



COURSE OVERVIEW RE0930 Shutdowns & Turnarounds Management

Course Title

Shutdowns & Turnarounds Management

Course Date/Venue

Session 1: August 02-06, 2026/Sur Meeting Room, Royal Tulip Muscat, Muscat, Oman

Session 2: November 01-05, 2026/Tamra Meeting Room, Al Bandar Rotana Creek, Dubai, UAE



Course Reference

RE0930



Course Duration/Credits

Five days/3.0 CEUs/30 PDHs

Course Description



This practical and highly-interactive course includes various practical sessions and exercises. Theory learnt will be applied using our state-of-the-art simulators.

The process industry is losing over half a billion dollars of profits a year due to poor turnaround results and missed opportunities. The majority of turnarounds lacked strategic focus and front-end planning. In addition, turnaround teams lacked leadership and were understaffed. The major negative factor is the growing gap between higher turnaround performance expectations and rapidly shrinking qualified resources to manage the turnarounds. As a result, the planning effort not only starts late, but it is also ineffective, and typically does not contribute in the turnaround success.



This course is designed to bridge the above-mentioned gap. It will provide turnaround managers and engineers with enough knowledge and skills to understand the purpose of the turnaround, to properly plan and manage the turnaround, and to achieve exponential results of their turnaround project. The course will teach participants how to establish a systematic turnaround management processes and procedures that incorporate the best turnaround practices, planning techniques and execution strategies.





Turnaround results have a long-term effect on the facility's operational reliability and it dictates the plant's operational efficiency and business survival in the competitive global market. The turnaround performance can be dramatically improved if companies focus on key issues such as strategic planning, selection of qualified contractors, synergistic and innovative organizations, and tactical initiative to improve field productivity.

The course will cover the emerging industry trends, turnaround benchmarking and the challenges faced by plant executives to consistently achieve pacesetter results on plant shutdowns and turnarounds. We will teach you how to fairly balance your business, marketing and financial goals with your plant needs for mechanical integrity and operational reliability. We will show you how to focus on risk areas, early work scope definition, high-performance initiatives, the assignment of qualified staff and the best practice contracting strategy. Upon the completion of this course, you will have good knowledge to perform World-Class turn arounds.

Course Objectives/Outcomes & Benefits for the Participants

Upon the successful completion of this course, each participant will be able to: -

- Get certified as a “*Shutdown & Turnaround Professional*”
- Implement the special needs of time constrained projects (24/7)
- Identify the work to be accomplished for the shutdown project
- Plan to meet deadlines & complete turnaround projects on time within budget
- Apply shutdown best practices
- Plan, lead, organize, control and co-ordinate shutdown type projects
- Schedule the work effectively
- Manage resources effectively
- Implement feedback systems
- Identify risks and manage these effectively
- Reporting and documenting the shutdown activity
- Recognize the use of software packages

Exclusive Smart Training Kit - H-STK®



*Participants of this course will receive the exclusive “Haward Smart Training Kit” (H-STK®). The H-STK® consists of a comprehensive set of technical content which includes **electronic version** of the course materials conveniently saved in a **Tablet PC**.*

Who Should Attend

This course is intended for those involved directly or indirectly in the plant shutdown and turnaround operations. This includes maintenance and project staff such as managers, engineers, planners, supervisors and other technical people.



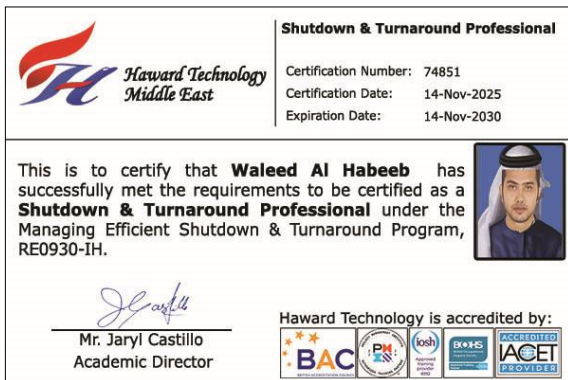
Course Certificate(s)

- (1) Internationally recognized Competency Certificates and Plastic Wallet Cards will be issued to participants who completed a minimum of 80% of the total tuition hours and successfully passed the exam at the end of the course. Successful candidate will be certified as a "Shutdown & Turnaround Professional". Certificates are valid for 5 years.

