inspection, engineering / design, procurement, planning, construction equipments etc.
- ▶ **Cost-Effective Learning** - This consultative knowledge workshop is a cost-effective approach to learn productivity from a wide range of experts and practitioners. The program fee is nominal as compared to the enormous costs of on-the-job learning or accepting the status quo and continually paying the high price of poor productivity.
- ▶ **Expert Panel and Presenters** - You will learn about productivity from a panel of experts and presenters who are recognized authorities in the field and have hands-on experience in implementing solutions for execution excellence.
- ▶ **No-Risk Performance Guarantee** - We will refund the program fee if you are convinced that the strategies learned and solutions developed in the program would not result in 20-50% productivity gains and significant cost savings for your company.

Participating Industries

For highest effectiveness, participation in the Productivity Improvement Program is limited for companies with similar productivity challenges and experiences. The participation is ideal for company executives and managers associated with the following industries:

- ▶ Petroleum Refineries
- ▶ Petrochemical and Chemical Companies
- ▶ Power Plants and Utilities
- ▶ Fertilizer Plants
- ▶ Oil and Gas Companies
- ▶ Construction and Maintenance Contractors

The Productivity Improvement Program fee is nominal as compared to the enormous costs of on-the-job learning or accepting the status quo and continually suffering from poor productivity.

“The significant problems we face cannot be solved at the same level of thinking we were at when we created them.”

— Albert Einstein





Presentation Topics and Agenda

Key Presentation Topics

Presentation topics and workshops have been carefully selected to create a thorough understanding of the subject matter and broaden participants' thought processes in developing practical solutions for productivity improvement.

Day 1 - Understanding Productivity Challenges

On the first day the emphasis will be to fully understand the productivity function by discussing chronic roadblocks, measurement techniques and forecasting tools.

- ▶ Program Kick-off and Framework
- ▶ Understanding Productivity Fundamentals
- ▶ Poor Productivity - Roadblocks and Causes
- ▶ Craft Perspectives and Working Conditions
- ▶ Productivity Factors and Baseline Estimates
- ▶ Productivity Tracking and Measurement Tools
- ▶ Productivity Analysis and Corrective Actions
- ▶ Software to Measure Productivity

Day 2 - Eliminating Productivity Roadblocks

On the second day, the focus will be to find solutions to eliminate productivity roadblocks and identify other management functions that can be targeted for productivity gains.

- ▶ Industries with Higher Productivity
- ▶ Impact of Over Staffing on Productivity
- ▶ Matching Qualifications to Work Requirements
- ▶ Value-Added Planning and Controls
- ▶ Buy-in and Implementing Execution Plans
- ▶ Engineering / Home Office Productivity
- ▶ Support Services Productivity
- ▶ Field Construction Productivity

Day 3 - Strategies for Higher Productivity

On the third day, the program emphasis will be to identify innovative strategies and management initiatives to dramatically improve productivity.

- ▶ Raising the Productivity Bar and Standards
- ▶ Balancing Safety and Execution Efficiencies
- ▶ Constructability and Value Engineering
- ▶ Six Sigma and Productivity Improvement
- ▶ Contracting Strategies for Higher Productivity
- ▶ Logistics Planning and Optimization
- ▶ Incentive Contracting and Productivity
- ▶ Strategies for Productivity Improvement

Day 4 - Productivity Plans and Implementation

On the fourth day, participants will develop company-specific productivity improvement plans and discuss effective implementation strategies.

- ▶ Breakthrough Ideas for Productivity Gains
- ▶ Company-Specific Productivity Plans
- ▶ Review of Company's Productivity Plans
- ▶ Ensure Buy-in by Company Management
- ▶ Strategies for Accelerated Implementation
- ▶ Performance Measurement and Feed-back
- ▶ Discussion of Open Items
- ▶ Program Conclusion

Daily Program Schedule

First Three Days	8:30 am - 5:00 pm
Last Day	8:30 am - 12:30 pm



Experts Panel and Facilitators

Presenters and Experts Panel

A wide spectrum of productivity experts and practitioners will share their knowledge and experiences to meet the productivity challenge. Participants will also have the unique opportunity to learn and discuss various aspects of productivity with representatives from following institutions:

- ▶ Productivity Experts and Consultants
- ▶ Construction and Maintenance Contractors
- ▶ Contracting and Negotiation Experts
- ▶ Construction Industry Institute
- ▶ Engineering and Design Companies
- ▶ Field Craft and Labor Representatives
- ▶ Owner and Operating Companies Staff
- ▶ Project Management Software Companies
- ▶ Industries with Higher Productivity Records

Program Facilitators

Mr. Bobby Singh is founder and President of Project Assurance, Inc., an international company specializing in managing capital projects and turnarounds in the process, refining, chemical, oil and energy industries.



