On the occasion of Eid al Adh’ha
PDO Managing Director
Raoul Restucci sent
a cable of greetings to
His Majesty
Sultan Qaboos bin Said
on behalf of the Company
and staff

02 Hamed Snaps Up Gold Medal
04 In Control
08 New Security Office Opens
On the occasion of Omani Women’s Day, we salute all women in the Sultanate for their contribution to society and participation in the economic development of the nation. PDO takes pride in being one of the largest employers of women in Oman, with more than 1,000 female employees, including five leaders on the Managing Director’s Committee. We stand by, and thank, all these role models who are making their presence felt at work, home and the wider society with their sheer talent, determination, diligence and commitment to succeed.

Making Aspirations Possible

Celebrating Those Who Set Examples

On the occasion of Omani Women’s Day, we salute all women in the Sultanate for their contribution to society and participation in the economic development of the nation. PDO takes pride in being one of the largest employers of women in Oman, with more than 1,000 female employees, including five leaders on the Managing Director’s Committee. We stand by, and thank, all these role models who are making their presence felt at work, home and the wider society with their sheer talent, determination, diligence and commitment to succeed.
Dear Colleagues,

Welcome to the latest edition of Al Fahal which I hope finds you well after a peaceful and joyous Eid Al Adh’ha celebration and holiday.

This month’s main feature is an interview with our In-Country Value Director, Abla Al Riyami. In it, Abla spells out some of the key challenges and opportunities for her directorate and some of the progress which has been made since its launch last year.

One key area she addresses is the importance of implementing ICV initiatives that make financial sense, especially in the current low oil price environment. We have always maintained that ICV does not come at any cost but it is about delivering long-term value to Oman and all our stakeholders. In that respect, the wide-ranging work that Abla’s team does, in conjunction with the rest of the business and relevant Government ministries, is vital to ensuring Oman’s future economic development and diversification.

This edition also reports on an important PDO initiative to commission our first hoist in more than 20 years in a new ICV initiative to further build and expand Omani well engineering and drilling skills. The unit, which will be based in Nimr, is the first of nine Company-owned hoists and rigs which will be deployed during the rest of this year and next as part of our in-sourcing project.

The US$160 million capital investment will help to establish a training and development platform for PDO and contractor staff with practical hands-on capability and experience. It will enable us to drive continuous improvement across the industry more effectively, as well as faster implementation and testing of new technology.

Congratulations to the Mina Al Fahal terminal control room which has been given a global seal of approval for the safe way it manages the transport of Oman’s oil. The Shell Global Production team has awarded it the Operating Integrity SG5 certificate meaning it meets the minimum necessary requirements to demonstrate a safe operation. It is the first unit in PDO to achieve such an accolade. The terminal is a major strategic installation for the Sultanate so the importance of this achievement – underlining the way we put safety at the forefront of our operations – cannot be overstated.

Last but not least, our Staff In The Spotlight features Yousuf Al Hadabi who has become a Gas Lift Associate Subject Matter Expert and shows just what can be achieved through hard work, patience and a desire to better oneself and help others.

Regards,
Raoul Restucci
Managing Director
Long Service Awards

Fadyah Said Abdulla Jahadhmy
35 Years

Abdulhakim Salim Mohammed Shaikh
30 Years

Kadackel Kizhakethi Thomas
30 Years

Aisha Salim Maamary
25 Years

Said A.Rahman Mohammed Kharusi
25 Years

Three members of staff are celebrating after winning the latest Lean quiz.

Pipeline Maintenance Engineer Sulaiman Al Harthi, Information Management and Technology Systems Engineer Ircham Djauhari and Operations Readiness Engineer Mohamed Mazroiee successfully answered the questions on the PDO intranet.

They were presented with vouchers worth RO 50 for the City Center shopping mall in Al Qurum by People and Change Director Ibtisam Al Riyami, who is also Lean Champion.

A total of 1,078 staff took part in the quiz, and 422 provided correct answers.

The quiz is part of an ongoing effort to increase awareness of Lean principles, tools and methodologies across the Company.
Hamed Al Ghanboosi has won a gold medal after beating off the challenge from hundreds of other photographers from around the world at a major exhibition in Europe.

Engineering, Procurement and Construction Contracts Representative Hamed received his glittering prize at Serbia’s first international exhibition of photography.

Hamed, one of the PDO photographic talents who participated in PDO Day last year, competed against other photographers from across the globe to clinch top prize.

His winning photo was shot in Mumbai railway station (in India) last year using a Canon 6D camera and 24-105mm lens.

Debold Hamed said “I am very satisfied with my achievements; within a short time I have gained a lot of rewards from different countries around the world.”

Hamed has so far won almost 100 photographic awards from International Federation of Photographic Art (FIAP) exhibitions and circuits including Serbia, Finland, Germany, Switzerland, Belgium, Montenegro,

Ukraine, UK, India and Bosnia and Herzegovina with over 1,600 acceptances of his photos from different world photography saloons.

A selection of his photos was also exhibited at the second China Ningxia International photo contest on Muslim customs in 2014. In addition, he has participated in many Arab photo exhibitions including Saudi Arabia, Tunisia and Jordan. His pictures were also selected for the 21st annual Oman exhibition arranged by the Photography Society of Oman.