Recertification is FOC for a Lifetime.

Sample of Certificates

The following are samples of the certificates that will be awarded to course participants:-





- (2) Official Transcript of Records will be provided to the successful delegates with the equivalent number of ANSI/IACET accredited Continuing Education Units (CEUs) earned during the course.

* Haward Technology * CEUs * Haward Technology * CEUs * Haward Technology * CEUs * Haward Technology *



Haward Technology Middle East

Continuing Professional Development (HTME-CPD)

CEUs

CEU Official Transcript of Records

TOR Issuance Date: 14-Nov-25
HTME No. 74851
Participant Name: Waleed Al Habeeb

Program Ref.	Program Title	Program Date	No. of Contact Hours	CEU's
RE0930-IH	Managing Efficient Shutdown & Turnaround	Nov 10-14, 2025	27.5	2.75

Total No. of CEU's Earned as of TOR Issuance Date **2.75**

TRUE COPY

Jaryl Castillo
 Academic Director

Haward Technology has been approved as an Accredited Provider by the International Association for Continuing Education and Training (IACET), 2201 Cooperative Way, Suite 600, Herndon, VA 20171, USA. In obtaining this approval, Haward Technology has demonstrated that it complies with the ANSI/IACET 1-2018 Standard which is widely recognized as the standard of good practice internationally. As a result of their Authorized Provider membership status, Haward Technology is authorized to offer IACET CEUs for programs that qualify under the ANSI/IACET 1-2018 Standard.

Haward Technology's courses meet the professional certification and continuing education requirements for participants seeking Continuing Education Units (CEUs) in accordance with the rules & regulations of the International Association for Continuing Education & Training (IACET). IACET is an international authority that evaluates programs according to strict, research-based criteria and guidelines. The CEU is an internationally accepted uniform unit of measurement in qualified courses of continuing education.

Haward Technology is accredited by




P.O. Box 26070, Abu Dhabi, United Arab Emirates | Tel.: +971 2 3091 714 | E-mail: info@haward.org | Website: www.haward.org

* Haward Technology * CEUs * Haward Technology * CEUs * Haward Technology * CEUs * Haward Technology *



Certificate Accreditations

Haward’s certificates are accredited by the following international accreditation organizations: -

-  British Accreditation Council (BAC)

Haward Technology is accredited by the **British Accreditation Council for Independent Further and Higher Education** as an **International Centre**. Haward’s certificates are internationally recognized and accredited by the British Accreditation Council (BAC). BAC is the British accrediting body responsible for setting standards within independent further and higher education sector in the UK and overseas. As a BAC-accredited international centre, Haward Technology meets all of the international higher education criteria and standards set by BAC.

-  The International Accreditors for Continuing Education and Training (IACET - USA)

Haward Technology is an Authorized Training Provider by the International Accreditors for Continuing Education and Training (IACET), 2201 Cooperative Way, Suite 600, Herndon, VA 20171, USA. In obtaining this authority, Haward Technology has demonstrated that it complies with the **ANSI/IACET 2018-1 Standard** which is widely recognized as the standard of good practice internationally. As a result of our Authorized Provider membership status, Haward Technology is authorized to offer IACET CEUs for its programs that qualify under the **ANSI/IACET 2018-1 Standard**.

Haward Technology’s courses meet the professional certification and continuing education requirements for participants seeking **Continuing Education Units (CEUs)** in accordance with the rules & regulations of the International Accreditors for Continuing Education & Training (IACET). IACET is an international authority that evaluates programs according to strict, research-based criteria and guidelines. The CEU is an internationally accepted uniform unit of measurement in qualified courses of continuing education.

Haward Technology Middle East will award **3.0 CEUs** (Continuing Education Units) or **30 PDHs** (Professional Development Hours) for participants who completed the total tuition hours of this program. One CEU is equivalent to ten Professional Development Hours (PDHs) or ten contact hours of the participation in and completion of Haward Technology programs. A permanent record of a participant’s involvement and awarding of CEU will be maintained by Haward Technology. Haward Technology will provide a copy of the participant’s CEU and PDH Transcript of Records upon request.

