Dear members and colleagues,
Firstly, I would like to wish all our Members a happy new year. We leave yet another successful year behind and look forward to the new challenging and hopefully prosperous one.

We have strived to explore ways of delivering our message to the maintenance/reliability community and stakeholders in the region in an effective and efficient way. To this end, nothing could rival a good well-built Web site. I am happy to announce the launching of our new website. While we shall strive to keep the website as interesting, educational and entertaining as possible, we ask that you, GSMP members, make every effort to be its focal point by contributing to its content, and by actively participating in the GSMP activities and events which are planned to promote maintenance and reliability professionals.

As you will see in this issue of newsletter, the Reliability Culture towards Operational Excellence Forum was organized by GSMP and held in Abu Dhabi, UAE in December. The experience of organizing the second specialized technical event was indeed exciting and rewarding. The engagement of the participants over the two days, was led by knowledgeable and experienced leaders and the learning that took place, all exceeded our expectations.

The year 2015 marked the start of delivering training and education workshops for the maintenance and reliability professionals. GSMP is committed to providing the highest level of training available to our members and colleagues to allow them to perform their duties in a safe and efficient manner. The issuance of 2016 GSMP Training Calendar is the beginning of our commitment to deliver high quality education and certification to our clients.

As the MAINTCON2016 is on its way, we are working harder for great success for the upcoming conference with the support of our members and we are continually searching for ways to improve the value of membership at GSMP.

Finally, a word of thanks and appreciation to all who contributed to the success and growth of our society. It was a truly remarkable year and we look for another successful year 2016.

Nezar Al Shammasi

GSMP recognizes Jim Davis for his loyal service and for his pioneering contributions

Since he was first elected to the GSMP board in 2010, Jim Davies has worked tirelessly to successfully implement many development programs that have benefited the GSMP and added to its growth and enriched the team of maintenance professionals around him.

After six years of dedicated and committed tenure, Jim is leaving the region and has decided to pursue a new chapter in his life. His exemplary leadership skills and commitment towards GSMP are hard to replace. GSMP wishes Jim a very happy, healthy and prosperous life.

GSMP Technical Lunch Meeting Supported by Gulf Petrochemical Industries Co.(GPIC)

GPIC has recently sponsored the Gulf Society of Maintenance Professionals (GSMP) meeting held in Bahrain in the attendance of a number of GPIC maintenance officials.

On Tuesday June 16, 2015, GSMP Chairman, Mr. Nezar Shammasi delivered a presentation at Gulf Petrochemical Industries Company (GPIC). The presentation dealt with what is needed to achieve a world class maintenance & reliability performance, also focused on the most crucial elements of maintenance, followed by a presentation on brief overview of GSMP by board’s advisory, Mr. Mahmoud Mirza.

This event was attended by GPIC’s management and employees.
Under the patronage of HH Sheikh Khalid bin Mohamed Al Qasimi, Minister of Energy and Industry of the United Arab Emirates, a wide range of industry experts from ADNOC and other GCC states participated in the forum which was themed, ‘Reliability Culture Towards Operational Excellence’. It aimed to strengthen the attendees’ understanding of how reliability can help establish the culture needed to manage HSE and business risks and create more value in their own organizations.

Forum Chairman Talal Al Sayaed, Vice President (Integrity) at ADMA-OPCO, said that the event is an opportunity to promote reliability within the oil and gas industry and bring together regional experts to share their views and solutions to the challenges faced by the hydrocarbon industry as well as their best practices and expertise.

Organised by the GSMP and sponsored by ADNOC, the forum featured a series of presentations conducted by oil and gas giants in the GCC, including Saudi Aramco, BP/POC Bahrain, Dolphin Gas, and OQCOs, primarily ADMA, ADIO, ADNOC, GASCO and PDOUQ.

The forum covered a series of topics with special emphasis on operational excellence, the discussions gave a good chance for the attendees to become part of the maintenance and reliability network of practicing professionals in the GCC.

- Over 190 attendees from 30 companies among GCC countries.
- 12 and professional technical papers
- Effective panel discussions and excellent networking opportunities

Reliability Culture Towards Operational Excellence Forum
8-9 December 2015
Abu Dhabi, United Arab Emirates
Operational Excellence Management System (OEMS)

By Samah Al-Hamad
Bahrain Petroleum Company (Bapco)

Operational Excellence (OE) is the systematic management of Process Safety, personal safety and health, environment, reliability and efficiency to achieve world-class performance.