Mr. Singh has over thirty-five years of experience in designing management solutions and establishing controls for optimum utilization of resources and efficient execution of projects and turnarounds. He has extensive experience in contract management, program reviews, project troubleshooting, and in organizational improvement with companies like ExxonMobil, Nova Chemicals, Dow Chemicals, Saudi Aramco, LyondellBasell, Mosaic Fertilizer, Axiall, Valero Energy, Suncor, PDVSA, S.A., Total, Maaden Phosphate, Marathon Petroleum, etc.

Mr. Singh conducts public and in-house training programs in all facets of capital projects, plant turnarounds and contract management. He has given seminars and conducted training programs for operating companies in the USA, Canada, Europe, South America, the Middle East and Asia.

Mr. Singh is author the book *World-Class Turnaround Management*. He holds Masters Degree in Industrial Engineering from Texas Tech University.

Dr. Paul Murphy is President of Murphy Management Innovations and has forty-five years of experience in implementing quality improvement programs for the defense and energy industries.



Dr. Murphy served as a White House Special Assistant to the Director, Office of Management and Budget. He is recipient of Air Force's highest award for contributions to professional military education.

Dr. Murphy was co-founder of the APQC Consulting Group an industry leader in the productivity and quality consulting. Dr. Murphy has provided support to organizations in strategic goal setting, benchmarking assessment, process improvement and team skills development.

He is the author of the book *Focused Quality Managing for Results*. He holds B.S. in Engineering from U.S. Naval Academy, M.B.A. from University of Missouri and Ph.D. in Business Administration from Syracuse University.





Program Deliverables and Benefits

Program Deliverables

Program participants will take back with them the following key deliverables that will help in the accelerated implementation of productivity tracking techniques and improvement solutions:

- ▶ Productivity Improvement Program Manual
- ▶ Productivity Trending Graphs
- ▶ Productivity Measurement Techniques / Tools
- ▶ Best Productivity Processes and Practices
- ▶ Craft Considerations to Enhance Productivity
- ▶ Management Factors Influencing Productivity
- ▶ Factors Influencing Productivity Estimates
- ▶ Software Templates to Track Productivity
- ▶ Company-Specific Productivity Strategy and Plans

Brainstorming Workshops

Several brainstorming and consultative workshops are planned where participants can exchange ideas, get answers to their specific concerns and most importantly develop solutions to overcome chronic causes of poor productivity. Topics covered in the consultative workshops include:

- ▶ Productivity Benchmarks and Indices
- ▶ Productivity Factors and Baseline Estimates
- ▶ Contracting Types and Productivity Incentives
- ▶ Productivity Improvement of Support Services
- ▶ Balancing Safety and Higher Field Efficiency
- ▶ Design and Procurement Considerations
- ▶ Strategies to Dramatically Improve Productivity
- ▶ Importance of Logistics in Productivity Improvement
- ▶ Work Scope Changes and Impact on Productivity

Program Benefits

Accelerated and systematic implementation of innovative strategies and solutions developed during the Productivity Improvement Program will result in following major benefits:

- ▶ Significant labor cost, staff reductions and shorter schedules, resulting in company's profit improvements by millions of dollars.
- ▶ Creation of a high performance work environment where all participants including contractors are constantly striving for higher productivity and achieving pacesetter results.
- ▶ Optimized use of resources resulting in significant reduction of field crafts, management staff, support services and logistics requirements.
- ▶ Improve project progress tracking and forecasting to establish performance trends, update resource needs and forecast final costs.
- ▶ Create a culture of innovation where participants continually seek and implement new planning and execution techniques / solutions that result in higher productivity and cost improvements.





