

Australian Refinery, Australia

Planning & Efficiency Improvement Project

The Refinery is one of the largest and most complex hydrocarbon refineries in Australia. (Their policy does not permit using their name.)

“The real benefit is that we can now see and manage our performance with a factual system and generated data...”

Project Manager
Australian Refinery

Key Results

Increase in productivity of 7%

Increased Efficiency of 18%

Reduction of Rework of 13%

Reduction of Scope
Changes of 17%

Cost benefit of \$5,800,000

Integrated data transparency to
empirically manage projects

ANALYSIS

The analysis of the project department of the refinery had the objective of identifying opportunities to increase the effectiveness and efficiency in planning and executing projects.

Projects Delivery was adversely affected by projects that were taking too long to deliver and cost too much. This consequently affected backlogs and quantity of projects undertaken and completed.

PROJECT APPROACH

The project was run as a 25 consecutive calendar week program and was composed of a Full Time On-Site Renoir presence, consisting of a Project Manager and a Consultant, and was supported by two full time dedicated client Taskforce.

The project was governed by the client via the MAT and Steering Committee. The members of these bodies were charged with the responsibility of ensuring the project developed and delivered sustainable solutions to deliver a \$5.8 million improvement in the delivery of the projects portfolio for 2011.

Focus areas addressed by the project included:

- Management of the portfolio under the Project Department's control.
- Project Management of individual projects.
- Development of an integrated Management Information System to collect data and interpret it into meaningful information for use in the Management Control System.
- Development and installation of an enhanced Management Control System to control and manage variance at the point of inception.
- Enhanced work Scheduling and Planning practices.
- Development and installation of Projects Department and third party Service Level Agreements to establish reciprocal obligations and cement working relationships.
- Clarified ambiguity surrounding operational definitions and overhauled Standard Operating Procedures.
- Defined Project duration and Project Man hours invested standards.
- Improved Quality outcomes by reduced Scope Change and Rework
- Enhanced the culture of collaboration and Customer Focus.
- Reviewed RACI and skills capability for the department and developed the skills management plan

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PROJECT RESULTS

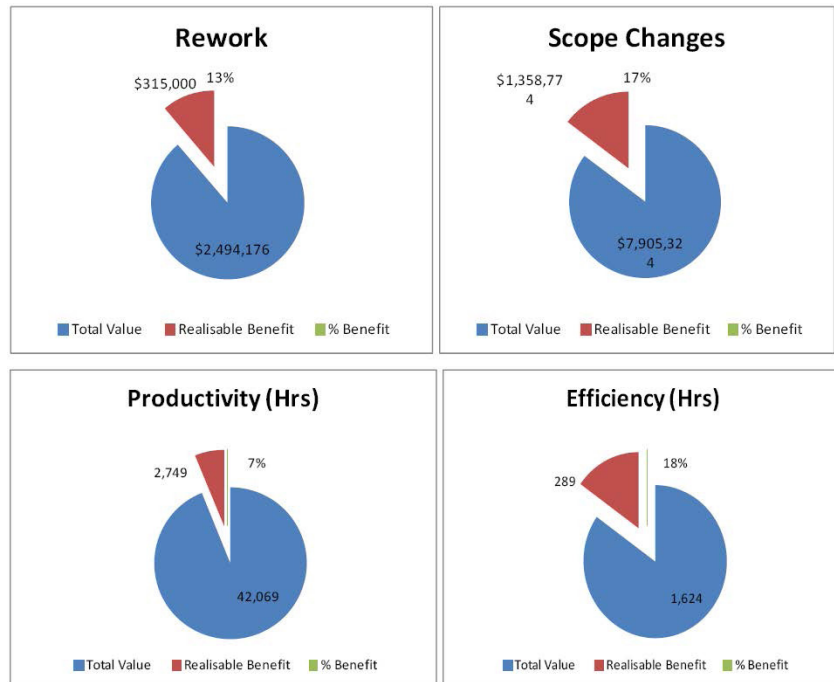
The project analysed a total of 64 projects at various stages of delivery over a three year period and developed a comprehensive data set of base information.

The total value of this sample pool was in excess of \$100 million. This baseline data was assessed against Focus process findings to determine Root Cause.

Solutions were developed to address deficiencies in the areas of:

- Management Control
- Information Management
- Reporting
- Standardised processes
- Management Behaviours
- Skills capability and Accountability
- Visible Performance Systems
- Scheduling and Planning standards

These solutions were developed and installed with the extensive collaboration of the Projects Department and extensively supported during the implementation phase.



THE RENOIR GROUP

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