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# Orpic

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**The Turnaround of Sohar Refinery and the Aromatics Plant was completed this month, and the start-up has been successful to date; a great success milestone for Orpic and one of which we should be proud.**

Many congratulations to our colleagues who have worked hard to ensure that all went to plan. We are continuing to use Facebook as a news source for updates on the start-up and other company activities – if you haven't seen the page then do go and take a look at [www.facebook.com/orpic](http://www.facebook.com/orpic).

We are also celebrating a number of successful community initiatives this month, including distributing medical supplies in Liwa schools and fruit tree planting, all to encourage a healthier and happier lifestyle in the communities around us.

In Orpic we are implementing a number of initiatives to keep us safe and aware – both through practical training such as the MAF evacuation drill, but also the continuous efforts of the HSE function. In addition, the Tawasul exhibition is a great way to find out the full extent of the project's benefits and I would strongly encourage a visit to the exhibition in the Aromatics admin building.

**Musab Al Mahruqi**  
Chief Executive Officer



# Health and Safety - MAF

We had the privilege of interviewing Hussain Bahram Al Balushi who is the Health and Safety Manager for MAF.

The key principles that motivate our staff are having respect for each other, being transparent and trusting each other.



**Q: How many employees in the department?**

**A:** There are seven employees in the department

**Q: What motivates the department's employees?**

**A:** The key principles that motivate our staff are having respect for each other, being transparent and trusting each other.

**Q: What are the department's key responsibilities?**

**A:**

1. Accident / incident prevention.
2. Enhancement of safety behaviour.
3. Enhancement of safety culture.
4. Safety motivation and promotion.
5. Coordination and implementation of HSE Training programmes.
6. Safe working environment.
7. Support other departments with Health and Safety related issues.
8. Accident / incident investigation.

**Q: What has been the department's biggest challenge this year?**

**A:** The biggest challenge is in maintaining the safety behaviour throughout the job process, as habits are difficult to break. We must continue to create awareness and encourage employees to have a proactive attitude towards safety.

**Q: What exciting projects does the department have planned for the future?**

**A:**

1. Implementation of SAP Accident / incident reporting programme.
2. Staff Development in the Health and Safety field.
3. Enforcement of safe behaviour amongst the employees.



## Future plans

- Implementation of SAP Accident / incident reporting programme.
- Staff Development in the Health and Safety field.
- Enforcement of safe behaviour amongst the employees.

# Sohar Refinery Improvement Project Achieves Another Major Milestone

SRIP has achieved a major milestone by completing the SRIP Tie-ins Project during the Sohar Refinery Turn Around and Aromatics Plant Shutdown. The Tie-in Project consists of 80 tie-ins, 15 at MAF, 6 at the Aromatics Plant, and 59 at Sohar Refinery. The importance of this achievement is that it will allow SRIP new units in 2016 to start-up and connect with the existing plants (MAF, SR, and AP) without the need for shutdown or any interruption of the existing plants operation. The Project was completed within schedule and without any minor or major accident.

Meanwhile, the tendering process is in progress through the Government Tender Board (GTB) for the Main EPC tender, and the Long Lead Items tender (LLI). The Main EPC tender clarification with various tenderers is in progress. The LLI Offers were received and opened by GTB on 8 April 2013 and the evaluation of the offers has kicked-off.



SRIP engineers inspecting 44 inch Regular Gasoline Tie-in

# Executive Team Launches the Tawasul Exhibition Centre

As part of the communication activities and preparation for Go-Live the Tawasul Change Management Team have developed the Tawasul Exhibition Centre. On its first day Musab Al Mahruqi (CEO), accompanied by the Executive Team, formally opened the exhibition.

In a guided tour of the exhibition, Orpic Process Leads explained scope of changes taking place in their functional areas as well as the benefits that would be derived from the implementation of Tawasul. They particularly enjoyed the recorded demos of the Tawasul solution and the interactive nature of the exhibition which demonstrates the impact of the project on the day-to-day life of Orpic employees in simple terms.

The Executive Team congratulated the team for developing a fun and exciting learning experience which should be enjoyed by all and is a must to see. At the end of the tour, the team signed the guest book. The CEO noted that "Tawasul will help Orpic become the company we are proud of".

The exhibition is situated in the Aromatics Admin building and you can visit it on any working day between 13:30 and 15:30. When visiting, please make sure you complete the evaluation form and sign the guest book, as by doing this you will enter a raffle draw that will be held at the Go-Live ceremony and will stand a chance to win a great prize!  
Enjoy your visit!



