

2021

FEBRUARY

ISSUE 2



أمول

SOOL

▶ Reliability in the Era of Technology

▶ Lessons Learned in 2020

▶ Messages from Women in Industry

▶ Public Speaking for Professionals

▶ Training Calendar 2021

TRANSFORMING THREATS INTO OPPORTUNITIES IN 2021

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GSMR

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ChairmanSpeak



Dear Valued GSMR Members,

We're on the threshold of new beginnings and endless possibilities but also carry with us the valuable lessons from the year gone by. There hasn't been a more exciting time for our profession!

In this issue, we take a closer look at how 2020 moulded us, and the impact it had on various sectors in our industry. We also highlight some trends that we can expect to see in the new year right from higher digitization of operations to green energy electrical power.

2020 was an eventful year, literally. We saw GSMR Virtual Academy flourish with over 1000 professionals across the Arabian Gulf and globally benefiting from our webinars, virtual training workshops and virtual events. Spurred on by this success, we are excited to announce our training calendar for 2021, and invite you to follow us on social media to get regular updates on other happenings at GSMR.

We continue our efforts to boost member engagement and value, and encourage your active participation and contribution to our Society; be it as a moderator for our webinars, spreading the word about our training workshops at your organization, sharing your knowledge with an article for Osool or through GSMR Member Speak or simply resharing and liking our social media posts. A good place to start would be to sign up as a member for a GSMR Committee. Remember, a Society is only as active as its members!

I hope you enjoy reading this edition. Wish you a happy, safe and prosperous new year!

Eyad Al Basrawi
Chairman



BECOME PART OF THE GSMR FAMILY!

Join GSMR's growing community of maintenance, reliability and asset management professionals. Enjoy a wide range of benefits and programs including free webinars with certificates, discounted online certified workshops, opportunities to be featured across GSMR's media channels and publication, extensive networking with and exposure to regional and international professionals, and MUCH MORE!

GSMR is Seeking DYNAMIC PROFESSIONALS Across the Arabian Gulf to Join its Committees

■ EDUCATION & CERTIFICATION COMMITTEE

It is committed to conducting training workshops of a high standard and providing professional certification opportunities for regional professionals.

■ ASSET MANAGEMENT COMMITTEE

It is committed to elevating the asset management profession, and spreading its value and culture through awareness programs.

■ MEMBERSHIP COMMITTEE

It is committed to expanding GSMR's membership, introducing new membership concepts and increasing member value through benefits and incentives.

■ GSMR EXCELLENCE AWARD COMMITTEE

It is committed to promoting excellence in maintenance, reliability and asset management by recognizing high achievers in the region through the Society's iconic GSMR Excellence Award.

■ WIAM COMMITTEE

It is committed to advocating gender diversity, and women inclusion and empowerment in industry and asset management by promoting women professionals and their contributions, and encouraging their participation in GSMR initiatives.

■ EVENT MANAGEMENT COMMITTEE

It is committed to strengthening GSMR's presence regionally and internationally through a wide range of events including webinars, virtual and physical symposiums and conferences, technical dinners and others.

■ STRATEGIC PARTNERSHIP & COLLABORATION COMMITTEE

It is committed to creating mutual partnerships and collaborations with various regional and international organizations in the public, private and non-profit sectors.

■ MARKETING & PUBLIC RELATIONS COMMITTEE

It is committed to positioning and promoting GSMR as the number one maintenance, reliability and asset management partner in the Arabian Gulf through a comprehensive and proactive marketing strategy.

■ YOUTH COMMITTEE

It is committed to empowering young professionals and students in the GCC, and shaping their careers through a wide range of youth centric programs.

■ M&R DIGITIZATION COMMITTEE

It is committed to promoting digitization, efficiency and the use of technology in the fields of maintenance, reliability and asset management.

■ SOCIAL RESPONSIBILITY COMMITTEE

It is committed to creating a sense of community among GSMR's members through value added activities that support initiatives and causes in the Arabian Gulf.

■ COUNTRY COORDINATION COMMITTEES (Saudi Arabia – Western, Central and Eastern; Kuwait; Bahrain; UAE; Oman)

They represent GSMR in their respective GCC countries and are committed to expanding and strengthening GSMR's presence in the Arabian Gulf.