The objectives of OEMS Aims to systemically manage OE in order to:
• achieve an incident and injury-free workplace
• promote a healthy workforce and mitigate significant workplace health risks
• identify and mitigate environmental and Process Safety risks
• operate with industry-leading asset integrity and reliability
• efficiently use natural resources and assets

OEMS consists of three parts:
• Leadership Accountability
• Management System Process
• OE Expectations

Leadership Accountability:

The single largest factor for success in OE is leadership. Leaders should not only focus on getting results but also on getting them the right way and behaving in accordance with our values. Executives and managers are accountable for running the OEMS and delivering OE performance through their actions:

a - Leaders cascade
• establish vision and objective
• discuss objective, metrics and targets
• review and support Management System Process outcomes
• verify that a compliance process, tools and accountabilities are in place
• reinforce OE performance

b - Manage and drive execution
• Understand potential risks
• Identify requirements
• Assess and audit for effectiveness
• Prioritise gaps
• Direct implementation
• Review progress against plans
• Verify compliance

c - Reinforce the OE culture
• Role model behaviours and principles
• Show concern for individuals and the environment
• Foster mutual trust
• Demonstrate Process Safety behaviours
• Understand and communicate hazards
• Work to ensure that direct reports are trained and qualified
• Show support for OE processes
• Drive the continual improvement of practices and procedures
d - Always do the right thing the right way
   • align OE values, systems, processes and behaviours
   • leader work to ensure that the workforce has:
   • information regarding what is required
   • knowledge and skills
   • necessary resources
   • unavering commitment to operational discipline
   • they should define and communicate expectations
   • monitor and verify adherence
   • coach to improve adherence
   • provide appropriate consequences
   • specific and timely feedback linked to expectations
   • significant focus on finding people doing things right
   • negative consequences to stop or replace behaviours

e - Ensure that the entire workforce complies with OE requirements through the following:
   • required practice and procedures
   • use Change Management Processes for deviations
   • recognise potential hazards and unusual circumstances
   • maintain a healthy sense of vulnerability
   • observe co-worker behaviours and provide feedback
   • Stop work when necessary
   • use the principles of operation to guide daily decisions
   • modify personal behaviour to prevent losses or incidents
   • ask questions, share and apply learning
   • improve and maintain competency

Management System Process:
The Management System Process (MSP) is a systematic approach used to drive progress towards world-class performance. The Management System Process (MSP) contains five steps:

1- Vision and objectives:
An OE vision is established or validated and specific objectives and measures for success are identified and cascaded to the workforce.

2- Assessment:
A comprehensive OEMS Self-Assessment is completed annually to identify gaps in OE processes, standards and performance against established objectives.

3- Planning:
A three-year plan is developed to manage the prioritized gaps. Plans are incorporated directly into business plans and accountabilities are assigned.

4- Implementation:
Planned actions are implemented along with other business plan activities. OE networks are engaged to share lessons learned and to seek out the best practices and processes that can be adopted to achieve plan objectives.

5- Review:
An annual review of all OEMS activity is conducted to evaluate progress on performance and to identify necessary adjustments to plans to achieve world-class results.

OE Expectations
The OE Expectation describes requirements for meeting world-class performance in the management of process & personal safety, health, environment, reliability and efficiency. Each process is identified by an “owner” and “custodian”

Process Owners:
• Each System and Process has an “owner”, who:
  * sets expectations for the workforce
  * authorises changes to policy, standards and high-level Five(S)-Component descriptions of the process

Process Custodians:
• Each System and Process also has a “custodian” who:
  * ensure the process or system applied as intended
Saudi Aramco successful installation of Horizontal Pressure Vessel at South Ghawar

By Ahmad Al-Abdulqader
Saudi Aramco

Saudi Aramco/ South Ghawar Producing Department recently replaced a major horizontal pressure vessel (Low Pressure Production Trap LPPT D-2) in a very congested and confined area as part of a critical milestone during the South Ghawar/UGOSP-4 Turnaround. The subject vessel was recommended for replacement due to a major and excessive Step Wise Cracking, irregular blisters, inclusions in several courses of the old non-HIC (Hydrogen Induced Cracking) resistance vessel.

The horizontal trap consists of 12 shell courses with dimensions of 150 ft long x 13 ft dia. and with weight of around 100 ton. The LPPTD-2 Vessel was constructed in 1973 where Saudi Aramco Engineering Standard (SAES) at that time doesn’t mandate the use of HIC resistance material for such vessels that are utilized in wet sour service. In January 2011, the old LP trap was recommended for replacement due to excessive and unacceptable presence of SWC with linkages (more than 140 identified in a single vessel course).