Hamed’s main interests and focus in photography are landscapes and street views.

As well as FIAP, Hamed is a member of the Photography Society of Oman (PSO), United Photography International (UPI) and the Photography Society of America (PSA).

Being a member of the PSO and chairman of the Jalan photography team, he actively participates in, and contributes to, the organisation’s activities and always lends a helping hand to the development of newcomers in the field.
PDO has commissioned its first hoist in more than 20 years in a new In-Country Value initiative to build Omani well engineering and drilling skills.

The crew on Hoist 101 started work on well Nimr-249 at 8pm on 29 September. The unit, which will be based in Nimr, is the first of nine Company-owned hoists and rigs which will be deployed during the rest of this year and next as part of an in-sourcing project.

The US$160 million capital investment will help to establish a training programme to develop PDO senior staff in operational roles aimed at building practical hands-on capability and experience. It should also set transparent benchmarks on operating cost and performance and enable faster implementation and testing of new technology.

Contracting and Procurement Team Leader Alan Maclachlan explained: “This is about skills, employing better technology and having better welfare for our employees – these things together will give us a competitive edge. It’s about setting a new benchmark and a new standard. It isn’t about the cost of everything; it is about the value of everything.”

Nimr Well Engineering General Manager of Well Engineering Mohammed Al Ruqaishi said: “From a Lean methodology point of view, the ergonomic design was heavily considered in various parts of the hoist equipment, hoist layouts, offices and mobile camp accommodation.

“We believe such features and standards will lead to greater worker satisfaction and lead to an improvement in safety and operational efficiency.”

The first hoist was imported from Italy and an in-house Well Engineering team has made many positive ergonomic modifications to the hardware to improve ease of operation and productivity. Improvements include a disc brake drawworks, a driller cabin which is something new to hoists, and the incorporation of the hydraulic pump driving the power swivel into the hoist unit rather than operating it as a separate piece of kit, as well as a reduction in the engine’s noise.

The aim is to reach an Omanisation level of around 85% on the project. The units are being partially constructed in Oman and contractors Drillmec, who are supplying the hoists, and rig-makers National Oilwell Varco are also establishing service and maintenance workshops in the Sultanate which will enhance Omani employment and training opportunities and develop local skills.

Nimr Well Engineering Operations Manager Bassam Alhassan said: “They have agreed to do this which is good news. We hope other operators and contractors will also follow this example and use or set up local facilities as this is a good way of building up Omani capabilities.”

Additionally, the fleet will come with five high-quality mobile accommodation camps which are being built in Oman by local company Techno Gears Industries. These camps will set a new standard of comfort and welfare which PDO hopes contractors will replicate when designing and building their own facilities.

A total of 175 PDO personnel will be employed on the fleet with 400-600 contractors, including catering and transport crews.

Alan explained: “We want to show our contracting community higher standards and lead by example. We hope they will recognize the value to them and be encouraged to match our standards.”
The Mina Al Fahal terminal control room has been given a global seal of approval for the safe way it manages the transport of Oman’s oil. The facility is a key strategic installation for the Sultanate and responsible for overseeing the shipment of 330 million barrels a year.

And the Shell Global Production team has awarded it the Operating Integrity SG5 certificate meaning it meets the minimum necessary requirements to demonstrate a safe operation. It is the first unit in PDO to achieve such an accolade.

The assessment covers nine key elements such as alarm management and operating envelopes, shift communications and handover, Permit To Work effectiveness, dynamic risk assessment, operational registers, competence management and documentation.

MAF Terminal Delivery Team Leader Hamed Al Haddabi said: “Our Operating Integrity journey started two years ago when Shell initially assessed us and identified gaps which we needed to close.

“After two years of hard work, we are proud to have done that and reached a standard where we are operating in a safe manner so that our equipment, environment and people are taken care of. “This has all been about managing change, assessing risk, putting controls in place, changing mindsets and complying with standards.”

The control room supervises the collection of oil from the Interior at the tank farm and its transfer to the refinery and cargo vessels for export. Sixteen operators work in shifts covering the important work around the clock and handle the oil transfer to around 20 tankers a month moored in the MAF port area.

Oil South Director Suleiman Al Tobi, Infrastructure Director Sami Baqi and Engineering and Operations Director Abdullah Al Shuely visited the team, and presented the certificate to mark the attainment of the Operating Integrity SG5 standard.

Suleiman said: “On behalf of the management, we would really like to recognise everyone who has contributed to this fantastic achievement and acknowledge the support of the Production function and contractors. I am sure others can learn from what you have done.

“The challenge now is to keep going and sustain what you have done. I am sure if you apply the focus that is required, you will do this.”

Sami added: “In the last two to three years, the way the terminal has been operated and the total focus have seen an impressive change.”

And Abdullah said: “Our job in the function is to provide the necessary support that helps teams produce these tremendous results.”

Surface Operations and Integrity Lead Del Ellbec summed up what had been achieved, saying: “Operating integrity is fundamental in realising the statement “Our assets are safe and we know it” together with the drive to achieve “Goal Zero” as part of the wider implementation of the Asset Integrity-Process Safety Management (AIPSM).