Applications received will be reviewed by the respective GSMR Committee Chairs. Only shortlisted candidates will join.
For more information or to join, call +973 1718 0398 or email officeadmin@gsmrgulf.org

Lessons Learned, Future Plans & Trends



Professionals across the Arabian Gulf share valuable lessons learned in 2020, plans for 2021 and trends they expect to see this year.

2020 was an unprecedented year and threw many challenges our way but we survived; innovation and persistence saw us through. We ask professionals from the Arabian Gulf region about their experiences and takeaways during the pandemic and highlight industrial trends to watch out for in 2021.

ENERGY

Throughout the pandemic, the electricity sector did not make any headlines in Saudi Arabia nor in the GCC region. The men and women of the sector made truly heroic efforts and sacrifices to maintain the reliability of the power system; the investment in human capital will always pay off.

One important lesson we must take from the year 2020 is that we need to look at our emergency plans differently; COVID-19 is one critical scenario we need to incorporate into our emergency plans and come up with creative ways to manage such crisis. And I personally believe that we will start seeing serious efforts towards digitizing power plants and remote operation of critical power systems in the near future. Also, I expect seeing accelerated programs related to improving self-reliance and sufficiency by maximizing local content and supply chain in general.



Fahad A. Al-Otaibi, CMRP, AVS, CPF
Strategic Planning
Saudi Electricity Company

OIL & GAS

Despite the challenges posed by COVID-19 pandemic, KIPIC continued its business and operations as usual, complying with all the precautionary guidelines. We adopted the online mode for meetings and trainings, which allowed us to ensure smooth flow of work while maintaining social distancing. Thanks to technology, virtual platforms have evolved as functional communication tools that are accessible as per our convenience.

Come 2021, we hope to commission refinery units and line up maintenance contracts to continue our operations in as normal a manner as possible. We, at KIPIC, are fully aware of the responsibility we have toward the country and intend to intelligently and innovatively overcome the challenges that come our way. Rising emission levels have pushed energy providers to consider renewable sources in a great way. We can expect to see the implementation of green energy electrical power in refineries.



Bader Al-Otaibi,
TL, Electrical Maintenance
Kuwait Integrated Petroleum Industries Company (KIPIC)

AVIATION

When COVID-19 hit the global economy, it impacted the aviation industry negatively; reducing the demand on operations to an unprecedented level. We realized our responsibility to start exploration solutions that would add value to our customers and staff equally, without having to expose them to the global pandemic in the complicated interconnected operations of traveling.

We immediately started investing in tech solutions, such as UVC light disinfection in the aircrafts, to ensure a safe travel experience for all parties. We are also shifting our direction for the entire passenger journey to eliminate touch points and make it contactless. Passenger handling operations, such as check-in, baggage dropping, boarding, among many others, will be performed through tech solutions that use AI and biometric identification.

These are some of the many solutions that we are introducing in 2021 to ensure our operations and service do not only meet but exceed the travelers' expectations when travel resumes in full force after the COVID-19 impact subsides.

We essentially had to face that challenge by quickly responding to changes and revisiting our operational strategy. That's why we shifted our focus from being just a service provider to become a solution provider.



Capt. Fahd Cynndy
CEO
Saudi Ground Services





Turning THREATS into OPPORTUNITIES

Most of us have started 2021 full of energy and hope, and even planned major tasks to carry our industry forward. It is not new to us, reliability engineers to embrace new projects each year and take on board many ambitious plans and objectives in our sectors. In fact, GSMR is a fitting example of an organization that exhibits endless enthusiasm for innovative projects and initiatives year after year.

2020 was rife with challenges from the start, which were further intensified by the global pandemic and the strict regulations that were imposed soon after. In the Gulf region, most businesses rely on each other and any negative effect reflects on them collectively. Despite the odds, BASF PAME's management took brave steps to turn the threats posed by the pandemic into long term opportunities. Not only did we successfully overcome the challenges across all our operations including equipment reliability and maintaining staff's health and safety, but also performed well beyond expectation.