To ensure this project was well planned and run safely and smoothly, a dedicated team was formed which consisted of different organizations and departments within Saudi Aramco in addition to competent external service providers to develop road map and detailed plan.

A total plant shutdown was necessary since the replacement of the vessel could not be executed while plant was running. Planned to the nearest scheduled T&I cycle of UGOSP-4 which was conducted in December, 2013 and consisted of more than 250 major shutdown items within a limited time frame, budget and support resources. Due to the criticality of vessel replacement, special attention was given to the planning phase and the assigned team focused on the following major areas:

• New vessel was designed and fabricated to be in compliance to the latest SAES (Saudi Aramco Engineering Standards) including utilizing HIC resistance material. It is worth to mention that new vessel was fabricated locally in Kingdom and was done within one year time for complete fabrication. Quality Assurance and Inspection teams were involved in the project since beginning to ensure quality of fabrication process and compliance to the SAES standards.

• The team verified all scenarios of vessel transportation proposed by the contractor. This is to ensure movement process in and out of plant was done safely and smoothly. Both old and new vessels were transported using long specialized trailer. This was coordinated with POD (Power Operations Department) to de-energize overhead power transmission lines during vessel movement to the plant.

• Critical lift plants for old and new vessel along with associated accessories were studied in detail and the team decided to perform all lifting activities utilizing certain types of cranes.

• A recovery plan was developed and utilized to overcome any delays and to ensure that the whole project was available during the shutdown window. Moreover, the safety was given full attention and consideration by the project team as well. During planning phase, a dedicated team was formed to develop safety booklet which covers all aspects related to safety precautions and mitigation measures needed during the execution phase for this seldom project. The developed booklet was endorsed/approved by all concern parties before execution phase which consist of the following:

  • Complete safety file: a file had been established for Work Permit (W/P) issuer including all related work scope; engineering packages, MOC, JSAs, blind list and work permit related documentation checklists at his respective area.
  • Evacuation Plan card: had been developed and distributed to all workers to ensure safe evacuation in case of emergency.
  • Contractor safety booklet: also had been developed to enhance contractor safety awareness.
  • Due high number of workers involved in the T&I, number of full time safety.

Officers were assigned from different organizations. This was part of T&I team requirements to benchmarks the T&I daily activities, review all issued W/P and report any discrepancies and violation.

During the execution phase, the Replacement of LPPT D-2 Project along with more than 250 major S/D items were completed within T&I availed time frame (45 days from stream to the stream). The execution phase was very smooth with zero incident and injuries that would not happen without well-developed execution plan and effective synergy between the T&I leaders. This T&I was considered as one of success stories due to full preparedness of all requirements, high spirit of team work and high skilled of decision making during this major project which definitely leads the success achievement.
• Critical lift plant for old/new vessel along with associated accessories were studied very well and team decided to a certain plan to execute all related lifting activities utilizing certain types of cranes.

• Recovery plan was developed/set and to be utilized, whenever needed, to overcome any surprises or delay might happen and to insure streamline/complete the whole project within availed shutdown window.

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Become a member online!

Applying to become a GSMP member is much easier than our online application process. Follow these simple steps by Log on www.gsmpgulf.org

Announcements

Call for General Assembly Meeting 2016

Interested members willing to stand for the election of board members are requested to fill in the application form & submit the same to the Society’s Executive Secretary. However, applications will be Accepted until Tuesday 23 February 2016, 7:00 PM

We are re-launched with new look. Long way to go, this is just a start. visit us at www.gsmpgulf.org
Maintenance Engineer, Jack of all trades, Master of None?

By Mohammed Ismail
GSMP Member

Is there a function for maintenance engineer in the plant? What is the role of the maintenance engineer in the Operation-Maintenance-Engineering (OME) team? How are maintenance engineers developed to be effective?
There has always been a debate about the function of the maintenance engineer in the industry - some argue that he/she is a vital technical member in the plant, while others argue that there is no function in the industry called maintenance engineer (over the past 30 years as a Maintenance Engineer, I experienced both sides of this argument). In all cases, maintenance engineers are called upon to provide advice in cases where technical problems are faced by the maintenance team, regardless of the nature of the failure – whether mechanical, electrical, control or structural. They are called upon to provide financial estimates, prepare the budget for repair jobs, participate preparation and execution of contracts, as well as preparation of scope of work for outsourced jobs and review safety procedures. On top of this, they are expected to lead teams to execute projects in the plant and plan and execute plants turnarounds. Additional to these technical duties, Maintenance Engineers also prepare the annual budgets, future business plans, manage the budget and develop the semiannual and annual accountability reports. Giving all these expectations and roles, how should a young maintenance engineer prepare for the future, what tools and skills are required to equip him/her to do these duties?

