

Curriculum Vitae

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Executive Summary

- Over 25 years of experience in Oil & Gas industry
- Chronic unease approach to challenge – achieved 60% saving on a project Capex; Amended strategy on another project to achieve significant reduction in Opex
- Experience as Project Manager with Top Quartile delivery, Consultant, and C&A professional
- Wide spectrum of experience:
 - Downstream, Petrochemicals, LNG, Upstream
 - Operating Assets, Consultancy, EPC, PMC
- Complete Lifecycle experience: Early studies, Concept Select, Definition, Execution, Pre-commissioning / Commissioning, Run & Maintain
- Global Experience: India, Middle East, South East Asia, Europe
- Supervisory experience with direct and virtual reports; multi-national, multi-cultural colleagues / clients / vendors / integrators / service providers
- Passionate for mentoring / coaching
- Certified LOPA facilitator in Shell system
- Pursuing eMBA with JWMI
- Setting up Consultancy to help small scale businesses win with acquired global knowledge and experience in optimisation of processes, ALARPing of risk and cost management

Experience Profile

Lead C&A Engineer (Discipline Lead C&A) – Shell UK Ltd, Aberdeen, UK

November 2013 – October 2016

C&A Level 2 Technical Authority (TA2), **managing Risk** for **EMEA** region.

- Provided assurance to brownfield and greenfield for offshore, onshore and gas plant projects
- Delivered Feasibility, Concept Select studies for various tie backs to existing assets and provided assurance for studies delivered by others in the team
- Delivery of loading arm projects with optimisation of capex and opex. Project delivered on schedule, on cost
- Aligned management of functional safety with UK HSSE guidelines for UK assets
- Ensured mitigation of risk in projects through rigorous adherence to Control and Assurance framework
- Coached 2 engineers and 2 graduates in the department
- Stand in for UK PACO skill pool lead.

Project Manager / Head of Systems Rejuvenation Projects – Brunei LNG Sdn Bhd, Lumut, Brunei

April 2010 - November 2013

Department Head to execute System Rejuvenation projects (cost estimate USD 200M)

- Challenged the premise, redefined the project scope, execution plan and project standards applicable to create savings of \$120M on estimated costs
- Delivered Systems Rejuvenation project (\$80M) from Opportunity framing to Execution, as a success on project performance matrix (HSSE, cost, schedule); ahead of schedule, on cost, no HSSE incident, no Quality issue as Project Manager. Recognised and awarded with company equity
- Managed expectations of all JV partners (complex multi-cultural JV partner environment – Brunei Government, Shell, Mitsubishi) and secured Final Investment Decision
- Secured contract approvals and awards from Commercial Boards
- Drafted contracts for award, negotiation, and executed Contract Holder responsibilities for 2 contracts (value of \$60M) and contracts performance was assessed as first quartile
- Engaged stakeholders from time to time for successful project delivery

- Optimised the project delivery using opportunity shutdowns and annual turnarounds to avoid loss of production and expedite the overall project schedule
- Created project team (including recruitment) and built up infrastructure
- Managed a team of 10 company staff and 100 contractors / sub-contractors
- Mentored project engineer in other team and an apprentice in my own team apart from coaching my own team members

Senior Automation Consultant – Shell Global Solutions, Kuala Lumpur, Malaysia

April 2006 – March 2010

Lead Consultant for APAC region in project technical assurance, Focussed Asset Integrity Review (FAIR).

- Sourced consultancy business for the team / division. Delivered with high quality leading to highest customer satisfaction index. Notable clients include Brunei Shell Petroleum, Refinery of Syria, Petronas, et al. Awarded Company Service Recognition Award.
- Lead the delivery of Shell's pilot GTL plant at Bintulu. Recognised for flawless project delivery. Recognised and awarded with company equity.
- Carried out Implementation studies and recommendations for business improvement programmes at 3rd party sites (CHT – HPCL Vizag)
- Managed Shell and 3rd party sites in the APAC region for resolution of issues pertaining to instrumentation engineering and control automation.
- Carried out Asset integrity and safety reviews for Shell and 3rd party sites. Clients include Geelong refinery, Shell Sarawak Berhad and KNPC.
- Complete review, and redevelopment of DEP on Instrumentation Engineering Practices. Currently this is used as a guide across all Shell projects.
- Project development automation support from Feasibility to Definition for projects in the region
- Subject Matter Expert - Flawless Project Delivery across APAC and Middle East. Facilitated workshops for 3rd party clients

Deputy Manager Instrumentation – Engineers India Limited, New Delhi, India

April 2005 – March 2006

Lead Instrumentation to deliver engineering for HPCL Mumbai Euro 3 revamp project