# Employee Capabilities

The main aim of the Capability Development initiative is to build the capabilities of the most valuable asset of the company, the employees in a systematic and effective way.

Orpic realizes that a competent workforce is the key enabler for business sustainability and for achieving its business growth goals. There are number of activities and tools that are deployed simultaneously to enhance the capabilities of our employees at Orpic. Below are the main activities with a brief description of each:

## ▶ Job Performance Profiles (JPP):

JPP outlines the roles and responsibilities of a job with the corresponding competencies required to perform the job successfully. The profile forms as a base and a reference for all the other development activities and each employee needs to be fully aware of the constituents of the relevant profile to his job.

## ▶ Competency Gap Analysis:

Once the job performance profiles are in place the next step is to assess employees against the established set of competencies, to determine their actual competency level. This assessment process is known as the Competency Gap Analysis, which is conducted by immediate supervisors supported by specific toolkits. The main output of this process is a competency gap report for each employee which is an input for the Performance and Development Planning process.

## ▶ Performance and Development Plan:

This exercise is one of the key success factors in developing employees' capabilities. The supervisor works with his employee to establish a plan that addresses the development needs of that employee as highlighted by the CGA and performance evaluations. They agree on specific development objectives, an action plan and resources required to achieve those objectives. The plan also takes into consideration the development steps required for career progression.

## ▶ Career Development Plan:

Ambitious employees who have taken initiatives to develop themselves and have an interest in furthering their career are supported with career development planning. The planning will determine the appropriate career path of an employee based on the business needs and aligned, as much as possible, with the employee preferences and aspirations. This helps the employee to see a clear path and know beforehand the criteria they need to meet in order for them to move up in their career.

# Development



As part of employee recognition scheme, Orpic celebrated the outstanding teams and individuals who go Above and Beyond for the company. Each month, winners are selected by the Function Heads and line managers. These nominees can be from any part of the business and their success can be in any element of their work. HRS has received the below list of nominees for March 2013 Above and Beyond scheme.

Winner Name	Function	Achievement
• Dawood Al Farsi	TSD/ PMS	Nominated for his continuous monitoring, to the micro level, and doing the required coordination for the smooth execution and successful completion of the 8" sour water line. This was about 1.5 km in length and was required to be ready before the start up, as it helped reduce the TA duration by eight days. In addition, his critical role in successfully executing seven RES required for the Aromatics Plant, which was highly important considering that the shutdown was rescheduled for 10 days.
• Ahmed Al Shafai • Ahmed Al Harasi • Khalid Al Shafai • Kumaran Mahdavan • Azaan Al Rumhy • Mohammed Al Shukaili • Khalid Al Abri • Salim Al Sibani	Finance	Nominated for their ability to complete the year end accounts close process and issue draft financials by end of January 2013 in the absence of their manager, and with fewer resources (compared to last year). The team also improved the year end accrual process this year, which required more time and effort. At the same time, the team addressed a number of prior year audit issues. This helped Orpic conclude the financials and get the Board approval in February 2013 and the Shareholder approval (Annual General Meeting) in March 2013, thus meeting a critical corporate regulatory requirement.
• Gurusamy Mahendran	TSD	Nominated for his excellent contribution to train, develop and place 120 new trainees from August 2011. This was not only for his allocated function, TSD, but also for other functions.
• Muhanad Al Kiyumi	SRIP	Nominated for his independently handling and completion of all SRIP TIE-IN connections with SR Process Units and Aromatics Plant during the Turnaround of Sohar Refinery and Aromatics Plant without any major or minor accidents.
• Nimeshkumar Padaria	Aromatics Operation	Nominated for his hard work in the shutdown and staff up; efficiently, correctly, on time and without any mistakes.
• Badriya Al Balushi	HRS/HRP	Nominated for completing her assigned 2013 project ahead of time – 5S in HRP, as well as her own initiative to conduct further analysis in overtime. Her findings have the potential to save the company an estimate of USD1 million of missing leave if implemented.
• Noof Al Mayasi	CSS/ Procurement and Inventory Service	Nominated for demonstrating a high level of negotiation skills and achieving a waive off of OMR 295,000 worth of customs duty and permission for duty free imports for all AP future imports.

As monthly winners, these employees will automatically be entered into the second level of the employee recognition schemes, the quarterly PRIDE Winners that are nominated from the pool of the Above and Beyond winners from the previous three months. Congratulations to the winners!

# iPMS

The main idea in iPMS is to keep things simple.