Participants Fees and Guarantee

Recommended Participants

Companies can tremendously benefit by sending senior staff with the enforcement authority and who can ensure accelerated implementation of innovative productivity improvement solutions developed during this workshop. Recommended participants are:

- ▶ Plant Managers
- ▶ Corporate Capital Program Executives
- ▶ Corporate Manufacturing Executives
- ▶ Project Executives and Managers
- ▶ Project Engineering Managers
- ▶ Maintenance Directors and Managers
- ▶ Turnaround Managers and Field Coordinators
- ▶ Construction Managers and Superintendents
- ▶ Contracts and Procurement Managers
- ▶ Project Controls Managers
- ▶ Planners and Cost Engineers

Limited Attendance

To ensure accelerated learning and knowledge transfer, participation in the Productivity Improvement Program is by invitation only, and is limited to only the first 25 companies. Please call early to make your reservations in this no-risk high-returns Consultative Knowledge Workshop.

Program Fees

Fee for this cost-effective and high-return Productivity Improvement Program covers the following :

- ▶ Provide participating companies Productivity Input Questionnaire to fully understand their concerns and roadblocks to productivity.
- ▶ Consolidate questionnaire input in order to address participants' concerns and program expectations.
- ▶ Participation in the 4-day Productivity Improvement Program in Houston, Texas.
- ▶ Presentations by productivity experts and practitioners from leading institutions, think tanks and industry organizations.

Program Fee

Program Participation Fee	\$5,000
Additional Participant's - Same Location	\$4,000

**To Register or for Additional Information
Please call us at (281) 496-0100**

“If you think education is expensive, try ignorance.”

— Benjamin Disraeli



NO RISK PERFORMANCE GUARANTEE

Project Assurance guarantees total satisfaction from the Productivity Improvement Program. We will refund the program fee if a company feels that the strategies learned and solutions developed would not result in significant productivity gains and cost savings for their company.





PRODUCTIVITY IMPROVEMENT PROGRAM

October, 2014 • Houston, Texas



Registration Form

Sponsor's Name / Title: _____

Company Name: _____

Address: _____

City, State, Zip: _____

Telephone No: _____ Mobile No: _____

E-Mail: _____

Participants Names:

1. _____
2. _____
3. _____
4. _____

Applicable Fees:

- _____
- _____
- _____
- _____

Total: _____

Program Fees

Participation Fee - \$5,000

Additional Participants - Same Location - \$4,000

Please call 281.496.0100 or fill out and fax it to 281.496.4646 or email to excel@projectassurance.com

5 Ways to Register

Phone: 281-496-0100
Fax: 281-496-4646
Online: www.projectassurance.com
Email: excel@projectassurance.com
Mail: Mail completed form to:
Project Assurance
P. O. Box 821416
Houston, Texas 77282-1416

3 Payment Options

- ☐ By company check.
☐ Bill the company. PO # _____
☐ By credit card. Please add 5% for credit card processing fee.
Visa ☐ Mastercard ☐ Amex ☐
Credit Card # _____ CCV _____
Expires _____
Cardholder Name _____
Signature _____



Register early and receive a complimentary copy of the book
WORLD-CLASS TURNAROUND MANAGEMENT by Bobby Singh



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Increase Work Shift Wrench Time From
Merely 4 Hours to 6 Hours or More...Guaranteed.

Program Vision and Goals

Productivity Improvement Program is developed to significantly reduce field labor and support staff requirements, shorten schedules and improve company's bottom line profits by millions of dollars.

Productivity Improvement Program is a breakthrough learning workshop that will focus on identifying innovative strategies and management initiatives to dramatically improve productivity on capital projects, plant turnarounds and outages.

This consultative workshop is designed for accelerated knowledge transfer and learning from the best known productivity experts and practitioners from leading think tanks institutions, consulting companies, owner organizations, contractors and field craftsmen.

Systematic implementation of pragmatic solutions developed during the program will ensure that the company management's expectations for higher productivity are translated into viable strategies, efficient execution, and pacesetter results.



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Wanted - Visionary Managers

We are looking for few Visionary Managers who are ready to reverse the losses due to poor productivity. Managers who are willing to lead and implement bold initiatives to dramatically improve productivity on their capital projects, plant turnarounds and outages, and significantly increase company's bottom line profits.

"The program will provide practical approaches to create focused teams committed to meet higher performance expectations through seamless coordination and communication, integrated planning, and efficient execution."

*Bobby Singh
Program Director*

PROJECT ASSURANCE
CONSULTING AND TRAINING

*Leading the Way to
World-Class Projects and Turnarounds*

Program Co-Sponsor:

MURPHY
MANAGEMENT
INNOVATIONS

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