

Framework for Capital Project Excellence

Deliver better cost, schedule, operability, and safety performance for your capital projects.

COURSE SUMMARY

Unlike generic project management training courses, the **Framework for Capital Project Excellence** program is based on quantitative research linking specific project management practices to actual project outcomes. The world's best project systems—those that consistently deliver excellent returns on capital spent—incorporate the fundamentals of these key leading indicators into their work processes. Participants emerge from the course with an understanding of how to apply these learnings to drive better performance for mid-size to large capital projects.

KEY BENEFITS

Learn proven strategies and tools to effectively:

- **Align** project objectives with business objectives
- **Build** an effective project team
- **Develop** the project to best meet the business needs and project objectives
- **Manage** the gates that serve as a key point of control for project definition
- **Identify**, quantify, and manage project risks
- **Select** the appropriate contracting strategy based on its likely effect on outcomes
- **Integrate** innovative technologies into the project development process successfully
- **Control** the project as it progresses through execution
- **Apply** Best Practices to drive better construction safety

COURSE BACKGROUND

This course is built on decades of quantitative research performed by Independent Project Analysis (IPA) that links project management practices to outcomes. The findings are derived from expert analysis of detailed data from thousands of capital projects—all acquired directly from owner project teams. Known previously as **Project Management Best Practices**, we have reshaped the program to provide a comprehensive review of the factors that drive capital project effectiveness.

WHO SHOULD ATTEND?

We have designed the course to meet the needs of these job functions in particular:

- Project managers
- Project engineers
- Process engineers
- Design managers
- Engineering and business managers responsible for project portfolios
- Project controls specialists
- Operations and maintenance personnel
- Contractor personnel



JOIN US IN PERSON

September 23–25, 2025

8 a.m. to 5 p.m.

Calgary, AB

US\$1,800

if registered by August 23

US\$2,000

if registered after August 23

Register 3 and **send a 4th for free!**

REGISTER

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EARN 24 PDUs

Why the IPA Institute? The IPA Institute is the training and education division of Independent Project Analysis (IPA), the world's leading advisory firm on capital projects. Our courses equip industry leaders and capital project practitioners with Best Practices for projects, portfolio, and project system management/delivery. All course instruction, presentations, and supplementary course materials are rooted in IPA's unparalleled capital project knowledge.
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Excellence Through Measurement®

**THE IPA
INSTITUTE**

Advancing Project Knowledge

COURSE TOPICS

Benchmarking for Continuous Improvement	The concept of benchmarking as a tool in learning from the best and driving continuous improvement. Different types of benchmarking. The challenges and benefits of benchmarking capital project systems.
IPA Methodology and Industry Performance	Overview of IPA's database and methodology. Outcome performance measures for Industry, which serve as the dependent variables for IPA research. Differentiating between good and poor cost schedule outcomes. Linking practices to effectiveness. Drivers of project success.
Business Strategy and Clear Objectives	The importance of clear business objectives that directly drive clear project objectives. The Business and Engineering Alignment Meeting (BEAM) as a tool to align the business and core project team, and improve the clarity of the objectives and trade-offs.
Team Effectiveness	The importance of teams and their use on capital projects. The components of an effective team and owner core competencies. Barriers to successful team development.
Front-End Loading and the Gated Process	Front-End Loading (FEL)—the process of defining the project before detailed design work begins—as a key element of project success. The critical deliverables of each phase of FEL and other key practices that add value. How to evaluate and measure the level of project definition using the IPA FEL Index.
Cost and Schedule Estimating Best Practices	The characteristics and appropriate stage-gate requirements for the cost estimate and project schedule. Typical estimating methods, engineering deliverables, and key takeaway points for cost and schedule estimates for each phase of FEL.
Implementing Leading Technologies in Capital Projects	New technology in the context of capital projects. The risks and benefits of incorporating new technology in capital projects. The Best Practices that enable successful commercialization of new technologies within capital projects.
Risk Management	The basics of project risk analysis and management. Tools and techniques for identifying, quantifying, and mitigating risks.
Contracting Strategies	The critical elements of contracting strategy and the implications on project management. Common contracting approaches and the rationale for using each. The effects that different contracting approaches have on project outcomes.
Project System Governance	The role of project system governance in an effective project system. The participants in governance, approaches to governance, and project assurance as part of the stage-gated system.
Execution Excellence and Project Controls	The owner role in project execution and control. Best Practices in project control. The effects of late changes and team member turnover on project outcome performance. The role of construction readiness on capital effectiveness.
Execution Management	Effective execution management of capital projects. Driving schedules and schedule acceleration. Measuring engineering progress and engineering quality. The owner's role in procurement. Effective modularization. What owners need to know about construction management.
Construction Safety	The role of the owner in construction safety. Practices that drive better safety performance.