

01/04/2025

APRIL Edition

EIM Focus:



- Industry Highlights
- Energy Jobs



- Article by Mr. Narendran
 Venkatraman
- Upcoming Trainings

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Industry Highlights Image: style="text-align: center;">Image: style="text-align: center;"/>Image: style="text-align: center;"/>Ima

NMDC Energy Secures Major \$2.64 Billion Contract for Lower Zakum Offshore Project

In a significant advancement for the UAE's offshore oil industry, NMDC Energy has been awarded a substantial \$2.64 billion contract for the development of the Lower Zakum offshore oil project. This prestigious contract, granted by ADNOC Offshore, emphasizes NMDC Energy's strong capabilities and leadership in executing major engineering, procurement, and construction (EPC) projects, further solidifying its reputation in the global energy market.



The Lower Zakum field, strategically situated offshore Abu Dhabi, is one of the region's most vital assets for oil production. The project will enhance the field's production capacity and operational efficiency, positioning NMDC Energy as a key contributor to Abu Dhabi's long-term energy objectives and economic growth.

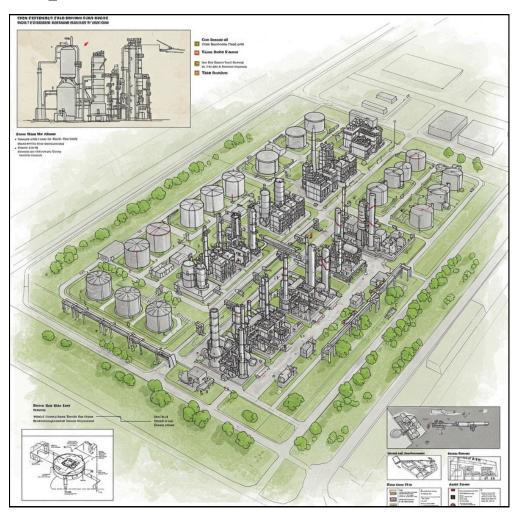
Awarding this large-scale project to NMDC Energy is anticipated to deliver substantial economic benefits to the UAE, generating new employment opportunities and stimulating growth in related sectors. As NMDC Energy moves forward with this ambitious undertaking, the successful execution of the Lower Zakum offshore project will undoubtedly bolster the company's market presence and support broader national energy goals.



Industry Highlights



Aramco Initiates Tendering Process for SASREF Expansion in Q2 2025



Saudi Aramco is set to commence the tendering process for the expansion of its Saudi Aramco Jubail Refinery Company (SASREF) in the second of 2025. This quarter strategic initiative follows a recent Development Agreement Framework aimed significantly at SASREF's enhancing refining and petrochemical capabilities. The expansion reflects Aramco's ongoing commitment to advancing its downstream operations and meeting growing global demand for high-quality petrochemical products.

Saudi Aramco is set to commence the tendering process for the expansion of its Saudi Aramco Jubail Refinery Company (SASREF) in the second quarter of 2025. This strategic initiative follows a recent Development Framework Agreement aimed at significantly enhancing SASREF's refining and petrochemical capabilities. The expansion reflects Aramco's ongoing commitment to advancing its downstream operations and meeting growing global demand for high-quality petrochemical products.

The upcoming tendering process is anticipated to generate significant interest from both domestic and international contracting firms. The successful completion of this major expansion will enhance SASREF's operational capabilities, contribute substantially to regional economic growth, and reinforce Aramco's leadership role in driving Saudi Arabia's economic diversification and global energy prominence.



Industry Highlights



SATORP Awards Engineering Services Contract for Saudi Refinery Project



SATORP (Saudi Aramco Total Refining and Petrochemical Company), a joint venture between Saudi Aramco and TotalEnergies, has awarded a significant three-year contract to NextChem Tech, a subsidiary of MAIRE, to deliver specialized engineering and technology services for the Sulphur Recovery Complex at its refinery located in Jubail, Saudi Arabia.