**At first sight the iPMS process may seem to have complex forms, however it provides a simple step-by-step process to provide a total and complete evaluation of every aspect of the individual's performance.**

iPMS developed an in-use individual performance contract which intends to ask the immediate supervisors to evaluate the individual in five areas:

- 1. Orpic's Core Competencies:** These are the skills, attributes, traits, or behaviors that are expected of everyone in Orpic, regardless of job. Discipline or Teamwork might be core competencies that everyone in the company will be expected to demonstrate.
- 2. Job Family Competencies:** These are the competencies that apply to major job families. "Job family" is a convenient way to think about groupings of individual jobs that share characteristics.

Some typical job families are managerial, supervisor, technical, operations, etc. "Planning and organizing" and "conceptual thinking" might be competencies assessed of everyone whose job is in the managerial or supervisor job family, whereas "Attention to Detail" may only show up on the performance contract used for individuals whose job falls into the operations job family.

- 3. Key Job Responsibilities:** These are the major responsibilities or duties of the individual's position. An ideal job description would

specify exactly what the key job responsibilities are.

- 4. Projects and Goals:** These are the individual's activities that go beyond the specific tasks and duties outlined in a job description.
- 5. Major Achievements:** Every immediate supervisor shall be able to identify a small number of major accomplishments of the individual over the course of the year.

Furthermore, the Performance and Development Department intends to conduct workshops for immediate supervisors to increase their ability to assess performance accurately and to conduct effective individual performance review meetings.

## **In the last issue you talked about "Performance Planning", what is Performance Planning?**

Performance Planning is a discussion. It is the first step of an effective individual performance management system.

Performance Planning typically involves a meeting of about an hour or so between an immediate supervisor and every individual.

The agenda for this meeting should include four major activities:





**Performance and Development,  
HRS: For any query related to  
iPMS please email Jalil Zadeh  
on [jalil.zadeh@orpic.om](mailto:jalil.zadeh@orpic.om)**

- 1. Coming to agreement on the individual's key job responsibilities.**
- 2. Developing a common understanding of the goals and objectives that need to be achieved.**
- 3. Identifying the most important competencies that the individual must display in doing the job.**
- 4. Creating an appropriate individual development plan.**

One of the primary reasons that individual performance review meetings are so awkward is that they are conducted in a vacuum. If the immediate supervisor and the individual have not had a good discussion about requirements and expectations, if they have not talked about goals, if they have not had a meaningful dialogue about core competencies, then it will be impossible for the immediate supervisor to correctly assess how well the individual has done in meeting those un-discussed objectives.

Performance planning is the bedrock of an effective individual performance management system (iPMS). The performance planning discussion gives the immediate supervisor the chance to talk about expectations and what management sees as genuinely important in the individual's job. It gives the individual a clear operating charter so that he/she can go about doing his/her job with the full certainty

that he/she is working on the highest priority responsibilities and operating in a way that management expects.

The primary tool to use in the performance planning meeting is an individual Performance Contract (iPC). Since iPC will be used later to assess how well the individual did the job, it should be used from the start to plan the job expectations.

Some people may object that performance planning takes too much time, that people already know what the management expects of them, and if they do not know well, just read the job description.

This is a short-sighted view. How much time is involved? In most cases, the discussion itself lasts about forty-five minutes to an hour. There's probably some time spent in preparation in advance of the meeting, and a little bit more time after the meeting to finish whatever paperwork is required.

That period may be the most valuable time the immediate supervisor spends in "People Management" activities during the entire year. A minute devoted to planning may prevent hours spent on correcting and responding to an anguished reaction during an individual performance review meeting.

# Get to know...



## Anwar Salim Al Jufaili

**Q: Tell us a bit about yourself.**

**A:** My career started in the laboratory where I developed my

industry knowledge. I became familiar with the various Refinery products such as Jet Fuel, LPG and Diesel. Then I was offered the opportunity to start working in the Training Department. There I learnt the importance of treating employees with honesty and respect while having an open mind in building a better working culture. It encouraged me to become a role model for the trainees to gain their respect and to establish good relationships with them. Working in the Training Department with such a variety of departments I gained a great deal of self-confidence and become more productive.

**Q: What is your current position at Orpic?**

**A:** I am a Technical Training Specialist. My responsibilities include training Orpic trainees, conducting training programmes and On-the-job training.

**Q: What is the best part of your job at Orpic?**

**A:** Working with the trainees and seeing them progress during the training and after the training.

**Q: Name one of Orpic's four guiding principles and what it means to you?**

**A:** "We serve Oman with Pride." As I am Omani and working in Orpic it is my duty to contribute to Orpic with my full efforts which will reflect in my community and, of course, to Oman.