We thoroughly considered the following tasks during pre-pandemic era, which prepared us for the negative impact of the global pandemic. They offer reliability engineers and management staff simple and direct organizational solutions.

1. Developed good TPM operators to take over maintenance tasks as and when required. It's a huge advantage and the positive effects were felt from day one of the organizational changes due to the pandemic. At PAME, we used it extensively for two weeks during which the entire maintenance team was in home-isolation.
2. Enhanced organizational flexibility as part of the organization's emergency plan. Most organizations have been through emergency situations during the pandemic but in PAME's case, we were able to achieve the balance of social distancing within each team while fulfilling operational competencies requirements.



Husain Mattar
Operations Manager
BASF PAME
✉ husain.matar@basf.com

3. Encouraged virtual meetings among shop floor staff and for daily safety briefing, daily operations, weekly planning and other essential meetings.
4. Encouraged virtual service for special equipment. The benefits are enormous in terms of own team development and expertise and mission accomplished another big win. We carried out three major maintenance and certification interventions and this virtual unique experience boosted our technicians' confidence in terms of development and expertise.
5. Empowered both operations teams: Production and Maintenance to work alone and safely by following all COVID-19 restrictions and regulations. Empowerment is a very powerful tool in modern industrial management; during the tough pandemic period we were able to perform very difficult maintenance interventions without direct supervision.

I do not want to sound too optimistic but I believe in following a strategy that looks forward be it during the pandemic or any other similar unfortunate problem that should put our efforts and initiatives on hold. At PAME, just like many industries, we put our act together and found better ways to operate while implementing all local pandemic regulations instead of looking at how to close down. ⚙️



Yerem Davtyan
Sr. Industry Principal, APM
GE Digital
 ✉ yerem.davtyan@gmail.com

Reliability & Asset Performance Management Lessons

Since we are limited to managing external factors, it is hard to predict what other surprises we will face in the coming years, so in order to preserve the operations these changes should be long-term to permanent.

High performing organizations have been making lot of efforts for many years to streamline reliability and maintenance practices in order to mitigate risks and improve plant availability and minimize expenditure. Reliability improvement is a long and multi-phase journey, where some companies progress faster, some are catching up with latest processes and technology. However, 2020 circumstances caught everyone by surprise simultaneously. Certainly, it was not a nice surprise. So, what unfolded in that impacted the industry? Here are a few consequences, not limited to this list:

- The pandemic forced countries to close borders and freeze global and, in some cases, local travel
- Global economy slowed down, demand for oil and gas, chemical products significantly dropped

- Industries felt a strong push for OPEX/CAPEX reduction

All these events and facts demonstrated that external factors could change rapidly, causing significant impact, be totally unexpected, and have long-term effects. Were the organizations ready for this change? Did their practices and decision-making policies allow for immediate adjustment?

As a result, companies faced unprecedented scenarios – spare parts delivery was impacted, contractor and employee onsite access was limited or restricted, budgets are being reviewed and decisions were delayed or cancelled. Having said that, the assets’ condition still needs to be monitored, risks need to be updated, maintenance needs to be executed and assets need to be available and reliable.

The learning from these events indicates that the more the com-

pany is adaptable to change, the less would be the impact on its operations. Being able to disrupt your “long established comfort zone” to make a rapid and successful change is key to success. Companies should consider reviewing their strategy and policies to allow them more flexibility in justified decision making for processes, not limited to the below:

- Risk review, in particular consequences and impact of re-scoping/re-scheduling a maintenance job
- Accurate justification of each maintenance task linking it to risks and consequences
- Remote monitoring of assets to predict deviations and process of integrating these into planning and scheduling
- Prioritizing critical work based on given limitations of shut-

(Cont...)

downs and contractor presence

- Enabling mobility for inspections and operator monitoring of assets to maximize productivity
- Expanding the use of enterprise software solutions to support the remote work and mobile work environment
- Enforcing transparency in connected data, performance indicators for objective decision making

It is critical for organizations to recognize that the changes should not be short term “until things go back to normal”. Since we are limited to managing external factors, it is hard to predict what other surprises we will face in the coming years, so in order to preserve the operations these changes should be long-term to permanent.