Course Fee

US\$ 5,500 per Delegate + **VAT**. This rate includes H-STK® (Haward Smart Training Kit), buffet lunch, coffee/tea on arrival, morning & afternoon of each day.

Accommodation

Accommodation is not included in the course fees. However, any accommodation required can be arranged at the time of booking.





Course Instructor(s)

This course will be conducted by the following instructor(s). However, we have the right to change the course instructor(s) prior to the course date and inform participants accordingly:



Mr. Andrew Ladwig is a **Senior Mechanical & Maintenance Engineer** with over **25 years** of extensive experience within the **Oil & Gas, Refinery, Petrochemical & Power** industries. His expertise widely covers in the areas of **Maintenance Optimization & Best Practices, Process Plant Shutdown & Turnaround, Maintenance Auditing & Benchmarking, Reliability Management, Reliability Centered Maintenance Principles & Application, Efficient Shutdowns, Machinery Lubrication, Maintenance Planning & Scheduling, Coupling & Shaft**

Alignment Techniques, Maintenance Auditing & Benchmarking, Reliability Management, Reliability Centered Maintenance Principles & Application, Efficient Shutdowns, Machinery Lubrication, Maintenance Planning & Scheduling, Coupling & Shaft Alignment Techniques, Reliability, Availability & Maintainability (RAM), Root Cause Analysis, Maintenance Process, Reliability-Centered Maintenance (RCM), Reliability Engineering Analysis (RE), of Pump & Pumping Systems Optimization, Centrifugal & Reciprocating Pump Installation & Repair, Root Cause Analysis (RCA), Asset Integrity Management (AIM), Reactive & Proactive Maintenance, Pressure Safety Relief Valve Repair & Recalibration, PSV/PRV Troubleshooting, PRV Testing & Repair, Valve Testing & Inspection, Valve Sealing, Valve Calibration, Control Valves & Actuators, Boiler Inspection & Maintenance, Boiler Systems, Boiler instrumentation & Controls, Boiler Start-up & Shutdown, Boiler Operation & Steam System Management, Boiler Water Chemistry & Treatment, Boiler Efficiency & Waste Heat Recovery, Boiler Inspection & Testing, Boiler Maintenance, Boiler Troubleshooting & Safety, Boiler Emissions & Pollution Control, Combustion Analysis & Tuning Procedures, Water Treatment Technology, Heat Recovery Steam Generating (HRSG), Impulse Tube Installation & Inspection, Parker Compression Fittings, Pipes & Fittings, PSV Inspection, Root Cause Failure Analysis, Tank Design & Engineering, Tank Shell, Tanks & Tank Farms, Vacuum Tanks, Gas Turbine Operating & Maintenance, Reciprocating & Centrifugal Compressors, Screw Compressor, Compressor Control & Protection, Gas & Steam Turbines, Turbine Operations, Gas Turbine Technology, Valves, Process Control Valves, Bearings & Lubrication and Advanced Machinery Dynamics.

During his career life, Mr. Ladwig has gained his practical experience through his various significant positions and dedication as the **Mechanical Engineer, Project Engineer, Reliability & Maintenance Engineer, Maintenance Support Engineer, Process Engineer, HSE Supervisor, Warehouse Manager, Quality Manager, Business Analyst, Senior Process Controller, Process Controller, Safety Officer, Mechanical Technician, Senior Lecturer** and **Senior Consultant/Trainer** for various companies such as the Sasol Ltd., Sasol Wax, Sasol Synfuels, just to name a few.

Mr. Ladwig has a **Bachelor's** degree in **Chemical Engineering** and a **Diploma in Mechanical Engineering**. Further, he is a **Certified Instructor/Trainer**, a **Certified Internal Verifier/Assessor/Trainer** by the **Institute of Leadership & Management (ILM)** and has delivered various trainings, workshops, seminars, courses and conferences internationally.



Training Methodology

All our Courses are including **Hands-on Practical Sessions** using equipment, State-of-the-Art Simulators, Drawings, Case Studies, Videos and Exercises. The courses include the following training methodologies as a percentage of the total tuition hours:-

- 30% Lectures
- 20% Practical Workshops & Work Presentations
- 30% Hands-on Practical Exercises & Case Studies
- 20% Simulators (Hardware & Software) & Videos

In an unlikely event, the course instructor may modify the above training methodology before or during the course for technical reasons.