“Operating integrity is all about getting back to basics, knowing the operational limits and working to them, and Operations staff performing their duties in a professional, committed, motivated and accountable manner on a daily basis until completion of their rotation and then going home safely – no more, no less.

“It is one of the key blades of the Operational Excellence Standard which PDO has committed to successfully implementing across the Company.

“The MAF terminal has raised the flag for PDO, for others to follow. It is a huge challenge, but one which is achievable through focused delivery from the assets with appropriate support.”

PDO has donated a further RO 10,000 to a campaign to help free debtor prisoners so they could spend Eid with their families. The donation to the Fak Kurbah (Redeeming Anguish) campaign means the Company has so far contributed a total of RO 30,000 to the initiative in the past year.

The Omani Lawyers Association (OLA) launched the project on behalf of imprisoned debtors who have run into financial problems due to difficult personal circumstances. The OLA aims to spend a maximum amount of RO 5,000 per case clearing debts after considering the humanitarian angle in each instance. It wants to close the files on as many as 625 cases but estimates it will need around RO 500,000 to achieve the target. So far, 304 prisoners have been released.

External Affairs and Communication Manager Suleiman Al Mantheri said: “Sometimes, people find themselves in difficult financial circumstances through misfortune or events beyond their control and we hope our donations can help alleviate their problems and allow them to be reunited with their loved ones.

“Our aim is to lend support to a variety of initiatives and non-governmental organisations which help those who are disadvantaged or in distress and Fak Kurbah embodies this spirit.”

PDO made its first RO 10,000 contribution to the campaign before Eid Al Fitr last year and a second one towards the end of 2014. It is estimated that a total of 45 debtors will be released from jail as a result of PDO’s combined RO 30,000 donation.

Dr. Mohammed Al Zadjali, Chairman of the OLA, said: “We are grateful to PDO for its support for the third time, which indicates the Company’s concern for, and interest in, social and charity matters.

“We hope that this support continues, so as to release as many debtors as possible. Some of the debtors have been in custody and away from their families for up to six months so it is important this project succeeds.”

More than 50 lawyers are working on the scheme. The OLA has approached companies, banks, business owners, charities and private individuals to fund the effort.
PDO News

Taking ICV To The Next Level

Abla Al Riyami was appointed to head the new In-Country Value (ICV) Directorate in the summer of 2014.

She and her team are playing a key role supporting the development and growth of local businesses and ensuring more of the industry’s wealth is retained in the Sultanate.

Here, she gives a review of the directorate’s role and performance after its first year.

How has the first year of the new ICV Directorate been in terms of successes and challenges?

Becoming the first In-Country Value Director was a totally different challenge to my previous positions, especially my last one as Gas Director. The first thing was to integrate the team seamlessly ICV, which was new, and Super Local Community Contractor/Local Community Contractor aspect. As part of our team building and focus, we spent time off site to develop the 2015 ICV Business Plan which provided the focus we needed to drive ICV this year. In parallel, we reviewed what was or not available in terms of ICV procedures and guidelines: these foundations are needed to ensure alignment and compliance in the organisation to what we wish to achieve.

What have your main priorities been?

Building team spirit and trust in each other was my first priority. Secondly, we had to prioritize what we were going to focus on, having considered the entire multitude of ICV opportunities, requirements and challenges. Thirdly, there was a need to get smarter at how we organised ourselves in the various ICV sections and to proactively look at the work ahead of us with limited resourcing available. In order to do this, we took the output from the Petroleum Economic Evaluation Programme 2015 and assessed all the expected ICV interactions with the business in terms of ICV strategy development and ICV tender evaluation, to name but two.

I also focused on getting closer to key directorates on helping them identify and agree their ICV strategy and plan and to measure their performance against plan. To date, I have been having regular monthly meetings with the Well Engineering Director, initially Khamis Al Saadi, and then Mohammed Al Rashdi when he took over and Husam Al Jahdhami, Contracting and Procurement Manager. Most recently, we have started monthly one-to-ones with Engineering and Operations Director Abdullah Al Shuely and External Affairs Director Abdul-Amir Al Ajmi.

Next year will see us work more closely in the same way with other directorates.

Another focused area was on stakeholder engagements. This entailed engaging not only government bodies such as the Ministry of Oil and Gas, Ministry of Commerce and Supreme Council of Planning, but also visited a number of contractors both in the concession area and other industrial areas.

What are your directorate’s targets?

There are many but here the main ones:

• To deliver the opportunities that the ICV blueprint (developed for Oman’s oil and gas industry) has identified to ensure we maximise the value retained within Oman
• To work with key relevant stakeholders to ensure that our companies are sustainable and competitive now and in the future
• And to encourage companies to propose truly innovative solutions for the Oman oil and gas sector and support these companies to ensure they commercialise any such opportunities and become part of Oman’s sustainable industry base.

We need to ensure that all our ICV activities are executed with total transparency and 100% integrity and that we build an ICV capability in PDO so that we can be recognised as a true centre of excellence for our industry and beyond.

In addition, we are seriously addressing how we can best support the introduction of new SMEs and help existing ones to ensure they are given the best opportunity to become commercial successes both locally and internationally.

Last but not least, we will work very closely with our colleagues in our National Objectives.
team to ensure that we maximise all training and employment opportunities for Omanis.