In essence, 2020 events initiated by the COVID-19 pandemic were an “alarming bell” for the industry, highlighting the need

to change in various aspects, including reliability in asset performance management. As some colleagues in the industry highlight, COVID-19 pointed out specifically the gaps and the areas that lack maturity and flexibility, and industry leaders treat 2020 results as a list of action items for the short to mid-term to be designed, implemented, and adopted sustainably across the organizational disciplines and departments. ⚙️



GSMR recognizes the pivotal role that women in the industry play. Inclusive growth and gender equality are high on our agenda, which is why in 2018, we announced a first-of-its-kind initiative, Women in Industry & Asset Management (WIAM) Committee. It offers pioneering women a platform to highlight their achievements and contributions in the growing realm of maintenance, reliability and asset management.

GSMR Virtual Academy will conduct a **Women's Special virtual event in March 2021**. To learn more & participate, email webinar@gsmrgulf.org

WOMENSPEAK: MESSAGES FROM WOMEN IN INDUSTRY



Samah Y Hamad
*Bahrain Superintendent Business
Resilience Management
BAPCO*

Women in industry have evolved a lot. Where previously you saw them only in administrative roles, today no department operates without them. I am lucky to be working in BAPCO where I have been offered many opportunities without any discrimination, which helped me polish my skills and take up leadership roles. Working in a harsh, male dominated environment was a challenge but I overcame it by attempting every activity regardless of how physically intensive it was.

I achieve work life balance by clearly defining my priorities. Involving my family in my major accomplishments allows them to appreciate the value of the time I spend away from them. Women are more risk aware and good in risk evaluation and management, which is a skill many organizations are attempting to build in their culture. Success is not linked to gender rather to commitment and dedication. I would never use being a female as an excuse to lag behind in my career. The more you give the more you will gain.



Faiza Alzadjali
*Asset Management & Regulatory
Affairs
Ministry of Health, Oman*

Engineering is a versatile creative field where problem solving and critical thinking are involved. This has inspired me to pursue it. Earlier on, being a female made me need to prove my abilities twice as hard, however, this stigma has reduced nowadays. There has been pivotal evolution that has allowed us to see women holding ministerial cabinets, women as lawyers, in sport, etc. This was not the norm before. Women's approach to life has changed. They own real estates, venture into business and are quite successful at it.

Women will surely have a brighter future in the coming days as the drive for creativity in the industries needs this women power. I urge all women to create balance in their lives by creating schedules and plans, and be well organized, as well as to take pride in their profession and be a role model for others looking up to them.



Aram Al Yahya
*Corporate Maintenance Services
Saudi Aramco*

The Oil & Gas sector is an important part of Saudi Arabia's economy, and reliable production with low emissions depends on well-operated and maintained facilities; engineering plays a major role here, which inspired to me to pursue a career in this field. I believe organizations can help women grow by providing them development opportunities, and ensuring they are represented in key decisions and influential positions. We need to address unconscious bias that can impact women's career progression.

Women are equally good risk-takers as their male counterparts. As women we have to realize that there is no perfect work life balance. Some days, I focus more on work while on other days, I have more time and energy to pursue my hobbies and spend time with my family. Balance is achieved over time, not each day.

I encourage the next generation of female leaders to build professional relationships, grow your knowledge and experience, speak up for yourself and not to limit your career options.



RELIABILITY

in the Era of TECHNOLOGY

Technology adoption in the field of reliability plays a vital role in enhancing the work environment and predicting failures before they occur.

“

Implementing wireless monitoring technology at Abqaiq Plants resulted in significant improvements by increasing the PdM effectiveness and reducing the inspector route time. This provided early defect and failure detection by targeting affected equipment before any considerable downtime, thereby reducing the maintenance cost.

”

Since technology has evolved, plants' reliability performance has improved. We, at Abqaiq Plants, believed that technology was the perfect candidate for improving and maintaining high-reliability levels. Saudi Aramco's Abqaiq plants allied its commitment toward excellence by having the latest and newest technologies in the field of reliability.

With the adoption of best-in-class conditioning and monitoring, technologies have enabled us to be predictive in identifying failures ahead of time for better, reliable, and efficient systems.