**Q: Where in the world would you most like to visit, and why?**

**A:** Definitely China, I would like to see the Great Wall as well as experience Islamic culture in China.

**Q: Who do you most admire in life, and why?**

**A:** My parents and the teachers in my life. I admire them because they are role models and have invested great time into providing me with their knowledge and life experience for my self-development.

**Q: If it was your birthday, what would you like to have for dinner this evening?**

**A:** Omani rice with king fish and fresh orange juice.

**Q: What do you do on your days off?**

**A:** I really enjoy swimming and going out with my family. We need to live a healthy lifestyle in order to receive the fullness of life.



## Majid Al Sharji

**Q: Tell us a bit about yourself.**

**A:** I am currently 52 years old, married with four kids and have just completed 31 years of service with the company. I

joined Orpic (formerly known as ORC) back in May 1982. I have seen the MAF Refinery being constructed right from scratch when the plot plan was still being leveled. After my training in the field operation jobs, I was assigned as a Utility Field Operator, cross-trained and moved to other areas which include: Tankage and Offsite, Crude unit and the Platforming unit. In 1989 I was the first Omani to receive a promotion to Panel Operator, then in 1991 became the Shift Team Leader, in 1993 I became the Refinery Shift Superintendent, 1996 I became head of Area 2, in 1998 I was assigned to head of Area 1. After that the company sponsored me to go on a 63 week course in Chemical Processing and Technology in Aberdeen College in Scotland. When I returned I was promoted to Manager of Operations. Then in 2011 after the company merger, I was assigned to a new role.

**Q: What is your current position at Orpic?**

**A:** My current job is MAF Operations Coach, I am taking care of the training needs of MAF operation staff

**Q: What is the best part of your job at Orpic?**

**A:** The best part of my job is when I am faced with many jobs at same time, I work hard to complete these jobs and deliver them on time.

**Q: Name one of Orpic's four guiding principles and what it means to you?**

**A:** "Serving Oman with Pride." Whatever kind of job I perform, I am always thinking about my country first, this makes a great impact to me and helps me to think in a responsive way, when you perform a job, it is not only for the company, it is for the country... so whenever I start something I always complete it.

**Q: Where in the world would you most like to visit, and why?**

**A:** I would firstly like to visit the Muslim Holy place in Mecca after my retirement and travel with my family to few countries in the Far East. I want to see how other people live and try to understand their culture.

**Q: Who do you most admire in life, and why?**

**A:** I mostly admire my parents as they are the ones who have guided me and nurtured my attitude and perception towards life - leading me to succeed in my life; they taught me right from wrong.

**Q: If it was your birthday, what would you like to have for dinner this evening?**

**A:** I would like to have barbequed seafood – specifically shrimp and lobster.

**Q: What do you do on your days off?**

**A:** Spend time with my family and sometimes go out for picnic or have dinner with my family in one of the restaurants in Muscat.



## Ali Al Rajaibi

**Q: Tell us a bit about yourself.**

**A:** I am an easy going person, friendly with most people around me, more into outdoor rather than indoor activities. Love to explore places, cultures and people from different parts of the world.

**Q: What is your current position at Orpic?**

**A:** Senior Maintenance Coordinator at MAF Refinery and Acting Tawasul Project Communication Manager in Sohar.

**Q: What is the best part of your job at Orpic?**

**A:** My best part of my job is when I know that my efforts lead to saving time and money for the company, and when the group's team effort has made a tremendous improvement in our work rather than doing things individually. I am into team work and understand that a team's effort is far greater than an individual's attempt.

**Q: Name one of Orpic's four guiding principles and what it means to you?**

**A:** "We Aim for Leading Performance." To me that is what counts in Oman's oil and gas sector, for our company to set the benchmark in performance among other companies in the world. We must aim to set higher targets and become a role model to others in the way we work.

**Q: Where in the world would you most like to visit, and why?**

**A:** Japan, their culture and life habits are centred on dedication and perfection towards their daily activities in every aspect.

**Q: Who do you most admire in life, and why?**

**A:** I am fascinated with growth through self-development and therefore rather than trying to follow in the footsteps of a certain individuals, I set myself a high goal in my career and life and try my best to achieve it.

**Q: If it was your birthday, what would you like to have for dinner this evening?**

**A:** Lobster with white sauce.

**Q: What do you do on your days off?**

**A:** I go snorkelling off the Al-Khairan coast





### 1 Eight Orpic trainees complete four month training programme

Eight trainees from Orpic have concluded a four month training programme at the International Maritime College of Oman (IMCO) on 6 March 2013. This is part of the company's ongoing development plan for employees. The training programme was customized the trainees needs and to covered subjects including English, IT, Operation Technology and Warehousing.