Under the newly signed agreement, NextChem Tech will provide comprehensive process and engineering advisory services designed to optimize performance, support operational troubleshooting, and improve the energy efficiency and environmental footprint of critical units within the complex. This includes key facilities such as the Sulfur Recovery Unit, Amine Regeneration Unit, and the Sour Water Stripper. The contract further involves evaluating capital investment opportunities, implementing design improvements, and recommending technological enhancements.

This strategic partnership marks an important step toward sustainability and enhanced operational excellence in the refining sector. The collaboration between SATORP and NextChem Tech not only emphasizes their mutual commitment to technological innovation and environmental responsibility but also reinforces their shared goal of setting new standards for efficiency and sustainable practices in the industry.





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World

DP WORLD Company

Walk-In Interview on 5th April 2025 09:00 AM - 2:00 PM

Drydocks World is Hiring

We're looking for talented professionals for Offshore Design & Engineering positions based in Navi Mumbai

Venue:

Drydocks World - A DP World Company 21st Floor (Level 17), 02 0 Parc, Aurum, Thane Belapur Road, Ghansoli, Navi Mumbai - 400 701

Documents

🌄 Updated Resume 📄 🌄 Recent Passport-Size Photograph 🔯 Valid ID Proof ID

Candidates with 5 + Years of experience in Marine, Offshore, Shipyard, FPSO, FLNG, FSRU, or FSO will be preferred. If you have the right expertise, apply now!" 🚊 🐌

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- Senior Designer Instrumentation (E3D)
- Process Engineer
- Office Admin
- Data Entry Administrator

Website: https://www.drydocks.gov.ae/

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"ONGC, Western Region, Ahmedabad Asset seek applications from eligible <u>retired executives of ONGC</u> for engagement as Junior/Associate consultants for two year period for posting as competent persons in shift / general shift on charter hired and O&M operated Work over Rigs of Ahmedabad Asset for supervision of Work-over Operations. Interested retired ONGC executives of Production/Drilling discipline (E1 to E5 level), with in line experience in respective operations and relevant qualification within age limit of 64 years as on date of advertisement may apply.

For detailed advertisement and Bio-data format please visit at ONGC portals i.e. **"ongcindia.com / reports.ongc.co.in /** bandhan.ongc.co.in."



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Be aware of fraudulent job offers misusing our name and report immediately to us

दीनदयाल पत्तन प्राधिकरण

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आईएसओ 9001:2008 आईएसओ 14001:2004 (विज्ञापन संख्या एमएच/जीएन/2025 (संविदा कर्मचारी)

संविदा आधार पर चिकित्सा अधिकारी की नियुक्ति—**OOT** विभाग, वाडीनार के लिए

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NIFT FOUNDATION FOR DESIGN INNOVATION

NIFT Foundation for Design Innovation (NFDI) is a Section 8 Company Act 2013, set up by the National Institute of Fashion Technology, Ministry of Textiles, Govt. of India.

NIFT Campus, Hauz Khas, Near Gulmohar Park, New Delhi- 110016

File NIFT-HO/NFDI/275/2024

Requires

Chief Executive Officer (CEO),

Further details on the above position is available on the NIFT and NFDI website: <u>www.nift.ac.in</u>, <u>www.nfdi.in</u>. Interested candidates may apply through the mentioned websites on or before **18th April 2025**.

GUJARAT PORT AND LOGISTIC COMPANY LIMITED

"SAGAR BHAVAN", Sector 10/A, CHH Road, Opp. Air Force Station, Gandhinagar – 382010, Phone 079-23238346/47/48

NOTICE INVITING CONTRACTUAL POSITION

Gujarat Port and Logistic Company Limited (GPLCL) invites applications from experienced professionals for the various positions on a contractual basis. Interested candidates are encouraged to apply by visiting the "CAREER SECTION" of our company website: https://gmbports.org/careers. Alternatively, you may send your application along with your CV, addressed to: gplcl@gmbports.in before 21/03/2025.