**What can SMEs and entrepreneurs add to PDO?**

The oil and gas industry is highly specialised. However, it provides indirect business opportunities for SMEs to participate in the value chain and they can add value in many ways. For example, some of the opportunities they could explore include: the provision of office supplies, catering services, communication and technology services, construction, transportation, fabrication and welding services, to name a few. Moreover, SMEs can add value by bringing new technologies and innovative solutions to address key challenges in the industry, as well as introduce efficiencies in operational activities.

**How important is it to attract nationals to the oil and gas industry?**

It is very important as every year thousands of youngsters come on to the jobs market. If we look at the core strategic opportunity in ICV, it is to create jobs for skilled and unskilled Omanis. Much as our immediate focus is on delivering skilled Omanis to our contractor workforce and we are also investing time, money and effort in upskilling existing unskilled members of the Omani workforce. I would like to make it very clear that this is not PDO working in isolation; we rely on the ongoing collaboration and excellent co-operation with other oil and gas companies, and the unfailing support of the Ministry of Manpower, Ministry of Higher Education and Ministry of Oil and Gas.

We want Omanis trained to international standards which will enable them to work not only in the Sultanate’s oil and gas industry but also in the GCC or anywhere they wish internationally.

We are gratified and proud that Oman is being singled out for praise although I will be much more happy when we can truly demonstrate consistent and widespread delivery of all the opportunities identified and yet to be identified. The successful countries are those which have created sustainable industries, and therefore sustainable jobs, principally in the SME sector. We all know that a strong SME sector is the backbone to every successful economy, and so we need to invest and support our Omani companies to ensure they are sustainable and competitive locally, regionally and globally.

**How much of a challenge is it to ensure that PDO gets the balance right between implementing ICV initiatives that make financial sense?**

This is particularly challenging. We have said from the outset that ICV in certain circumstances will mean paying a premium and that this may have to continue in the short to intermediate term. We have also said it is not ICV at any cost and we look at this on a case-by-case basis and in certain instances we may have to award not to the lowest bidder, but based on tenderers’ ICV plans, to the one that has offered the highest ICV over the contract period. Naturally, we will monitor closely all such cases to ensure ICV is delivered.

When we look to the countries leading in what is commonly called ‘local content’, such as Norway, we see that they now have exceptionally robust local supply chains and a world-class oil and gas workforce, which are both being exported globally. This is our objective: to build a sustainable industrial/private sector base.

We have cases within PDO where we paid a premium, but we are already seeing items manufactured in Oman and supplied to us now at significantly lower cost.

**How is the Super Local Community Contractor initiative going?**

The SLCCs, which carry out essential oilfield services, have provided an opportunity to spread the benefits of our industry to local communities in terms of job, training and investment opportunities. The combined capital value for the five SLCCs now stands at more than RO 23 million and they have 9,385 shareholders. During 2014, RO 90 million worth of work was executed by SLCCs and other Local Community Contractors.

I’m happy to say that a fifth SLCC is now being created for locals residing in the wilayats of Haima and Al Jazir.

**What would be your message to young women looking to work in the sector?**

Follow your dreams, follow your instincts. Everything is possible so long as you are willing to put the effort and focus into it. When you are starting, don’t just think: ‘Promotion, promotion, promotion,’ develop your skills and focus of performance because it is based on those that your career will progress. It is an exciting industry and there are many challenges all the time — you will never get bored if you like challenges!

* See page 9 Encouraging Entrepreneurs
Managing Director Raoul Restucci has paid tribute to staff and contractors at Bahja for building a bird sanctuary during their spare time. The team is using waste material for the construction which will also feature rockeries, fountains and swamps to attract birds. The glass-pannelled haven will offer a refuge for a variety of species such as doves, warblers, nightingales and rollers to breed, feed, recuperate and shelter from the searing heat in the Interior.

The project in the Bahja garden, around 30 kilometres from Haima, should be completed by the end of the year and will be open to members of the public.

Bahja Mechanical Construction Engineer Nadir Said Al Awaidi said: “The sanctuary is a simple gift from the Bahja team for His Majesty Sultan Qaboos bin Said who has given his attention to the preservation of the environment. “The project will be open to all visitors. Haima residents and school students can also arrange with Bahja management to visit the project after it is completed to encourage the next generation to protect the environment.”

The 50-metre long, 15-metre wide, eight-metre high shelter’s design was developed by an integrated team under the supervision of the Bahja Welfare Committee, with Senior Mechanical Technician Ahmed Sheikhan Al Rashdi the main creative influence. Oil South Director Suleiman Al Tobi has taken a keen interest throughout the project. Around 70 per cent of the building material is being sourced from leftover materials, such as steel and wood, from the Bahja scrapyard, with the rest being purchased from the local market. Raoul praised the spirit of co-operation during the construction, which is being carried out after official working hours.

Nadir said: “On behalf of the Bahja Welfare Committee, many thanks to all who are contributing to the realisation of this project, including PDO staff and contractors, both Omani and expats, who are sacrificing their rest time to work. This entire project also reflects PDO’s strong interest in preserving the environment.”