Learning Design & Customization

This course can be customized to the exact requirements of clients. Haward Technology is so proud of our huge capabilities in tailoring our courses to the training needs of our valued clients.

Course Program

The following program is planned for this course. However, the course instructor(s) may modify this program before or during the course for technical reasons with no prior notice to participants. Nevertheless, the course objectives will always be met:

Day 1

0730 – 0800	Registration & Coffee
0800 – 0815	Welcome & Introduction
0815 – 0830	PRE-TEST
0830 – 0930	Introduction & Fundamentals Introduction to PM: What is a Project? • PM Associations & Body of Knowledge • Project Management Body of Knowledge (PMBOK) • Project Management Elements • Projects Environment • Project Life Cycle Phases • Project Managers Job profile • Project Manager Job Description • Project Management Skills • Project Management Toolkit
0930 – 0945	Break
0945 – 1015	Planning the Shutdown Identifying the Work • Starting Your Project • Project Charter/Project Document • Defining & Limiting the Scope • Constraints of the Shutdown
1015 – 1045	Prioritizing the Proposed Work Identifying the Work • Review the Maintenance Backlog • Jobs Not Requiring a Shutdown • Equipment History • Predictive Maintenance (PDM) Records • Preliminary Work of Shutdown • Walk-downs & Check Lists • Solicit the Input of Others • Reviewing Shutdown Files • Identify Start-up Activity • Compiling Identified Work
1045 – 1115	Sources of Shutdown Work & Shutdown Project Parameters Class Task
1115 – 1145	Risk Management Staffing Assumptions • Estimate Risks • Commercial Data • Procurement Problems • Project Risk Management - Model





1145 – 1215	Risk Management Plan <i>Identify Risks Throughout the Project • Develop Risk Assessment Criteria • Tabulate The Risks • Prepare Standby Plans or Alternatives</i>
1215 – 1230	Break
1230 – 1300	The Project Managers Role
1300 – 1330	Quality Control Plan & Project Quality Management
1330 – 1400	Quality Management Group Task
1400 – 1420	Shutdown Manager's Skills
1420 – 1430	Recap <i>Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow</i>
1430	Lunch & End of Day One

Day 2

0730 – 0800	Planning Processes <i>Doing the Right Work • Doing The Work Right • Doing The Work at the Right Time</i>
0800 – 0830	What is the Difference Between Planning & Scheduling? <i>What is Scheduling? • Planning Objectives • Planning Tools Cycle</i>
0830 – 0930	Project Management Toolkit <i>Project Plan • Shutdown Plan</i>
0930 – 0945	Break
0945 – 1030	Shutdown Definition <i>The Shutdown Work Breakdown Structure • The Project WBS – It's Uses • The Project Work Breakdown Structure • The Shutdown Budget • The Project OBS • The Shutdown OBS • The Shutdown WBS</i>
1030 – 1115	The Shutdown WBS & SOW Group Task
1115 – 1215	Planning Thought Process <i>What Must Happen First on the Job? • Who Must Do This Step? • How Many People Are Required? • What Parts, Materials, or Supplies Will Be Needed? • Is Any Support Equipment Required? • How Long Will It Take? • What Must Happen Next on this Job? • Documentation</i>
1215 – 1230	Break
1230 – 1300	Determining Contract Work <i>Technical Support • Non-technical Support • Work That Can Be Performed Off-site • Work Requiring Special Equipment • Activities from WBS • Activities Data • Task Duration – PERT Method • Activity Work Content & Costing/Pricing</i>
1300- 1330	Base Line Plan with Budget Approval <i>Networks For Activity Logic – Overview & Convention • Shutdown– Early Start Calculations – Forward • Project Plan – Late Start Calculations– backwards, Float Calculations – Subtract & Network to Gantt Chart • Common Network Errors • Schedules • Milestones</i>



1330- 1420	Base Line Plan with Budget Approval (cont'd) Resource Utilization • Milestone Plan & Chart • Resource Utilization • Resource Loading & Leveling • Schedules: Resource Requirements • Manual Load Leveling
1420 – 1430	Recap Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow
1430	Lunch & End of Day Two