Meshaal Al-Uthman
 Rotating Equipment Engineer, Abqaiq Plants
 Maintenance Department
 ✉ meshaal.uthman@aramco.com

**ABQAIQ PLANTS MAINTENANCE SERVICES DIVISION
RELIABILITY UNIT**

January 28, 2020

APMSD/RU-PdM-2020-13

**141-GM-106A
PREDICTIVE MAINTENANCE
(PDM) ANALYSIS REPORT**

OPERATION FOREMAN
Air & Water Plant
Abqaiq Plants

General Information					
Plant	141	Equipment	GM-106A	Equipment No.	
Date of Observation	1/22/2020	Equipment Type	Motor	Reported by	Reliability Unit
Analysis Assessment					
(PdM) Tool	Vibration Analysis-Peakvue		FRACAS		
Purpose of The Analysis	Vibration alert (failure prediction)			Source of Data	Offline Route
Alarm Level (G's, RMS)	1.0	Fault Level (G's, RMS)	2.0	Recorded Figure	2.71
Background					
<ul style="list-style-type: none"> Motor for Drinking Water Booster Pump, GM-106A located at ED plant is observed with high Peakvue value beyond its fault level. Peakvue data represents lack of lubrication at I/B side bearing of the motor. Detailed analysis with available plots is summarized below in vibration analysis section. 					
METHAALUTHMAN					

PdM report generated utilizing the offline CSI Device Analysis Capability

Wireless Monitoring Solution

It is a unique technology we have deployed successfully at Abqaiq Plants and includes the utilization of vibration monitoring devices capable of measuring and recording vibration and temperature wirelessly. These devices are connected to any handheld device using Bluetooth technology, provide machinery condition data and show alarms levels. The device also includes a visible indication to alert operators when the vibration or temperature reaches the predefined set point.

Implementing this technology resulted in significant improvements by increasing the Predictive Maintenance (PdM) effectiveness and reducing the inspector route time. This provided early defect and failure detection by targeting affected equipment before any considerable downtime, thereby reducing the maintenance cost.



Field implementation of the wireless monitoring device

Thermography Monitoring Program

Thermal cameras are used for visual inspections by rendering infrared radiation as visible light. Such cameras allow us to see areas of heat through smoke, darkness, or heat-permeable barriers. They are constructed using heat and water-resistant housings, and ruggedized to withstand the plant's hazardous zones.

With the utilization of the thermal camera, we were empowered to establish the thermal predictive maintenance program, which aims to inspect and ensure the health of the equipment.

By utilizing thermography PdM, we can find issues related to obstructions, blockages, and high temperatures.

After dismantling the unit, the dirt cumulation was identified in the outboard and inboard lines of the mechanical seals. With the help of the technology and program, we were able to avoid replacement of mechanical seals and repair costs.



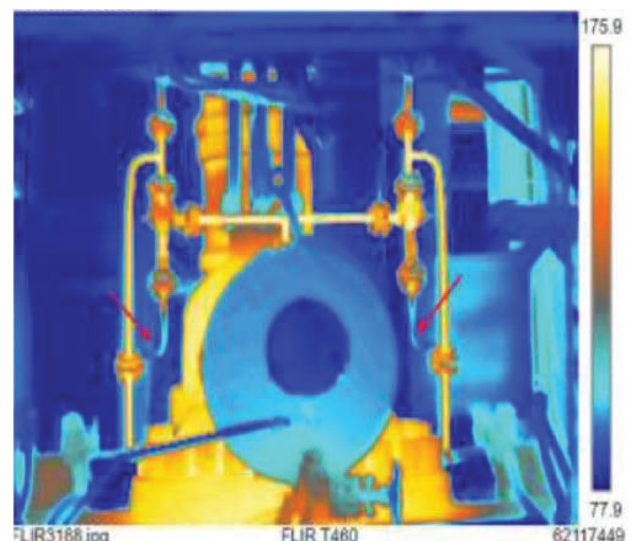
Fin fan pulley thermal profile



Fin fan pulley thermal profile after implementing the corrective measures



I-ALERT© Software Summary Report Sample



Temperature variance between mechanical seals flush lines

Takeaway

At Abqaiq Plants Maintenance Department, we believe that technology is the perfect candidate to improve reliability. Combining plant reliability aspects with the latest technologies will lead to precise decision making and fast responses, and will thus help identify failures ahead of time and reduce unplanned or emergency maintenance. ⚙️



WIN! WIN! WIN!