Forty Omani trainees working for PDO contractor Applus Velosi have graduated at an uplifting event which celebrated the successful implementation of Omanisation in action.

Managing Director Raoul Restucci and Engineering and Operations Director Abdullah Al Shuely were guests of honour at the ceremony at the Crowne Plaza Hotel, Muscat, which was also attended by other senior PDO managers and staff and representatives from oil and gas companies including BP, Orpic, Oxy, OOCP, OGC, and the Ministry of Manpower.

S Renukamurthy, General Manager of Applus Velosi Operations Oman, and Brian Dawes, the company’s Middle East Regional Manager, gave addresses that described the background to the firm’s Omanisation journey since its establishment in the Sultanate in 2000. They also outlined the comprehensive three-year training programme initiated in 2003, largely to support inspection and quality assurance and quality control services for PDO, which is a partner in the graduate training, mainly through providing access to sites for on-the-job training and work experience.

After graduation, many of the trainees will now be used by Applus Velosi on PDO projects and installations.

Mr Renukamurthy hailed the graduation ceremony and the completion of training for the 40 trainees as “a major milestone in the Omanisation journey of our company.”

Raoul presented the graduation certificates to the successful trainees in the full range of subjects relevant to Applus Velosi’s business with PDO across all assets and projects: ASNT NDT Level II in the four methods; BGas Painting Inspector certificate; ISO 9001 Internal Auditor accreditation; Welding Inspector AWS CWI/CSWIP; GRE Inspection and LEEA Lifting Equipment inspection.

The list underlined the fact that the achievements have also been recognised by international standards and accreditation bodies in addition to Applus Velosi’s own in-house training criteria.

Raoul said: “This practical application of Omanisation in action shows Applus Velosi to be role models for the fulfilment of long-term opportunities for Omani,” and added that “such commitment to make a difference creates real value for the Sultanate of Oman.”
New Security Office Opens

A new security office which will provide around the clock protection and safety to Mina Al Fahal and speed up the processing of visitor gate passes has opened.

The two-storey building close to Gate 2 boasts a hi-tech control room where security can keep an eye on Mina Al Fahal from more than 216 online monitored and recorded motion-detection and infra-red cameras while more than 200 other cameras record in the background.

The building contains enhanced facilities to help to speed up gate pass issuance, including a reception desk with separate counters for female guests, contractors, Directors’ VIP visitors and employee visitors. And the pristine reception should help give a favourable first impression to people visiting the Company.

Corporate Security and Emergency Manager Salim Ambusaidi said: “Every day, we have more than 150 visitors to PDO who need to be greeted and checked and the more spacious, comfortable and convenient reception area will enable us to process them better and should help to speed the issuing of gate passes.”

Managing Director Raoul Restucci and Infrastructure Director Sami Baqi were guests of honour at the official opening.

Sami paid tribute to the Corporate Real Estate, Information Management and Technology Departments, and Security and Emergency Department, which provides security at PDO premises, for working together to complete the building.

He added: “It has been a great effort and I thank those who have been working with us to make this happen.”

The old security office next door to the new complex will be used as a back-up facility.

Feed Office Success

The Front End Engineering Design (FEED) Office has had its ISO9001:2008 certification renewed for a further period of three years until July 2018.

It successfully completed the re-certification audit in the summer by the British Standard Institute (BSI), Dubai which confirmed its adherence to the internationally recognised ISO9001 Quality Management System (QMS).

FEED Office Manager Salman Niyaz said: “Holding ISO9001 certification proves that the FEED Office can deliver engineering to the highest level of quality standards meeting customer satisfaction.

“The FEED Office has been certified for the last six years without any negative findings from the BSI. This was mainly possible through highly professional and competitive staff and their commitment to adhere to QMS requirements well supported by the FEED leadership team.

“As our business and our customer base continue to grow, we feel this is one measure of showing our continuous efforts to maintain a high standard of quality within our organisation.”

The ISO 9001 standard is being revised and re-issued and the FEED Office will migrate to the new benchmark in the next three years by updating procedures and carrying out refresher sessions for the FEED team.
PDO has donated almost RO 170,000 to help victims of the humanitarian crisis in Yemen following a staff charity appeal.

Over 1,700 employees contributed financially over the Ramadhan period to help relieve the suffering of Yemeni citizens caused by instability, large-scale displacement, poor infrastructure, food insecurity and child malnutrition in the country.

Oil South Director Suleiman Al Tobi handed over the cheque for RO 169,293.880 to the Oman Charitable Organisation’s (OCO) Executive Chairman Ali Ibrahim Shenoon Al Raisi at OCO’s head office in Muscat.

The Company is working with OCO, which is subject to governmental financial supervision, to effectively utilise the money for humanitarian aid and to support the people of Yemen.

Suleiman said: “I would like to thank all PDO employees who have generously contributed to this noble cause, in the holy month of Ramadhan.

“Ramadhan is all about reflecting spiritually, having empathy for those who are less fortunate and encouraging actions of generosity. Our staff have once again requested us to organise an appeal and then voluntarily made contributions from their monthly salaries.

“I would also like to thank OCO for their tremendous and continuous support to PDO in helping to channel the money to where it is most needed.”

