



Effective Project Management For Maintenance

24 – 26 February 2007

Complete this course and you will:

- Understand the key components of a successful project
- Identify the most vulnerable areas and learn techniques to minimise negative impact
- Experience valuable project management techniques which can be adopted for use in your workplace
- Understand the importance of the human element and techniques to turn this into a positive force
- Address the post-completion review process and how it pays dividends for future projects
- Practice key project control techniques that are essential for on-time, on-budget and on-quality project completion

24 February – 1 March 2007 • JW Marriott Hotel, Dubai, UAE

Writing Effective Maintenance Procedures

27 February – 1 March 2007

Complete this course and you will:

- Understand the key components of a high quality maintenance procedure
- Have explored how best practice can be adapted to your own work environment
- Realise the dangers and issues arising from poorly prepared procedures
- Have discussed and practiced writing effective procedures
- Understand the need for and process of regular review and update of procedures
- Have a solid template for maintenance procedures for use in your workplace

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Dear Maintenance Professional,

International maintenance expert, Ben Stevens, together with IIR Middle East, has developed two highly beneficial training courses which deliver essential information and knowledge for high quality maintenance management: **Effective Project Management For Maintenance** and **Writing Effective Maintenance Procedures**.

By applying best practice project management techniques to the maintenance environment, it is possible to achieve the key goals of "on time", "on budget" and "on quality". You will learn the basic building blocks that must be in place for any maintenance project to succeed and be able to set a solid foundation in place.

You will learn valuable techniques for managing project scope, one of the most contentious issues in any project, and practice applying those techniques to ensure you can track and resolve issues when they occur. You will also gain the skills to improve future projects through effective administration and documentation.

Effective maintenance procedures are critical for the efficient maintenance of equipment and facilities. Discover how to write, maintain and update maintenance procedures to ensure the best result for your organisation.

You will learn standard formats and data for maintenance procedures, the key roles of safety and the environment, vital tools and tasks, as well as important administration details.

Do not miss this opportunity to benefit by attending both of these courses for a comprehensive update on effective maintenance strategies! Join maintenance professionals from all over the Middle East to discuss the maintenance procedures and areas of most concern to you.

Ben and I look forward to welcoming you in February 2007!

Kind regards,



Jennie Bishop
Conference Manager

P.S. Both comprehensive training courses are dedicated to building your capability to readily apply your learning to the practical work environment

About Your Expert Course Leader



Ben Stevens has led many successful maintenance conferences and seminars with IIR throughout the Gulf region over the past few years. He has been running his own company, DataTrak Systems Inc since 1984 with a concentration on maintenance management systems. From 1995 to 2002 Ben was on a full time contract with PricewaterhouseCoopers International Centre of Excellence in Physical Asset Management. Prior to his work in the maintenance field, he was trained as an economist and was CFO in several manufacturing companies. Ben has worked in and with a wide range of industries in North America, Europe, Asia and the Middle East. His interactive sessions are focused around mini-workshops and case studies so that delegates can relate the examples directly back to their own work environment.

What have past delegates said about these two courses?

"It is good to share your experience with others and evaluate what you are practicing with your job"

Adnan El-Kalache, Assistant Regional Manager
Saudi Oger, KSA

"It was productive and knowledgeable"

Indiresh Hejmady, Maintenance Engineer, **Paris Gallery**, UAE

"Very useful course for managers working in the maintenance field"

Mounir Antar, Regional Manager, **Saudi Oger Ltd**, KSA

Forthcoming Related Courses

AC319 **Efficient Wastewater Treatment And Wastewater Treatment Plant Design**
4 – 7 December 2006
www.iirme.com/wastewater

A0844 **Maintenance Management Forum**
10 – 14 December 2006
www.iirme.com/maintenance

For more information on any of the following events please contact us on Tel: +971-4-3352483 or email: info@iirme.com

Effective Project Management For Maintenance

24 – 26 February 2007

Course Timings: Registration will commence at 08.00 on Day One. The course will begin at 08.30 and conclude at 14.30 with breaks for refreshments at approximately 10.30 and 12.30. Lunch will be served at the conclusion of each day.

Day One – Saturday, 24 February 2007

The Basic Building Blocks

In the opening session, you will receive an introductory overview and zero in on the course objectives. The focus of this session will place the maintenance project within the overall framework of the daily work schedule and explore how the project management process differs from regular work order planning, scheduling and execution.

The key building blocks in the project management process will be defined, along with how they are developed and controlled. You will practice how these building blocks will be adapted to your own work environment.