Day 3

0730 – 0830	Base Line Plan with Budget Approval (cont'd) Leveling Other Resources • Resource Utilization • Budgets & Committed Cash Flow • Tracking Project Costs • The Basic Principle • Base Line Plan
0830 – 0930	Shutdown – Network Logic, Schedules: Committed Cash Flow & Schedules: Actual Projected Cash Flow Group Task
0930 – 0945	Break
0945 – 1030	Organizing & People Management Shutdown Toolkit • The Shutdown Organisation • Organizing Tools & Techniques • Most Important Communications • Tender / Contract Clause Coverage • Parts, Material & Equipment • Material & Equipment Responsibility
1030 – 1115	Organizing & People Management (cont'd) Tracking Long Delivery Items • Accounting • Reporting Structure • Assigning Responsibility • Shutting Down Meeting • Organization Breakdown Structure (OBS)
1115 – 1215	Organizing Group Task
1215 – 1230	Break
1230 – 1300	The Matrix Organisation Administration • Communication • Forms, Formats & Files • Project File • Shut Down Toolkit- Resource Utilization
1300- 1330	Leadership Tools & Techniques Team Selection – Organisation • - Motivation • - Shutdown Sponsor Role
1330- 1420	Execution & Feedback The Execution Phase • Shutdown Practical Execution Issues • Feedback on Project Status • Job Status Update • Feedback on Project Status • Feedback on Project Status: Costs
1420 – 1430	Recap Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow
1430	Lunch & End of Day Three



Day 4

0730 – 0830	Execution & Feedback (cont'd) Project Practical Control • Project Review Meeting • Materials Management • Staging/Rigging • Shutdown Safety • OSHA Requirements
0830 – 0930	Quality Control Plan (QCP) Information Cost of Quality • Inspection Reports • Activity Inspection Results • Quality Control Sheet
0930 – 0945	Break
0945 – 1130	Quality Group Task
1130 – 1215	Proven Turnaround Practices The Nature of Turnaround/Shutdown Project Management • The Environment In Which a Turnaround/Shutdown Takes Place • Turnaround/Shutdown Success Factors • More Success Factors • Similar Planning Approach To Projects • Elements of a Turnaround/Shutdown • Turnaround/Shutdown Toolkit • The Work Breakdown Structure (WBS) & the Organization Breakdown Structure (OBS) • Identifying the Work • General Shutdown/Turnaround Checklist • Planning A Plan • Milestone Plan • Milestone Chart • Work Scope • Budgets & Cost Control • Projects
1215 – 1230	Break
1230 – 1330	Proven Turnaround Practices (cont'd) Materials • Process Operations • Pre-shutdown/Pre-turnaround Reviews • Safety • Typical Safety Questions That Should Be Asked • Inspection • Contracting • Quality: What is Required? • Quality Control Plan (QCP) • Quality Control Plan (QCP) Inspection Report • Quality Control Sheet • Risk Management • Shutdown/Turnaround Practices Discussion
1330- 1420	Control of Shutdown Control Tools & Techniques • Tracking Project Costs • Project Practical Control • Controlling • Control – Overview • Control: CSCS = Cost Schedule Control System • Control Cycle –CSCS • CSCS Illustrative Graph • Scope Control
1420 – 1430	Recap Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow
1430	Lunch & End of Day Four

Day 5

0730 – 0830	Control of Shutdown (cont'd) Shutdown & Turnaround • Shutdown Acceleration • Project Acceleration • Contractor Controls • Control Tools & Techniques • Tracking Project Costs • Project Practical Control • Controlling • Control – Overview
0830 – 0930	Control of Shutdown (cont'd) Control: CSCS = Cost Schedule Control System • Control Cycle –CSCS • CSCS Illustrative Graph • Scope Control • Shutdown & Turnaround • Shutdown Acceleration • Project Acceleration • Contractor Controls
0930 - 0945	Break
0945 - 1030	Accelerating a Project & Start-up & Handover Group Task