			7				5	8
7			9			3		
	8		6					
				9		6		2
	1				6			9
		3					4	
						5		3
		4			5		1	
6	3			8		2		

Send your entries to melissa.nazareth@gsmrgulf.org with your full name, company name, photo and GSMR ID, and stand the chance to win **EXCITING PRIZES**. Lucky winners will be announced. **Last date for entries: March 31, 2021**



For more info & to register for industry certified virtual courses and certification exams:

+973 1718 0398

jennifer.joseph@gsmrgulf.org



GSMR Virtual Academy offers premium quality virtual training workshops. I attended the M&R BoK course, which was quite intensive and gained a lot from the experience, which will eventually pave the road for a better future in the field of maintenance and reliability. In addition to the course, I'd like to commend GSMR's training team, who were accessible to assist at every step. I look forward to attend more courses with GSMR in the future.

Amer Al Hajri
Saudi Arabia



I attended the M&R Body of Knowledge workshop conducted by GSMR Virtual Academy. The instructor delivered a very informative and relevant session, which was at par with a physical workshop. The workshop content itself and hard work guided me to pass my CMRP certification examination with confidence! I would highly recommend professionals to attend GSMR's virtual training workshops. In addition to the course, the process of registration and correspondence throughout the 5-day workshop were well-planned.

Roldan dela Guardia
Saudi Arabia

VIRTUAL TRAINING & CERTIFICATION WORKSHOPS

Knowledge at your fingertips!

WORKSHOP CALANDER 2021

21-25 Mar

Maintenance & Reliability Body of Knowledge & CMRP Exam

28 Mar - 1 Apr

Maintenance Planning, Scheduling & Work Control

23-27 May

Root Cause Analysis for Maintenance & Reliability Applications

30 May - Jun 3

Maintenance & Reliability Body of Knowledge & CMRP Exam

27 Jun - 1 Jul

Maintenance & Reliability Body of Knowledge & CMRP Exam

4 - 8 Jul

Maintenance Planning, Scheduling & Work Control

19-23 September

Root Cause Analysis for Maintenance & Reliability Applications

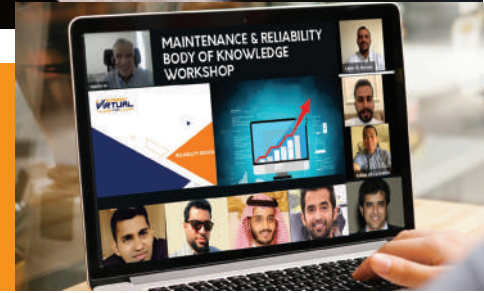
21-25 Nov

Maintenance Planning, Scheduling & Work Control

5-8 December

Root Cause Analysis for Maintenance & Reliability Applications

Our courses are facilitated by certified and experienced instructors from the Arabian Gulf. GSMR Virtual Academy registered a 60 percent increase in instructors in 2020.



Husain Al Ali, CMRP, CAMA

GSMR Education & Certification Committee Chair

- Management Professional with 37 years' experience in the aluminum industry, covering a wide range of responsibilities in metal production, maintenance, engineering, warehouse, procurement, recruitment, training and development, and executive management
- Played key roles in overseeing Aluminum Bahrain (ALBA) grow from a capacity of 120,000 MTPA to over 900,000 MTPA
- A member of the team that implemented the highly acclaimed "east" Project at SHARQ Petrochemical Company in Jubail, KSA
- Implemented the AMWP program at Advanced Petrochemical Company in Jubail, KSA
- Imparted training on various aspects of reliability and Performance Enhancement Programs to GCC organizations and professionals. Track record for having improved on-the-job training and outside training effectiveness
- Mechanical Engineer from Trent Polytechnic, UK in 1979