### 2 Employment of 10 Omani Contractors

Orpic Management on an annual basis identifies 10 Omani Contractors to be employed directly by Orpic. These contractors, predominately in the Maintenance field, are selected from the contract service's labour by Orpic

Management who have worked with them on Orpic projects over long periods.

*From left to right, Ahmed Al Shezawi, Haitham Al Maqbali, Sulaiman Al Mamari, Abdullah Al Khadhuri, Abdullah Al Maqbali, Mohammed Al Mazroui. Absent: Abdulrahman Al Mamari, Hamdan Al Housni, Hamood Al Saidi and Haitham Al Farsi.*

### 3 HSE TA Achievement Awards Ceremony

On 1 April 2013 the HSE TA Achievement Awards Ceremony was held at the TA village. 52 people were nominated by the HSE TA Award Committee, these nominees have proven that they go beyond looking after personal safety to looking after their colleagues' safety, as they actively intervene and encourage others to follow the Orpic safety rules.



#### 4 HSE Mandatory Training in full swing

The HSE Mandatory Training has taken top priority for the 2013 training plan. During the first week of HSE training in Sohar 231 staff attended the three mandatory HSE courses. We expect to cover another 200 staff from various functions in the second week. In MAF, as of 30 April 2013, 302 staff members were trained on the Orpic Safety Rules. The remaining 75 staff are expected to take the course in the second week. Schedules for the remaining two HSE sessions are planned to start middle of May. HSE is an essential principle leading to good health and safety performance, and meeting quality standards and performance ratings.

#### 5 Tawasul - Team event

Belonging to a team is a result of feeling part of something larger than you. In a team-oriented environment, employees contribute to the overall success of the organization. For the large Tawasul team dedicated to the success of the project, team activities in a friendly environment are a perfect way to stimulate team spirit, keep team members motivated and keep the momentum going. In appreciation of the ongoing hard work of the Tawasul team, everybody was invited to take part in a special team event: "The Golden Farm" which was held on 28 April 2013 with more than 70 team members from the PMO, OCM and Tawasul teams attending. The evening was filled with activities, from chess, to billiards, to volleyball and football. This event was a fantastic way to unwind and bring the team closer together.



**6 Successful Evacuation Drill at MAF**

As part of HSE efforts to sustain an excellent call to emergency response, the MAF Fire Department simulated an evacuation drill on 17 April 2013, to determine the readiness and to raise awareness with staff to respond to emergencies when they occur. A Lessons Learnt session was conducted to establish ways to improve future scenarios.

**7 Youngsters take the lead in Sohar!**

The Kickworldwide programme that is sponsored by Orpic, Nawras, Sohar Aluminium and Vale had yet another major milestone with the first 25 graduates receiving their Leadership certificates last week at Saif Bin Hubaira School in Sohar, and will now be given the opportunity to further develop their coaching skills at the Kickworldwide/ OFA Regional centre at the Sohar Sports Complex. The Graduates will also be given the opportunity to sample a number of sports related courses including Sports Business Management, Sports Event Management and Sports Business Development.

**8 Orpic's schools programme bears fruit**

The first phase of an innovative education programme has been completed by Orpic in schools that neighbour the company's Sohar operations. Three hundred fruit trees have been planted by the Orpic's 'Hand-to-Hand' community volunteers in a scheme devised to bring a number of benefits to the schools involved. The trees that have been planted



in the six schools demonstrate the breadth of fruit varieties available in Oman. Orpic's Hand-to-Hand volunteers spent over 20 hours of their own time planting and establishing the fruit trees. The volunteers, who are all from the local community themselves, are currently involved in a number of projects throughout the area.

**9 Orpic donates medical equipment to North Batinah schools**

As part of its continuing work in the community, Orpic has visited a number of schools in the North Batinah area to donate a variety of medical equipment and supplies. The equipment includes blood pressure monitors, wheelchairs, nebulizers, first aid boxes, digital temperature readers, pulse readers, resuscitators and many other items specifically identified by the schools as being required to enhance the existing medical support they provide to students and teachers.

"As we carry out continuous efficiency and environmental improvements to the way in which our own facilities operate, we also want to be able to support improvements in the community as well," said Dr Hilal Al Hinai, (GM Corporate Support Services). "This is a great example of the kind of action we can take for the good of our neighbours, and is something we will be focusing more on in the future."