You will examine:

- The role of project planning, its key elements and the consequences to you
- Where contingency planning fits and how it can be used to your advantage
- Defining the project objectives in terms that match the organisation's overall goals, benefits and pay-offs
- Setting the stage for measuring success or failure
- Building the project methodology – do we need one, should we start from scratch, what alternatives do we have?
- Defining the attributes and skill sets of the project leader and the project team. Who is responsible for what and who else needs to be involved?

Managing Project Scope

One of the most contentious issues in the project management process is how to prevent the seemingly inevitable delays caused by changes in the scope of the project. We all know that most projects run late – and the causes are many. However most experienced project managers agree that changes in scope are the single biggest factor in project over-runs.

At the same time, we must recognise that necessary changes in scope will occur from time to time. Controlling the nature and impact of these changes then becomes critical to minimise the impact on the delivery date, project costs and project objectives.

Parallel with this, you will explore the many issues that have been "resolved" only to crop up again to hinder progress later on in the project. You will learn how best to control these during the execution of the project and reduce the need to revisit old decisions.

In this session, you will focus on:

- How to control scope creep
- How to manage changes in scope
- How to track and resolve issues

In each case you will explore the ways in which the negative impact can be controlled and minimised – if not eliminated.

Day Two – Sunday, 25 February 2007

Time, Cost And Quality

"On-time, on-budget" – organisations typically place a heavy emphasis on these twin elements. What is too frequently ignored is the third piece of this puzzle – "on-quality". Too much concentration on any one will inevitably be at the expense of one or both of the others. The reality is that all three need to be optimised in the context of the project objectives – and so the question is how the three conflicting goals can be kept in balance.

In this session, you will:

- Explore the process of project time management. How is it planned, measured and tracked?
- Understand the techniques of work breakdown structures for the purposes of cost control
- Examine quality management and the impact of trading it off against time and cost
- The role and importance of a recovery plan – when should it be used?

You will focus on whether "one size fits all" or whether the concepts need to be adjusted for your own work environment.

The Human Dimension

Everyone will agree that project success is dependent upon the all-important human dimension. Yet with the pressure to deliver on-time, on-budget and on-quality, this human dimension frequently takes a back seat. This in turn leads to resentment, resistance to change and sometimes a reversion to the old ways of doing things.

All of these will seriously jeopardise the success of the project and often cause the organisation to defer or avoid new projects.

At the same time, we all know the huge positive impact and results of a well motivated, enthusiastic team.

In this session, you will:

- Understand the fundamentals of good people management in the context of a project
- Explore how to apply these principles to the project team
- Look at the role of other staff who are involved or affected, but who are not part of the core team
- Learn the concepts of sound change management – again within the context of a project
- Develop a productive approach to communications within a project

Day Three – Monday, 26 February 2007

Keeping Track

Measuring and reporting progress of a project is a key element that is all-too-frequently ignored. Yet when the basic concepts are fully understood, the benefits are substantial. If progress is not properly tracked, then projects will drift and not meet their time, cost and quality targets.

At the same time, the question of the risk to the organisation needs to be addressed clearly and carefully – and where the risk increases, then this must be reflected in the reporting process and in the follow-up action.

In this session, you will:

- Explore the fundamentals of project reporting – who to, who by, content, frequency, with a specific focus on measuring results against objectives
- Develop reporting profiles – structure and content
- Understand the pitfalls of inadequate reporting
- Address the issues of risk – how to define it, how to report it and how to develop and implement a risk reduction plan

The Administration Process

To be judged successful a project needs to be underpinned by solid and effective administration. This is a broad and complex subject running from procurement within the project to project documentation and the post-completion review which ensures that the lessons learned are available for the benefit of the future projects.

In the discussion on procurement, you will review the RFP and RFQ process, leading to pre-qualification and selection of vendors. Close attention needs to be paid to the Statement of Work – even if it is an internal project – plus the specification for materials, lead times, acceptance criteria etc. A checklist will be developed which can then be transferred for use in the workplace.

Project documentation frequently acts as a barrier between the project team and success, rather than acting as the basis for intelligent information and decision making. Techniques for identifying, managing and accessing key project documents will be examined and discussed.

Finally, project best practice requires the post-completion review. In this, the organisation addresses:

- The objectives of the project
- Its successes and failures
- Areas where the successes can be grafted into the organisation's internal project management process
- Problems and issues that can be addressed to improve future projects

Writing Effective Maintenance Procedures

27 February – 1 March 2007

Course Timings: Registration will commence at 08.00 on Day One. The course will begin at 08.30 and conclude at 14.30 with breaks for refreshments at approximately 10.30 and 12.30. Lunch will be served at the conclusion of each day.

Day One – Tuesday, 27 February 2007

The Basics Of Maintenance Procedures

In this first session, we will introduce the basic building blocks of maintenance procedure writing. You will be encouraged to identify the problems that are typically encountered with maintenance procedures, so that during the course you can practice ways to avoid them. At the same time, the components of high quality procedures

will be identified and discussed, and you will be encouraged to use them to start building templates.