OCO’s Ali Ibrahim Shenoon Al Raisi said: “On behalf of the OCO Board, we are very grateful for PDO’s continued generosity and efforts in giving a helping hand to those who are undergoing great hardship. We will do our best to guarantee these donations will get to the people who need them as soon as possible.

“Millions of people in Yemen are facing severe difficulties as a result of major food and water shortages, as well as a lack of medicine. PDO’s donation will help to make a real difference for some of the people and I encourage others to support those in desperate need in our neighbouring country.”

The Yemen appeal is the latest in a series of international humanitarian staff appeals at PDO. Other recent examples have included donations for victims of the Nepal earthquake, Syrian civil war, Gaza conflict and typhoon Haiyan in the Philippines.

PDO News

Encouraging Entrepreneurs

Staff have been given an insight into the support given to Omani entrepreneurs in the oil and gas sector.

Speaking at a Lunch and Learn session organised by the In-Country Value Directorate, Mr Raphael Parambi, Small and Medium Enterprise Development Fund Chief Executive Officer, outlined how his organisation and partners, such as PDO and OPAL, were working together to create a conducive environment for SMEs and start-ups to flourish by:

- Offering training in important areas such as Health, Safety and the Environment
- Improving their reliability through closer monitoring
- Enhancing project delivery and pricing through timely financing
- Expanding the value chain through links with engineering colleges.

He said: “The objective of the entire exercise is a win-win; with increased engagement with the SME sector, improved quality of suppliers and wider choice, resulting in greater choice, lower cost and improved flexibility for the oil majors.”

During his talk, titled “Why Companies Fail and What We Can Do About It?”, Mr Parambi revealed how the SMEDF supports Omani entrepreneurs through training, nurturing and funding and stated there were plenty of opportunities for business owners – but also a range of potential problems which needed to be addressed to ensure success.

Reasons for failure included a poor or non-existent business plan, inadequate working capital, a lack of understanding of accounting and cash flows, lack of managerial and technical knowledge, access to capital, inability to withstand setbacks, multi-dimensional entry barriers and regulations.

He said: “Establishing and successfully running an SME is a risky business. The range of potential problems to which SMEs are exposed every day can be intimidating – but opportunities are plentiful for business owners who are aware of these risks, and take steps to mitigate them.”

The SMEDF was established with authorised capital of RO 100 million to develop entrepreneurship and support Omani SMEs, and also receives grants to address risks faced by them.

One initiative is called the “Entrepreneurial Campus” for college and university students to enhance interest in start-ups. The SMEDF also makes interventions at Tender Board level and works with companies such as PDO, and free trade zones and industrial estates in the Sultanate to enhance SME value chains.

Speedy and flexible funding and subsidies are also offered for qualifying SMEs with around a third of customers from the oil and gas industry.

Mr Parambi said the government’s focus on developing this sector is fuelling the potential for the growth of SMEs, and also pointed to the “numerous” opportunities for them ranging from the service sector, to manufacturing, to oil and gas and tourism, totalling up to US$14 billion.
Staff In The Spotlight

Yousuf Al Hadabi (Gas Lift Associate Subject Matter Expert)

Yousuf Al Hadabi is a great advertisement for what can be achieved through hard work, dedication and a willingness to learn.

He joined PDO in 1992 straight from secondary school before taking on various production and programming jobs in Fahud and Lekhwair. However, in 2000 he developed a keen interest in gas lift technology and ever since has increased his knowledge to a high technical level.

Since 2012, he has been working as the Production System Optimisation Lead and Gas Lift Engineer on a cross-posting to the Brunei West Field and his commitment to his chosen area of expertise has recently seen him promoted to the level of Gas Lift Associate Subject Matter Expert (SME) – the go-to person for anybody wanting advice, answers or suggestions on this important area of production.

Why is gas lift technology so important?

It is one of the enhanced artificial lift methods where produced gas is processed to a higher pressure and then injected back into a well to reduce the density of liquid and enable production to occur. It’s an important means of continuing to produce oil after a well loses its energy to produce a natural flow of hydrocarbons to the surface.

How did you become an Associate SME in this area?

I started my journey around 2000 when I was still an operator in Fahud field, where 90% of the wells were gas-lifted. I started to concentrate and learn more about the technology when I took the job of field programmer there, working to ensure that the wells were lifting from as deep as possible at an optimum injection rate.

It was really interesting to see the value of my efforts from the increase in oil production and the reduction in deferment. To gain more knowledge of gas lift, I started to increase my skills by attending courses and practising in the field. I also attended workshops to update myself on any new gas lift technology.

I didn’t stop communicating with the Technical Expert and SME asking for advice on technical issues related to gas lift and I was always giving recommendations! In 2008, I moved to the Coast to work as a programmer, and started to do more analysis, troubleshooting and design. In 2012, I got the cross-posting to Brunei to be a Gas Lift Engineer, and started to do training on gas lift/WinGLUE (a powerful gas lift software for analysis) to increase my awareness and knowledge and build up the skills of Brunei Shell Petroleum staff, as well as giving the teams in each asset roles, targets and responsibilities.

What does being an Associate SME entail?

I have to provide support and be the go-to person in the engineering network within the business and actively contribute to knowledge sharing and engineering networks. It’s also important to keep up to date with developments inside and outside Shell and PDO by attending internal and external conferences and I work with the SME mentor to further develop my skills.

