

INTRODUCTION

Recent trends in the oil and gas industry have led the major companies to redefine project management as the Capital Value Process. The vital importance of the Stage Gate process for decision making provides the means of maturing business opportunities so that their success is more assured and they fit a strategic plan.

This workshop provides a comprehensive overview of the technical, organisational, administrative and interpersonal elements of successful delivery of capital assets. Primarily using the combination of the CVP and the project management processes defined in PMI's standardised body of knowledge (BoK) as used to manage large-scale projects.

The unique aspects of projects and the role they play in strategic success are defined. And the workshop provides practical guidance of the fundamentals of oil and gas asset evaluation and delivery. It is designed to enhance the contribution that participants make to investment decisions.

The essential aspects of project planning – from risk management to resource allocation to scheduling are detailed. The workshop describes team building and stakeholder management challenges that face project leaders. Critical success factors are delineated as well as the major pitfalls to avoid.

DELIVERY

The course is delivered classroom style using a mix of lectures, practical exercises, team working and hands-on computer based working as appropriate. Emphasis is placed on the interaction between delegates and their discussion

of, and contribution to concerns and issues faced in the workplace.

OBJECTIVES

By the end of the workshop, delegates will be able to:

1. Use the processes, stages and decision support concepts of the CVP.
2. Define and integrate structured estimating and planning of activities.
3. Apply Scope Management; build a Work Breakdown Structure (WBS) effectively to define the project work activities.
4. Use best practice methodologies, techniques and tools to develop the project, via WBS and related processes to a coherent project schedule.
5. Use software estimating tools / methods to integrate estimate to work scope via WBS.
6. Develop cost breakdown, organisation breakdown and product breakdown structures and learn the relationship between the structures.
7. Revise the estimate, budgets and monitor actual costs.
8. Understand the strengths and weaknesses of MS Project in project planning and control.
9. Integrate estimate and plan; develop basic progress and forecasting.
10. Understand merits of qualitative and quantitative risk assessment.
11. Develop risk-based project plans and estimates
12. Develop team solutions to case study with transferrable skills
13. Apply risk mitigation strategies, preliminary contingency levels and critical variables.
14. Use standard software to assist in the risk management processes

15. Apply Monte Carlo methods and develop expected monetary outcomes.
16. Effectively integrate risk and earned value
17. Use the knowledge in all the phases of a large oil and gas project, through the disciplines of exploration, subsurface, production, drilling and completions, subsea and surface facilities and related functions.
18. Use a range of commercial project software to develop summaries of the decision support packages through the phases of the project.

DURATION

The workshop is five days and begins at 8:30 am.

ATTENDEES

E & P Professionals in various disciplines and non-technical support staff including: Project Cost and Planning Engineers, Project Engineers, Lead Discipline Engineers, Project Managers, Project Control Managers, Facilities Engineering Managers, Facilities Engineers, Drilling and Completions Engineers, Exploration Geologists, Reservoir Engineers

PRE-WORKSHOP

Project Management Fundamentals, Project Management 1 or PMP Certificate or seven years PM experience. Delegates will also be expected to be familiar with all the PMI knowledge areas including, but not limited to :

- Project Integration Management
- Project Scope Management
- Project Time Management
- Project Human Resource Management
- Project Communications Management
- Project Risk Management
- Project Procurement Management

Pre-workshop assignments can be arranged for delegates to review and refresh their knowledge of these topics.

Delegates are expected to have some prior working knowledge of Microsoft Word™, PowerPoint™, and Excel™. Prior awareness of MS Project, and project planning and estimating techniques is assumed.

SOFTWARE

During the workshop the teams will be using a range of software:

Microsoft Project & Microsoft Office (Microsoft Corporation)
 @Risk & @Risk for Project (Palisade Corporation, Ithaca, NY)
 WBS Chart Pro (Critical Tools, Inc., Austin, Texas 78731)

ORGANIZATION

PMI – Project Management Institute
 ACEI – Association for Advancement of Cost Engineering International
 APM – Association of Project Management

EVENING ASSIGNMENTS

The case study is taken through the phases of the Capital Value Process – Appraise (with reference to Access – Acquisition, Exploration etc.), Select, and Define prior to Execution. Consequently there are assignments related to the development of the PEP. Many of these are during the day, but some are evening assignments.

These evening assignments are team oriented and concerned with reinforcing each day's key topics and case study deliverable or requirement which is then presented jointly in 5 minutes with 3-5 slides.

FACILITATORS

Include: Colin Balchin, Ian Bell, Angus Duncan PMP, Robin Kay PMP, Dr Gordon Rankine PMP, David Atkinson APMP



Colin Balchin

The course director is Colin Balchin whose career spans IT, Project Control and Project Management experience with Shell Expro, Britoil, British Steel, PA Consultants, March Consultants and Scopec. He developed a MSc course in project management for Aberdeen University.

The course was especially designed for working managers and engineers. He also developed an elective BSc course in Project Management for the honours undergraduate students in Edinburgh University.

He also developed project management IT strategy and project control requirements, prepared & implemented incentive pay schemes, and managed many projects for different industries.

He is a Member of the Association of Project Managers and the Operations Research Societies. **OR:** Ian Bell, Robin Kay and Dr. Gordon Rankine