Technical skills
Maintenance engineers are expected to resolve multi discipline technical problems not necessarily related to their field of specialty. A developmental program for maintenance engineer must include multi discipline hands on training (put on the coverall and get the hand dirty) it is no enough to see but it is vital to touch and feel the different equipment any get first-hand knowledge of the type of failure mode and symptoms and how to fix them.

Financial skills, learning for peers is good but the best knowledge is to systematically learn financial skills by training through targeted courses within the organization or from professional training center and then applying them.

Organizational skills
One of the key skills that maintenance engineers needs are organizational knowledge and skills. Maintenance engineers are normally consumed in the daily plant technical activities and seldom consider or get involved in the organizational set up. Effective maintenance engineers are those who are trained in the theory and practical team organization and team building. They are aware of effective organizational structure to tackle different work requirements. They are tasked with building and leading teams of different sizes, background and functions.

People’s skills
Maintenance engineers need to be trained in management skills and part of their development must include managing individuals, and teams. They should go through the experience of setting developmental plans for individuals in the organization and evaluating the implanted individuals based on the set plans. One suggested developmental assignment that engineers go through is to lead units or team in the organization for one evaluation cycle based on the organization set up. With this, they will be required to set the plan, execute it and complete the unit team members' end of cycle evaluation.

Reliability and improvement
The ultimate function of any maintenance organization is to ensure the reliability of the plant and the maintenance engineer must be the champion of the plant reliability. To fulfill this expectation he/she must possess the tools and knowledge to conduct reliability studies, evaluate the reliability issues in the plant and set reliability strategies to improve and maintain the aspired reliability.

CMMS skills, the maintenance and reliability program must depend on quality maintenance data. The maintenance engineer must be versed in the maintenance system used in his/her company. He must ensure that accurate data is entered and he/she should be capable of retrieving and analyzing the historical data from the CMMS system. Systematic training and hands on work on the system should attain this capability.

Maintenance engineers are pivotal members of any plant and any OME team, they are key to the success and effectiveness of the maintenance organization. To assume that effective role an elaborate developmental plan has to be developed for each engineer to equip him/her with the required skill and give him the right tools in his/her toolbag.
TRAINING CALENDAR

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<tr>
<td>1</td>
<td>Business Driven Reliability, 4 days</td>
<td>Jan 18 - 21, 2016</td>
<td>Kingdom of Bahrain</td>
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<td>Dec 26 - 29, 2016</td>
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<td>Managing Maintenance Shutdown, 3 days</td>
<td>Feb 16 - 18, 2016</td>
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<td>SMRP Body of Knowledge by GSPM, 4 days</td>
<td>Mar 28 - 31, 2016</td>
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<td>Planning &amp; Scheduling, 4 days</td>
<td>Apr 25 - 28, 2016</td>
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<td>Nov 28, 2016 - Dec 1, 2016</td>
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<td>CMRP Exam, part of day 1</td>
<td>May 28, 2016 - Dec 24, 2016</td>
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<td>6</td>
<td>Advanced Maintenance Management, 4 days</td>
<td>Aug 29, 2016 - Sept 1, 2016</td>
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Education & Certification Hand Book 2016 is now available events@gsmp-online.org

Ready for your career jump?
Become internationally recognized as a Maintenance & Reliability Professional

On Tuesday evening (10 November 2015), Mr. Husain Al-Ali, Chairman Education & Certification Committee delivered the Tuesday presentation entitled “Are you ready for your career jump??”.

He started by explaining the difference in certification requirements. CMRP certification requires documenting a minimum number of years of experience and formal training in maintenance management. Once these two conditions are met, the candidate is permitted to sit a 3.5 hour exam. Upon passing the exam, the candidate has officially become internationally recognized as a Maintenance & Reliability Professional.

The presentation was followed by a Q & A session. The event concluded with the presentation of a Certificate of Appreciation to Mr. Husain Al-Ali presented to him by Ms. Reem Ahmed Al-Otaibi, Director of General Activities, Bahrain Society of Engineers.

Mr. Husain Al-Ali receiving a certificate of appreciation from Mrs. Reem Ahmed Al-Otaibi

Under the patronage of
H.E. Dr. Abdul Hussain bin Ali Mirza
Minister of Energy
Kingdom of Bahrain

CALL FOR PAPERS

MAINTCON 2016
4th MIDDLE EAST MAINTENANCE & RELIABILITY CONFERENCE
11-14 December, 2016
Gulf Hotel, Kingdom of Bahrain

www.maintcon.org