

Chairman's Message



Nezar Al Shammasi

Since the establishment of GSMP in February 2010, which is a short age in societies' lifespan, our society has taken major steps forward and reached many milestones. In addition to this newsletter, we have held two editions of GSMP iconic conference, MAINCON 2010 and 2012. We have also delivered regional technical dinner meetings in all GCC countries. Moreover, we have developed alliances with several international maintenance, reliability and asset management societies under the Global Forum for Maintenance & Asset Management (GFMAM), where GSMP is a founding member. Through GFMAM, and

in collaboration with SMRP, we were able to hold several CMRP certification exams, with the purpose to raise the region's maintenance and reliability professionals knowledge to international standards.

For the year 2014, our plans for activities are more challenging than before. Besides the monthly technical dinner meetings planned to be conducted all over the Gulf countries, we are planning to hold a "Turnaround & Shutdown Management Forum" on March 4-5, 2014 in Doha. This is our first time to conduct such an event, and the challenge is to ensure we deliver the intended knowledge to our members and attendees. What makes it more challenging is the parallel preparation for the 3rd instance of MaintCon to be held December 7-10, 2014 in Bahrain. The call for papers has been sent for both events. I solicit each of you to get involved by presenting and participating in both events. Both of these events are international

platforms for sharing knowledge and learning the best and latest in the industry that will help us all perform better in our workplace.

Having talked about GSMP accomplishments and upcoming events, we are being challenged to keep the same momentum and build on the previous successes. We still have the challenges of expanding our quality membership, expanding our training programs and becoming recognized across the GCC as the preferred society for maintenance and reliability practitioners in all business sectors. I urge you all to participate in the future activities, become active members and support our young society, GSMP. Finally, I encourage you to participate in helping us to grow this newsletter, Gulf Maintain and make it a true platform for sharing knowledge and best practices by submitting your articles and case studies.

Thank you all and look forward to your support,

Practical Tips for a Well Managed Shutdowns



Hussian Al-Ali

Chairman of the Education and Training Committee

Shutdowns are a necessary evil for the majority of manufacturing plants. It always has a negative financial impact due to loss of production revenue and a major cash outlay for the shutdown expenses. There are, however, some positive impacts as well, though these

are sometimes over looked. Some of the positive impacts are an increase in asset reliability, continued production integrity, and a reduction in the risk of unscheduled outages or catastrophic failure. Scope management is one of the major challenges, and maximum benefits are realized from early identification for the need of the shutdown to enable proper planning of all the activities associated with the shutdown, including those that are impacted by the market demands.

What follows are practical tips gained from real life experience associated with shutdown management and maintenance, and are meant to provide a guideline to get the most out of the shutdown project to the organization.