Is there anybody you would like to thank for helping you to become an SME?

My sincere gratitude goes to the following for believing in me or giving me the chance to succeed: Allah and my family; His Majesty Sultan Qaboos; every member of the Managing Director’s Committee both at PDO and BSP; and all those who have inspired and supported me.

Do you have any messages for staff wanting to become an SME?

Be patient, keep delivering, sharpen and update your skills on new technology, share knowledge and inspire others.

What are your career ambitions?

I would like to become a Global Technical Expert in gas lift technology.

How do you relax away from work?

I enjoy deep sea fishing and photography.
Knowledge Sharing

Representatives from the Lifting and Hoisting and Technical Safety teams have participated in an event at Muscat’s Higher College of Technology to share knowledge, ideas and new technology.

The specialists attended HCT’s third Gathering of Technical Engineering and gave a workshop on fire safety and the occupational health and safety element in lifting and hoisting.

The well-attended three-day event included an exhibition and other workshops which were entirely organised by college students and monitored by college management.

Tech Talk

Research and Development groups, in general, and Joint Industrial Projects (JIPs), specifically, are self-governing non-profit organisations. They run for the benefit of their members who are the owners and customers. Their main purpose is to develop new technology and put it into practice. Funds largely come from participating companies, with additional support often from government sources. They are vehicles for R&D cost-sharing in areas of common interest. JIPs have the following objectives:

- Technology upgrading in the industry
- Create links between suppliers and customers
- Competitive advantage of their members through research and innovation
- Setting industry standards as a way to organise competition or to build specific strategies (life cycles, compatibility among components, safety requirements).

The economic rationale for the formation of a collaborative group is the anticipation of gain by some members or core group - a greater gain than if the member’s core group were to undertake the same mission independently. Potential gains from collaboration may emanate from sharing costs and complementary technology, and reduction of risks.

Sharing complementary technical knowledge is often the purpose of JIPs which are formed to develop technology to advance competitive interests. Such alliances provide opportunities for firms moving into new fields of technology or diversifying into new areas. Risk reduction opportunities provide an incentive for collaboration on large scale projects with a relatively high degree of uncertainty.

PDO, through the New Technology Implementation (UCT) team, embarked on several JIPs to address some of the toughest technical challenges. In the past, PDO joined a JIP on multi-phase metering, conformance control with Poweltec and enhanced oil recovery with Texas University.

Currently, the Company is involved with a couple of JIPs on polymer polymer-contaminated produced water: the OSORB JIP and Dolphin JIP. The first is between PDO, Qatar Petroleum and PROSEP. The later is facilitated by “IFP Energy Nouvelles” and includes Petrobras, SATOIL and PDO and focuses on the impact of chemical EOR on water management.

The Dolphin JIP has been recently signed and is still in its early days. However, the OSORB JIP is now progressing towards field trial stage following successful laboratory tests.
A Mountain To Climb

Intrepid Fahim Firfiray and his son Osama have raised almost RO 2,500 for charity by undertaking a gruelling mountain challenge in the Indian Himalayas.

The pair struggled valiantly to conquer Stok Kangri, a 6,153 metre peak, to raise funds for Islamic Relief and Children with Cancer.

Sadly Fahim, a Leadership Trainer in the Learning and Development Centre, had to stop due to a low blood-oxygen count even though he was feeling fine. However, he still managed to reach base camp at an amazing 5,000 metres.

Fahim allowed 15-year-old Osama to continue and he and two others began their onward ascent at midnight, trekking over a glacier and steep ice ridges, aiming to reach the summit by 9am.

Fahim said: “Osama started well, pushed on only by his own mental strength and a very kind Sherpa guide. He managed to cross the glacier and make the ascent to the ridge, but he soon had to stop every few steps because the air was so thin and he kept falling asleep. Osama said every rock looked like a pillow and he could easily have slept in the snow.

“He got just 150metres from the top and then had to stop. That small distance would have taken another three to four hours.

“I’m very proud of Osama. He showed great strength and courage.”

Two other members of their group did reach the top.

Tell A Friend: Salalah Festival

Organisers of PDO’s nationwide “Tell A Friend” road safety campaign engaged with almost 1,000 visitors at the Salalah Tourism Festival.

Over a six-day period, around 150 members of the public visited the campaign pavilion each day to learn more about staying safe on Oman’s roads.

The stand offered a mixed programme targeting all age groups which included live discussions, competitions and short plays. On average, 100 people each day also tried out a seatbelt convincer machine which simulates the impact of a slow-speed traffic accident, and campaign volunteers gave away free child car seats to a number of parents attending the event.

Tell A Friend Campaign Co-ordinator Munira Al Balushi said: “We were delighted with the strong interest in road safety shown by visitors to our stand at Salalah.

“Tell A Friend is all about engaging hearts and minds so people can learn more about driving their cars in a safe, respectful manner, maintaining their vehicles properly and ensuring motorists and passengers behave responsibly, by wearing seatbelts, for example – and then raising awareness by passing on what they have learned.

“It is clear from our engagement with the public that momentum is growing behind the campaign and that people want to do more to make sure Oman’s roads become safer and reduce the terrible casualty toll.”

