

Curriculum Vitae

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Executive Summary

- Control & Automation Engineer with 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
- 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

Experience Profile

PACO LEAD – WorleyParsons Qatar (Shell Portfolio Projects)

September 2017 – to date

PACO LEAD for Shell portfolio project delivery in Qatar

- Projects for Qatar Shell GTL plant managing modifications, upgrades.
- FEED, Engineering and Execution scope
- Selection of technologies and detailed engineering on various platforms
- Leading team of 9 company staff
- Coaching and mentoring of team
- Schedule review, CTR preparation, scope finalisation and delivery on approved budget

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

November 2013 – October 2016

Control & Automation 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 Shearwater asset (as focal point) and provided assurance for studies delivered by others in the team
- Optimised the C&A scope for Opex in BB loading arm refurbishment project and delivered project 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.

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 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
<p>Joined as Graduate Trainee and progressed to head the section (engineering, secondary processing plants)</p> <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> Remote grass root storage and despatch terminal (Rail and Tank truck loading) including pipelines for LPG & other white products storage and Tank truck loading 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) Commissioned Honeywell, ABB, Yokogawa systems with Triconex, August, Modicon PLCs Development: Health monitoring manual for safety PLC, Instrument Specification standardisation, Skill improvement workshop
<p>Medical Equipment Engineer – Siemens India Limited, New Delhi, India</p> <p>August 1991 - February 1992</p>
<p>Graduate Trainee Medical Equipment Division</p> <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

- 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 & Project Management including project processes
- 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
- 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
- Quality focal point and D&I focal point

Trainings and Development Experiences

- 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)
- Training on Root Cause Analysis by ABC Inc (2003)
- M269 SIFpro by Shell Open University (2007)
- M123 Safety in process Design by SOU (2008)
- Managing Inclusiveness by Novations Inc (2008)
- Diagnostic Business Development by Prime Resource (2009)
- Managing Project Engineering & Startup-I (2010/11)
- 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