

Faces behind the Start-Up



Good Communication Equals Great Teamwork



Abdullah Abdul Rahman
Head of Mechanical, PRefChem

"Everything is possible when we have good communication and teamwork among team members in achieving common goals and objectives." Holding true to this belief, PRefChem Head of Mechanical Abdullah Abdul Rahman was amazed at the teamwork showcased during the Hydrogen Production Unit (HPU)-1 incident.

"On 25th November 2021 at about 12pm, a field operator heard a loud sound coming from a reformer Hydrogen Production Unit (HPU)-1. The field operator noticed that there were steam and natural gas leak at the top of reformer inlet manifold. After this was reported, the plant operation was shut down immediately.

"It was devastating. We thought that only HPU-1 had issues but there were issues at HPU-2 and HPU-3 too. A total of 1008 inlet pigtailed on all three reformers must be replaced immediately and the issues must be resolved as soon as possible," Abdullah said, relaying the chronology of events leading up to the incident.

"The management was shocked upon hearing the news. At that time, communication was important in overcoming this issue. I told my team that we will solve this issue together. I also motivated my team by always listening to what they had to say and encouraged them to communicate," said Abdullah who managed a team of 140 people, consisted of highly competent specialists, executives and technicians from various background and skillsets.

Abdullah, who has been on the job for about 20 years, said the challenge at the time was to get 1008 reformer inlet pigtailed tube replacements in time and would delay the start-up even later that it already was.

"It was critical as failure to resolve the issue would lead to the complex start-up further delay. We can't just go and get the replacement from the nearest suppliers. We are talking about special stainless-steel material grade 304H and non-standard length here which required specialised contractors to conduct tube bending, heat and tube welding at site.

"For this purpose, the procurement process started immediately in acquiring the tube material. It would normally take around three months to acquire the tubes, thank you to committed procurement team, we managed to secure mills in China to produce them for us on priority basis," said Abdullah.

The Mechanical team managed to successfully complete the solution annealing with full compliance to technical code standard with licensor's approval. All 1008 pipes were successfully replaced at site including catalyst change-out safely, within schedule and with acceptable quality.

There is a saying that goes, 'Communicate, communicate, communicate.' Sounds simple but can be hard to achieve. However, if we strive to communicate better, barriers can be removed and greater things can be achieved. This was how the team banded together and overcame a hurdle as 'One Team One Goal'.

Thank you to everyone who has worked tirelessly to make the Start-up a reality, for achieving the milestone and keeping us safe.

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