The five-year “Tell A Friend” campaign was officially launched by PDO in Muscat in January 2013 with the aim of lowering the number of road accidents in the Sultanate. It targets important areas of road safety such as responsible driving, speed management, vehicle safety, proper seat belt usage and fatigue, and has used a multimedia approach, including television, cinema, radio, newspapers, Facebook and Twitter to get its message across to all generations.

The Tell A Friend campaign roadshow has travelled all over the country, including Ibi, Nizwa, Khasab, Shaleem and Al Jazir.

At Salalah, PDO also erected its mobile Planetarium next to the Tell A Friend stand which attracted more than 1,200 visitors to almost 40 shows.
PDO News

ROP Training Success

PDO has cemented its relationship with the Royal Oman Police by providing oil and gas awareness training to dozens of officers. Learning and Development Manager Hamed Al Hadhrami and Head of Security Mohammed Al Ghaim designed and supervised the courses to further understanding of the Company’s operations and processes.

A total of 60 officers from the ROP’s Oil and Gas Installations Security Police were given oil and gas training for non-technical people at the Wells Learning Centre and Learning and Development Centre. They saw a demonstration of real equipment used in the exploration and production sector and experienced the DS5000 simulator which can replicate a well blow-out. Instructors also gave them an insight into rig operations, blow-out prevention and emergency response.

Three batches of 20 men underwent the three-day training programme, which included two days of presentation and theory at the ROP Officer Institute followed by a further day at the Wells Learning Centre.

Instructors used the educator wall at the Wells Learning Centre, which is a useful tool to teach non-technical people, and the Learning and Development Centre Model Room to illustrate real pressure control equipment. Officers were also shown a real blow-out scenario using DS5000 and completion and well intervention simulators.

Wells Learning Adviser Aamer Ambusaidi, who was the main instructor during the training and was joined by colleagues Said Al Yarubi, who assisted on matters relating to exploration, and Khalid Al Badi, who spoke on subjects such as well control situations, emergency situational awareness, and field equipment and operations.

Aamer said: "We gave them an overview of the well engineering and logistics operations, well structure, pressure sources and control, pressure control incidents, blow-outs and dealing with an emergency. "They asked about well control incident investigations, drills and the ways of communication between PDO and other parties. "It was fruitful for both parties, as the ROP got to understand how PDO runs its operations producing hydrocarbons, the precautions we take and the risks involved. We also got to understand how the ROP thinks about, and deals with, emergencies."

Corporate Security and Emergency Manager Salim Ambusaidi said: "The ROP provides security, patrolling, and checkpoint cover for many of our installations and it is important we have a good working relationship with them and that they fully understand our business. "Since the ROP Oil and Gas Installation Security Police work in our concession area it is mandatory for them also to understand our health, safety and environment (HSE) policies and procedures and to have knowledge about hydrogen sulphide. So the Security and Emergency Department has also sponsored HSE and H₂S awareness training."

PDO also assists with English language tuition for the men on an annual basis.

Salim said: "Overall, they have found the training very useful in order to provide PDO security services."
الدورة التعريفية
لضبط شرطة عمان السلطانية
تتكمل بالنجاح

في إطار توطيد العلاقة بين الشركة وشرطة عمان السلطانية، قدمت الشركة دورات تعريفية حول قطاع النفط والغاز لعدد من ضباط الشرطة، وقد أعدت هذه الدورات لتعزيز التعاون بين شركة رضية عمانيه والشرطة السلطانية.

التدريب تم في مرافق الشركة وحضر مع وضباط الشرطة، حيث سجلوا لدورة تعريفية حول قطاع النفط والغاز. كما شاركوا في عرض آلات ومواد تتعلق بالقطاع، واجتهزوا بدورات تدريبية على أجهزة التحكم في الضغط ووسائل الوقاية من حوادث الهواء.

وقد استقللنا لجهاز DS5000، الذي يمثل آليات تفريز وتعزيز الآبار، وقطاع استخدامها في عمليات التحكم في الضغط. وقامت شركة رضية عمانيه بتدريب الضباط على كيفية التعامل مع حوادث الهواء والآلات وخطوات الوقاية.

وعلى ضوء ذلك، فقد استقللنا الضباط بنجاح من دورات التدريب، واعتنوا بتقديم الجملة المتعلقة بإنتاج الورق والمخاطر المرتبطة بالأنشطة، وتشمل ذلك التعليم المتخصص حول طرق وسائل الوقاية، وطرق مواجهة حالات الطوارئ.

وقد أفاد الضباط بأن الدورات كان مفيدة جداً، حيث سجلوا لنشر المعرفة العلمية في مجالات تتعلق بالوقاية، وتحقيق الشروط الأمنية والفعالية.

وقد استطاعنا أن نتقنوا مجموعة من المهارات، ونشكلوا نواحي التواصل والتعاون بيننا، وتعزيز القدوم لاستغلال فرص التعلم والتدريب المستمرة. وثبتت هذه الدورة أنها استطاعت أن تحقق أهدافها، وتسهم في تطوير القدرات العلمية والتدريبية للضباط، وتعزيز التعاون بين الشركة وشرطة عمان السلطانية.