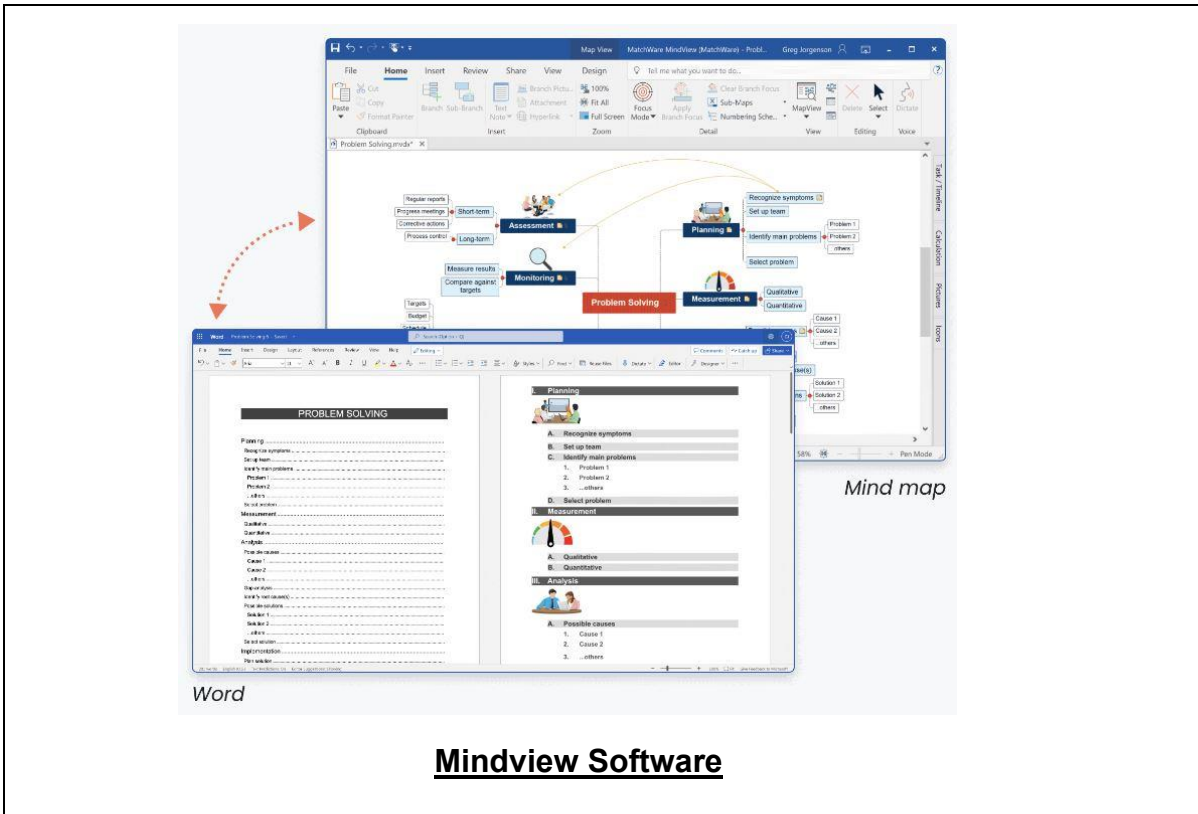


1030 – 1100	Start-up & Handover <i>Elements of Handover • Contactor Handover • Final Report • Conclusion</i>
1100 – 1130	Use of Computer & Software <i>Project Management Software • Sorting & Communicating Information</i>
1130 – 1215	Using Microsoft Project & Shutdown Workshop <i>Group Task</i>
1215 – 1230	Break
1230 – 1315	Typical Causes of Shutdown Failure <i>Work not Clearly Defined • Risks not Analysed or Managed with Contingency Plans • No Baseline Plan –Poor or Non-existent Planning • Lack of Scope Management • Poor Leadership • Not Taking Environmental needs into the Plan • Focus on Critical Path items only- the Rest Catch up with you</i>
1300 – 1315	Course Conclusion <i>Using this Course Overview, the Instructor(s) will Brief Participants about the Course Topics that were Covered During the Course</i>
1315 – 1415	COMPETENCY EXAM
1415 – 1430	<i>Presentation of Course Certificates</i>
1430	<i>Lunch & End of Course</i>

Simulator (Hands-on Practical Sessions)

Practical sessions will be organized during the course for delegates to practice the theory learnt. Delegates will be provided with an opportunity to carryout various exercises using the “MS Project” and “Mindview Software”.





Mindview Software

Course Coordinator

Mari Nakintu, Tel: +971 2 30 91 714, Email: mari1@haward.org

