

Course Description



Course Title

Brownfield Project Management

Overview

Implement successful brownfield projects that deliver results and create value for your organisation. Learn how to deliver successful brownfield projects by expanding and adapting your project management skills, overcoming the challenges and problems that arise, and generating benefit for operations staff, project teams and your business.

What You Will Learn from This Course:

- Overcome the unique problems and challenges of brownfield projects
- Enhance and adapt your existing project management skills for the brownfield environment
- Recognize the needs of operations and project teams and learn how both can win on the project
- Deploy Brownfield project planning and delivery methods, and optimise standard project process for brownfield use
- Maximise results from critical project reviews, including due diligence and constructability
- Adopt successful brownfield project structures, including governance provisions
- Sharpen your communication and stakeholder management skills
- Maximise project controls effectiveness in a brownfield setting
- Get the best out of contracting and procurement in brownfield projects
- Optimise project leadership, team dynamics and interaction with operations staff
- Learn how to recover failing or poorly performing brownfield projects

Why Should You Attend this Course?

Brownfield projects are commonplace but present unique and difficult challenges. If managed in the same way as “normal” or greenfield projects, they tend to run into difficulty, suffer poor delivery and do not produce the results expected at sanction. If managed in the proper way, these pitfalls can be avoided or overcome, thus increasing the value that can be gained by the organisations in which they are run.

Brownfield projects usually exist in an ongoing operational context, amidst existing facilities, and this means that project options are reduced. Not only do simultaneous operations (SIMOPS) set constraints, but existing infrastructure can place limits on what solutions the project can choose, and operational timescales may narrow project choices. In particular, the concept and planning stages of a brownfield project have unique challenges. Project risks are different in a brownfield setting, and change management becomes increasingly important,

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as changing operational schedules, costs and priorities often mean that the project's scope and deliverables are themselves subject to change. The handover phase can have additional challenges, as can commissioning and testing, since they are executed in a "live" environment. Stakeholder relationships in an operational environment take on a different complexion, but the project's goals are also vital, and both project and operations communities need to be able to deliver and to co-exist. Operations staff and project staff often do not understand each other, either in the way they work, their culture, their priorities or processes. This can lead to difficulty and conflict, for example in terms of communication, leadership, support, and other areas. Finally, recovery of failing brownfield projects can be critical, since for an ongoing operation, failure is not an option. This workshop will deal with all of these aspects and more, giving participants insights and tools to deal with them all.

This 5-day masterclass will provide stakeholders with the understanding, tools and techniques to deal with the particular issues that are thrown up by running projects in this context. Without taking advantage of these skills, project teams are likely to be working behind the curve and end up continually on the back foot, rather than leading and managing. With the right tools, these can be overcome. Additionally, project controls personnel, including schedulers, planners and cost controllers can benefit from knowing how best to manage the data that is collected and used. Project sponsors can learn how to make better decisions and support the project team to deliver well. Programme and portfolio staff, whose remit includes brownfield projects, can learn how to integrate them with other projects and change initiatives, and how to secure best outcomes and benefits for the organisation.

The course is full of practical techniques and examples, with the intention of turning knowledge into practical benefit and the worked examples, case studies and exercises are intended to make applying the knowledge gained much easier.

Finally, the instructor will include opportunities to discuss the real-world problems and issues and questions that are affecting delegates in their own projects and working lives, so that improvements and solutions can be implemented as soon as delegates return to their desks. Often, helpful advice can be gained from the experience of other delegates, and the course setting provides opportunities to do this.

Who Should Attend This Course?

- Project Managers
- Project Controls Managers
- Project Controls Team Members
- Programme Directors/Managers
- Portfolio Managers
- Project Planners & Schedulers
- Risk Management Staff
- Project Management Office Staff
- Project Team Members

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- Cost Managers
- Cost Controllers & Engineers
- Project Sponsors
- Project Consultants
- Project Specialists
- Project Engineers
- Operations engineers
- Operational management

Outcome of this Course

By the end of this intensive 5-day course, attendees will be able to:

- Maximise the chances of successful delivery of a brownfield project
- Increase the value and benefits derived
- Work effectively with operations teams and constraints
- Recover failing brownfield projects
- Control and monitor brownfield projects
- Know the key sponsorship decisions to be made and the factors influencing them
- Take best advantage of resource and facilities
- Have the confidence that brownfield projects will deliver to their stated parameters, including scope, time, cost and quality

Course Length

5 days

Course Content

An interactive mix of lecture, case studies, group discussion and activities will be used to illustrate and apply the methods, tools and techniques needed to manage brownfield projects. The following topics will be covered:

Introduction To Brownfield Projects

- Introduction to project management
- Introduction to brownfield projects
- The challenges of brownfield projects

Brownfield Project Phases

- Generic phase model
- Brownfield phase model
- Concept selection and project strategy
- Due diligence and other reviews

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- Commissioning and start up
- Handover and closeout

Brownfield Project Practices

- Planning a brownfield project
- Front end loading and charter activities
- Success and benefits management
- Business case and investment appraisal
- Estimating and resourcing
- Scope and requirements
- Quality management in engineering, procurement and construction
- Risk and issue management
- Change management
- HSE in engineering and execution phases
- Managing cost and schedule
- Information and configuration management
- Communications, reporting and stakeholder management

Organisational Considerations

- Organisational structures for projects
- Project teams - general
- The brownfield project team
- Roles and responsibilities
- The project oversight board/sponsor
- Contracting strategy and contractor selection
- Procurement, logistics and materials

Additional Topics

- Governance
- Project leadership
- How to get the best from your projects
- Project Recovery

Case Studies

- Presentation of real-life examples and case studies of brownfield PM used in a variety of projects.

Practical Exercises

- Worked examples, where delegates participate in groups or teams to manage two fictitious but realistic brownfield projects.

Summary And Next Steps

- Summary
- Things you can do next
- Reference Material