Dharmen Dhaliyah,

P. Eng, MBA, PMP, CAMA, MMP, CMRP

- Senior Manager in Asset Management and Climate Change
- Published author of "Physical Asset Management - An Organizational Challenge" and "Organization-Wide Physical Asset Management - A Complex System"
- Developer of the HPAM tool - a board game on Organization-Wide Physical Asset Management philosophy
- Over twenty-eight years' experience in the private and public sectors, holding positions in physical asset management, maintenance management, reliability engineering, and project management in a wide range of industries
- Member of the Board of Directors for Asset Management Ontario and active member of the ISO Technical Committee TC 251/WG5
- Part-time instructor of the Maintenance Management Program, Asset Management Professional Certificate (AMPC) program and Certified Asset Management Assessor (CAMA) course



Ahmed Kotb, ARP CAT-I

- Professional asset management and reliability team leader with over 33 years' experience
- Over 26 years' experience in oil and gas with international names like Shell, BP and Total including over 22 years' in maintenance planning and scheduling
- Led maintenance planning and scheduling teams thrice, asset management team, asset management system project team, asset management system team and reliability and data management team (in Shell/BP/Total joint-venture companies)
- Planned over 40 major shutdowns/turnarounds and several major overhauls
- Led several CMMS/AMS system implementations
- Led the asset management team in EPC mega projects (UAE) for ADNOC Offshore new fields involving over 180,000 assets
- Award-winning international public speaker. Conducted several international courses including online



Mohammad Abdullah Al-Issa, CMRP

- Reliability Engineering Consultant recently retired from Saudi Aramco
- Bachelor in "Science of Mechanical Engineering" from King Fahad University of Petroleum & Minerals
- Distinguished Toastmaster from Toastmasters International Organization. Delivered and presented workshops/keynotes in reliability, safety, communications, and leadership
- Certified Trainer by APICS. Participated in teaching courses for engineers in rotating equipment and reliability fields
- Worked in Abqaiq Plants for 16 years as: "Rotating-Equipment Engineer" investigating and resolving equipment failures and safety incidents; supervisor of Mechanical Engineering & Fault Analysis Unit
- Worked for 10 years in the Saudi Aramco Consulting Services Department in many assignments: as a supervisor of the Machinery Reliability Unit; Reliability Consultant; team leader/architect of the Corporate TPRM "Total Plant Reliability Management" system, which became a main pillar of the corporate Operational Excellence program; led and participated in conducting many Root Cause Analysis for major equipment failures & incidents



Mohammed Al Najrani

- Mechanical Engineer from King Fahad University of Petroleum & Minerals
- Worked in Saudi Aramco for 27 years: extensive experience as Director for many turnaround projects; led the development of corporate turnaround manual that set the pace for company-wide implementation; developed and delivered turnaround course
- Handled wide spectrum of activities including savvy operation, strategic business and investment planning and execution, risk management and performance metrics, forming strategic alliances, HSE, internal control system, client relationship management, project management, project planning, estimation and cost control, team building, leadership, and others
- Participated and led several benchmarking studies for turnaround and maintenance with implementation solutions to improve business efficiency, performance, cost control, and professionalization of employee base
- Worked in the areas of maintenance, construction and project management in storage tanks, piping, static and rotating equipment's installation and maintenance works
- Participated in Haradh Gas development project design review for accessibility, maintainability and reliability

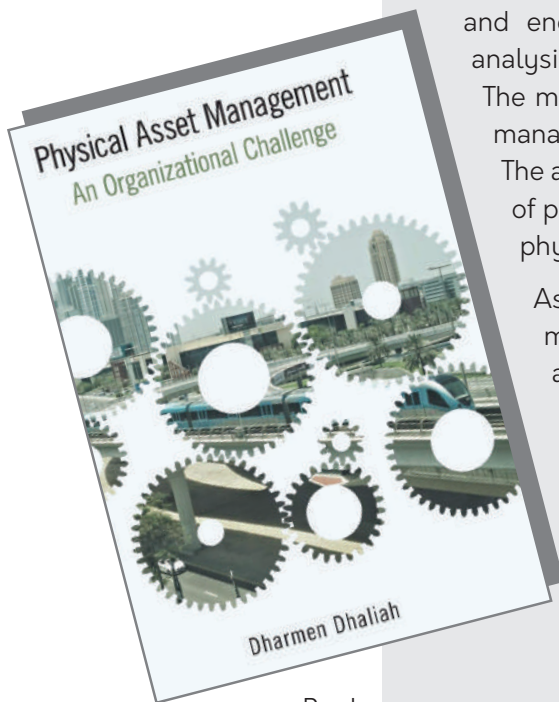


Recommended READING

A review by:



Dr. Wesam Beitelmal, CAMA
Assistant Professor
Dhofar University
✉ wbeitelmal@du.edu.om



Book:
**Physical Asset Management -
An Organizational Challenge**
Originally published:
October 13, 2016
Author:
Dharmen Dhaliyah
[Available on Amazon.com](https://www.amazon.com)

I would like to introduce you to a great book on Asset Management: Physical Asset Management - An Organizational Challenge written by Dharmen Dhaliyah who is one of the best experts in this field. In it, he shares his perspective and experience about assets and asset management in twelve well-compiled chapters. The book focuses on two main themes: the physical type of assets and the organizational challenges to implement such a new management system and concept.

Dharmen presents and discusses the two themes in detail, offering a deep understanding but in an easy way, which is helpful to who are new to the topic. He starts with presenting the evolution aspects that have affected organizations and organizational environments, and ends with the physical asset management. Then, a clear analysis of the typical functions of organizations are presented. The main functions include operation management, maintenance management, project management, financial planning, and others. The author ends his discussion with a proposal on how managers of physical organizations could start successfully implementing physical asset management within their organizations.

As a professional, if you have the following question in your mind now, as I did before I read the book, "How does physical asset management fit into your organizational functions?", I really recommend the book to you. After reading the book, you will get a holistic understanding about asset management in general and physical assets in particular. In the next issue, I will introduce you to a new book that will enhance and build on what you will absorb from this one. Until then, enjoy reading this one and I look forward to your feedback about this recommendation.





Habits of Effective PUBLIC SPEAKERS

PREPARE IN ADVANCE:

We all know of the saying, 'Failing to plan is planning to fail'. Research on the topic well in advance and organize your material. Speak to people from the field to gain more perspective. If you're moderating a panel discussion/webinar Q&A session on 'Digitization of Power Generation Facilities for instance, talk to OT & ICS professionals and read about success stories in the global electric power industry.

KNOW YOUR AUDIENCE:

It's important to know your target audience in order to customize your content to benefit them. If you're presenting a webinar on time management to a group of maintenance engineers for instance, including case studies about successful maintenance shutdown projects will be helpful; what steps did the management take to ensure smooth flow of operations; was there an early start-up and if yes, what exactly did they do to achieve it; were check-lists made, etc.

PRACTICE! PRACTICE! PRACTICE!:


It's not enough to have good technical knowledge. You must present it effectively to ensure people listen to you. Record yourself and listen to your voice; rehearse your presentation in front of a mirror and observe your body language. These exercises will help you polish the rough edges. If you're hosting a physical technical symposium, request your organizer to conduct a dry run to get a feel of the stage/podium, judge how close you

need to stand to the mic to be heard but not too loud, etc. Even for a virtual event, conducting a dry run will help you warm up to the software (test your presentation, webcam, etc.) and hence, take the pressure off.

PRESENT LIKE YOU TALK:

The best of us get nervous before a public speaking session but here's a secret: only you know that you are nervous, your audience doesn't! Deep breathing will help you relax and sipping warm water will keep your throat from drying (a common symptom of stage fright). Loosen up! Don't be intimidated by your audience rather try to address your audience as if you were talking to a friend or colleague. In case of a physical event, or even a team meeting, establishing eye contact will make you appear confident even if you aren't feeling too confident, and help break the ice with your audience.

LEARN FROM OTHERS:

Life's too short to learn from your own mistakes so, learn from others. Observing a fellow professional in action will offer insights as to what are the dos and don'ts of good public speaking. The easiest way to do that is to attend as many events as possible whether physical or virtual. Sign up for GSMR Virtual Academy's webinars and virtual events where you can learn from the best in the industry; learn how to present a webinar, learn how to moderate a Q&A session, and more! 

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