1. Appointment of a competent and senior shutdown manager, who is fully and evidently engaged to provide leadership. The earlier this is established the better in order to achieve a successful conclusion of the shutdown.
 2. A detailed, clear, and well laid out Organization Chart, with clearly defined Roles & Responsibilities can have a very positive impact in the management of the shutdown project.
 3. Must have good understanding of Production windows criteria to minimize impact on revenue losses, for establishing the time and duration of the shutdown project, to minimize the negative impact of the loss of production to the organization.
 4. Detailed and early OME (Operations, Maintenance, and Engineering) preparation of scope, with heavy engineering role from the start is an essential contribution factor to the success of the shutdown. Good understanding of scope and project priorities by all is an essential element to the success of the shutdown.
 5. Engage Planning from the start of the project, to produce a detailed schedule of all the activities, at macro level, and then at micro level.
 6. Good mapping of contractors before inviting them for tender, as the contractors are one of your most valuable resources during the execution of the project. Avoid putting all your eggs in one basket. The contractors are an essential part to the success of any shutdown, and engaging the contractor's management at the kick off meeting for the project, and then in the daily meeting can have positive influence in their response, both in terms of the quality of their staff, and the supply of equipment
 7. Allow for surprises, and have mitigation plans ready and prepared. Changes to the original scope of the shutdown are inevitable and allowing for these in the plan is a good practice. It is therefore a good idea to build a contingency in the scope for the contractor to allow for a small percentage (less than 10%) of change, at the time of tender, for the contractor to include in his original offer. This can help to minimize price variations during the execution as these can be much more expensive, if not allowed for in the original tender.
 8. Have an open and clear flow of information channels for all stakeholders, including the contractors.
 9. SHE, Quality, and Cost control issues need to be considered and included as part of the original design issues and concerns, to have clear methodologies for dealing with them when they arise.
 10. Permit issue and control. This is a common problem in the majority of shutdowns, as operations get fearful of so many contractors, and activities happening in their areas of operation, especially if certain areas of the plants are still operational, and thus are inevitable to cause delays to the flow of the shutdown activities. However this can perhaps be better streamlined with early engagement of Operations to carry out the JSA (Job Safety Analysis) promptly, to minimize the time for issue of permits. The appointment of a senior operations representative as part of the shutdown project team and in charge of permit issue can help. A good idea that I have seen adopted with success is to change the permit transfer time away from the shift change time, to make the process of permit transfer more efficient.
 11. Issue of contractor's badges and ID's. Valuable time is lost in this process, and benefits can be gained if it can be streamlined, perhaps with the appointment of a dedicated "contractors liaison officer" from Safety and Security Department temporarily with the shutdown project. This can help the team focus on the shutdown activities, as the liaison officer manages the contractor access to site.
 12. Spare Parts. These are crucial to the shutdown program, and sufficient information need to be provided early enough to ensure availability. Gathering information about spare parts consumption during a shutdown is a valuable source for planning the spare parts requirements for the next shutdown.
 13. Shutdowns are an excellent learning opportunities for young engineers and technicians. Will be good to mix them with the seasoned engineers, and give them specific assignments with deliverables to improve their knowledge transfer.
 14. Also, to be better prepared for changes, allow for continuous support of fabrication and other workshop activities, in case an urgent need arise from the site that requires an immediate response from the workshop.
- I hope you find the above points of value to your organizations, and I wish you all the best for your next shutdown project.



GSMP Activities

Technical Dinner Meeting, Jubail, KSA.

AAMCO sponsored of the “Technical Dinner” hosted by the “Gulf Society of Maintenance Professionals (GSMP)”. The dinner was held on Wednesday September 25, 2013 at Karan Hotel, Jubail Industrial City , in UAE .The event was attended by guests from various industries and ministries in KSA and the GCC, with key opinion leaders.

Discussions focused on Applied Reliability and Maintenance Best Practices by Mr. Ali Said Al Khuraimi, former CEO and President of Arabian Cement Company.



Mr. Ali Said Alkhuraimi

Applied Reliability and Maintenance Best Practices

September 25, 2013, KSA, Jubail

Speaker Biography

Ali Said Alkhuraimi: 32 years of technical and senior management roles in SABIC;

- Ethylene manufacturing operations responsibility for 10 years
- Total Yanpet petrochemical complex management for 15 years
- VP SABIC corporate safety, environment, and legal activity for 2 years
- VP SABIC Research and Development for 2 years
- VP SABIC Manufacturing Excellence Division for 3 years



Turnaround and Shutdown Management Forum

04-05 March 2014, Doha, Qatar

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Technical Dinner Meeting, Abu Dhabi, UAE

ADNOC sponsored of the “Technical Dinner” hosted by the “Gulf Society of Maintenance Professionals (GSMP)”. The dinner was held on Wednesday October 2, 2013 at Etihad Tower, Jumairah , in UAE, Abu Dhabi.

The event was attended by guests from various industries and ministries in UAE, Abu Dhabi and the GCC, with key opinion leaders.

Discussions focused on the Integrity & Maintenance Strategies for Offshore by Mr. Hussain Ahmed Bin Thabet (Senior Manager Das Island) – ADMA OPCO and Holistic Maintenance A Pillar to Achieve Operational Excellence by the Chairman of the GSMP, Mr. Nezar Shammasi



Mr. Hussain Ahmed Bin Thabet

Integrity & Maintenance Strategies for Offshore

October 2, 2013, Abu Dhabi, UAE

Speaker Biography

Mechanical Engineering Graduate from Wales, UK

He has more than 32 years experience in the following key areas:

- Site Operations & Maintenance Management.
- Facility Integrity Including Corrosion, Inspection and Quality Assurance.
- Offshore Fields & Total Asset Management from Wells to Terminal.
- Offshore & Onshore Engineering Development & Project Management.

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