As an integral part of this opening session, we will address the roles and responsibilities of those who are involved with the procedures – specifically:

- Who writes and who approves them
- Who maintains and updates them
- How they are used and who uses them

- Where they are stored and how they are accessed
- When are they not needed

Establishing Standard Formats And Data

Many companies use a standard format as it prompts the writer to make sure that all the information is included. However a big question remains – is there a "best" standard and how do we address the issue of the level of detail? This session will focus on these questions and use the header data as examples of how standard formats will improve overall quality. Included in the header data will be:

- Procedure numbering system
- Procedure title
- Equipment class
- Equipment name and number
- Location

You will evaluate different formats and identify their pluses and minuses in the context of your own organisation's needs.

Day Two – Wednesday, 28 February 2007

Safety And Environmental

In today's society, these two elements have rightly assumed major importance in maintenance. In many areas, the penalty to the organisation of ignoring this is extreme. However, it is not just a question of simply inserting a "work safe" or "don't pollute" message. Instead, procedure writers must be familiar with the regulations governing safety and environmental protection and must reflect them in the body of the procedure. This will include protective devices, lockouts, proper disposal of materials etc.

In this session, you will explore the requirements for best practice procedures, as well as the sources of information, and will have the opportunity to critique existing procedures.

You will apply this knowledge to:

- Identifying the elements within the procedure
- Developing sample safety and environmental procedures
- Assessing how to best apply this knowledge to your workplace
- Suggesting improvements to sample procedures

Tools And Tasks

Most people see this group of elements as being the core of good procedures – they are right! In this session we will focus on the ground rules for best practice in defining the tasks themselves, plus the tools, parts and skills necessary to turn them into a first class work order.

In particular, you will:

- Learn the key requirements of a task description
- Associate the necessary tools, parts and materials with the tasks
- Identify and describe the skills necessary to carry out the task

Where sub-contractors are required, then the skill-sets for the contractors and any necessary conditions of the contract will be defined.

Attention in the workshops will be focused on the quality of the descriptions so that you can set the standard for transfer back to your organisation.

Day Three – Thursday, 1 March 2007

Extensions And Add-Ons

Many organisations fail to take advantage of the maintenance procedure to properly define further work requirements identified as a result of the current task; nor do they use the work order as the means to find out more about the condition of the equipment, and receive feedback from the maintainer.

This session will concentrate on:

- Identifying further work required
- Recording the "as found" and "as left" condition
- Identifying any data collection requirements
- Getting and handling comments and feedback from the maintenance professional
- Any additional special instructions such as sign-offs etc.

You will have the opportunity to discuss the relevance of these items in your workplace and can use your knowledge to further develop your own best practices.

Administration

Keeping track of what is happening in the plant is becoming increasingly important – not only to improve and track the quality of maintenance, but also as a necessary ingredient to minimise the organisation's liability in the event of a spill or an accident.

In the final session, we will address these issues:

- Discussions of further documentation and information needs
- Establishing and ensuring that the frequency and timing of the task execution is appropriate
- Making sure that a process is in place to make corrections and undertake periodic reviews of the procedures for accuracy and currency

The workshop session will include time to address these issues in terms specific to the individual organisations, so that the full procedure template can readily be adopted.

Effective Project Management For Maintenance Writing Effective Maintenance Procedures

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YES, I want to register for:

Event	Date	Price
<input type="checkbox"/> Effective Project Management For Maintenance	24 – 26 February 2007	US\$ 2,295 / AED 8,428
<input type="checkbox"/> Writing Effective Maintenance Procedures	27 February – 1 March 2007	US\$ 2,295 / AED 8,428

Discounts

<input type="checkbox"/> Book both courses	SAVE US\$ 600	pay just US\$ 3,990 / AED 14,653
<input type="checkbox"/> Book on or before 9 December 2006	SAVE US\$ 1,100	pay just US\$ 3,490 / AED 12,817
<input type="checkbox"/> Book on or before 30 December 2006	SAVE US\$ 850	pay just US\$ 3,740 / AED 13,735

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and Group Discounts
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or email: info@iirme.com

Fees include documentation, luncheon, refreshments and a certificate of attendance.

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Cancellation

If you are unable to attend, a substitute delegate will be very welcome in your place. If this is not suitable, a US\$ 200 service charge will be payable. Registrations cancelled less than seven days before the event must be paid in full.

Hotel & Accommodation Details

JW Marriott Hotel, Dubai, UAE

Tel: 971-4-2624444 Fax: 971-4-2626264

Due to unforeseen circumstances, the programme may change and IIR reserves the right to alter the venue and/or speakers.

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