- Total I/O 4500
- Managing a team of engineers and draftsman for delivery of engineering, tender documents, bid evaluation, procurement recommendation

Additionally, I led hook up drawing module development for in house engineering software

Senior Reliability Engineer – Saudi Yanbu Petrochemical Company, Yanbu, KSA

March 2002 - January 2005

Reliability Automation Team, managed Ethylene Glycol and Polymer plant reliability and standardised department procedures

- Improved reliability of plant by
 - Diagnosing the problem area and attacking root causes
 - Worked on spares management and inventory optimisation
 - Contributed in HAZOP and desktop reviews with Automation risk identification and ranking
 - Achieved successful PTA delivering turnaround planning and contract management
 - Executed Projects: PSA control system upgrade project, Pneumatic conveyer air compressors load sharing and output control, Extruder pressure sensor reliability improvement project
 - Mentored local talent (graduates)
 - Developed companywide procedures and plans for scheduled / planned / turnaround maintenance
- Consistently received the highest rating (Excellent) among the expats

Deputy Manager Instrumentation – Indian Oil Corporation Ltd, Vadodara, India

February 1992 – February 2002

Joined as Graduate Trainee and progressed to head the section (engineering, secondary processing plants)

- Commissioned primary and secondary processing units of refinery (Hydrogen, Hydrocracker, DHDS, Vacuum Distillation, Atmospheric Distillation, Gas Turbine, Sulphur Recovery block, Utilities)
- Company subject matter expert on Pressure Swing Adsorption systems
- Provided training to 3rd party customers and company staff (Instrumentation, Automation technology)
- In engineering department, I successfully managed and executed following projects:
 - Remote grass root storage and despatch terminal (Rail and Tank truck loading) including pipelines for LPG & other white products storage and Tank truck loading

<ul style="list-style-type: none"> ○ Rail Wagon gantry automation project from scouting to commissioning. Involved design, contractor handling, and stakeholder management ○ Tank Truck loading gantry automation project from scouting to commissioning ○ Other projects in refinery for yield improvement (Bitumen Blowing unit), Product quality improvement (CDU modifications), Operability improvement (ETP modifications) • Development: Health monitoring manual for safety PLC, Specification standardisation, Skill improvement workshop, SAP UAT
Medical Equipment Engineer – Siemens India Limited, New Delhi, India August 1991 - February 1992
Graduate Trainee Medical Equipment Division <ul style="list-style-type: none"> • Supported installation and maintenance of medical equipment – Cath Lab, Lithotripsy, Cat Scan, MRI, X ray machines

Key Competencies and Skills

- Project Management including project processes
- Team creation and Team Building
- Decision making in challenging environment / situations
- Management / Supervisory skills with multi-cultural team / environment
- Budget and Schedule management for projects / turnarounds / maintenance
- Risk and Cost Management
- Front end studies – Feasibility, Concept Select and Project Definition
- Control Systems (Process & Safeguarding) - Installation, Commissioning, Maintenance, Troubleshooting
- Instrumentation & Measurement - Field, Rotating Equipment related, Fiscal Metering
- Instrumentation Engineering
- Facilitation of Flawless Start-up workshops
- Pressure Swing Adsorption System troubleshooting and commissioning
- Focussed Asset Integrity Reviews (Management Systems and Equipment Review - IPS & Instrumentation) in DSM & EP
- Quality focal point and D&I focal point

Trainings and Development Experiences

- Managing Project Execution & Startup-I (2010/11)
- Diagnostic Business Development by Prime Resource (2009)
- M123 Safety in process Design by SOU (2008)
- Training on Root Cause Analysis by ABC Inc (2003)
- Control Systems: Honeywell TDC 3000 (1993), Yokogawa Centum CS (1998), ABB (1998)
- Training on Centrifugal compressor by BHEL India (1993)
- Trainings on UOP PSA System by UOP Belgium (1999 & 2004)
- M269 SIFpro by Shell Open University (2007)
- Managing Inclusiveness by Novations Inc (2008)
- Defensive Driving Course (2011)
- Experience with Hydrocracker, Hydrogen, DHDS, Distillation, Nitrogen, CDU units
- Experience as Reliability support for Ethylene, Polyethylene and Polypropylene, Glycol units
- Experience with Engineering company
- Experience with upstream, downstream and Integrated Gas businesses
- Imparted training to company staff and company clients on specialised technical subjects

Education

Bachelor of Engineering – Electronics (Instrumentation & Control) with Honours Thapar Institute of Engineering & Technology, Patiala, India Year of passing: 1991	CGPA 9.25 / 10.00
Pursuing eMBA with Honours JWMI, USA	CGPA 4.0 / 4.0