Gujarat Port and Logistic Company Limited



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- One Post Graduate Teacher in Mathematics (M.Sc. with B.Ed)
- 3. One Post Graduate Teacher in Chemistry (M.Sc. with B.Ed)
- 4. One Post Graduate Teacher in Physics (M.Sc. with B.Ed)

5. A teacher for Robotics and Artificial Intelligence at the I.C.S.E. Level. The candidate should have the following requirements :

 B.Tech / B.E.(Computer Science, Electronics Engineering, Instrumentation Engineering, Electrical Engineering or Mechanical Engineering) or. M.Sc. / Applied Mechanics, Physical Science or equivalent with necessary experience.

- Should have 1+ year of relevant industry, teaching at
- school or college level or research experience is preferred.
 Competencies and skills should include proficiency in at
- least one programming language (C/C++/Python preferred), familiarity with micro-controllers and programming, proficiency in computer programming and coding skills in

proficiency in computer programming and coding, skills in Robotics hardware and system integration

6. La Martiniere for Girls, Kolkata requires a Resident Matron, Only those with adequate experience in comparable schools may apply.

The candidates for the above posts should be from an English medium background with minimum 5 years relevant experience.

The above posts are on a permanent basis after completion of a satisfactory probationary period.

Candidates need to apply by the 24th of March, 2025 with a covering letter, structured resume, passport size photograph, self-attested scanned copies of certificates and testimonials to,

The Secretary, La Martiniere at the following email address : Imcao@lamartiniere.co and by post to the following address :

The Secretary, LA MARTINIERE KOLKATA 11, Loudon Street, Kolkata 700 017. All outstation candidates shall be reimbursed for 2 Tier AC travel.

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Regd. Office: Engineers India Bhawan, 1 Bhikaiji Cama Place, New Delhi - 110066

India's leading Total Solutions Engineering Consultancy Company, Engineers India Limited, a Navratna PSU offers an opportunity for dynamic career oriented experienced professionals with the zeal to be a part of this prestigious organization and contribute towards the nation's growth.

EIL is looking for suitably qualified, experienced and motivated professionals in the following disciplines to partner in its growth story: -

Designations	Pay-Scale (₹)	No. of Vacancies*	Reservation Break Up
Deputy Manager (Planning & Scheduling)	70000-200000	4	2 UR, 2 OBC
Manager (Planning & Scheduling)	80000-220000	3	2 UR, 1 OBC
Officer (Fire & Safety)	60000-180000	2	1 UR, 1 OBC
Officer (Rajbhasha)	60000-180000	1	UR

*No. of vacancies indicated are only tentative. Reservation and relaxation for PwDs (Persons with Disabilities) shall be as per GOI (Government of India) guidelines.

Please visit the Company's website "http://www.engineersindia.com" for detailed advertisement. Online submission of application is permitted for eligible candidates on website between 00:00 hours on 13.03.2025 till 23:59 hours on 27.03.2025.

HRD/Rectt./Advt./2024-25/07

एआई एसेट्स होल्डिंग लिमिटेड AI ASSETS HOLDING LIMITED

Invites applications for the post of

Chief Executive Officer

Hotel Corporation of India Ltd

(A subsidiary of Al Assets Holding Ltd)

Last Date for receipt of application is 1700 hours on 9th April 2025.

For complete Advertisement and Application Form

Please login to website of www.aiahl.in, www.centaurhotels.com, www.allianceair.in www.aiesl.in, www.aiasl.in, www.nsc.gov.in and www.civilaviation.gov.in

Required

Jaydeep Associates Pvt. Ltd., (Jaydeep Group of Companies) is a prominent business house based in Morbi engaged in the business of Stevedoring Handling, Shipping & Logistics at Navlakhi Port, Magdalla Port, Bhavnagar Port, & Ceramic Tiles, Sanatory Wares etc. it wishes to recruit the following personnel:

Export Executive etc - 06

For above posts 1 preference to 2 to 3 years relevant experience of Export of Ceramic Tiles etc and traveling abroad for marketing of Ceramics tiles etc.

Domestic Marketing Executive etc - 04

For above posts 1st preference to 2 to 3 years relevant experience of Marketing of Ceramic Tiles etc and traveling for marketing in all over India.

Manager/ Executive For Post Operations - 02

Minimum 2 to 3 years relevant experience of Shipping & Logistics with experience of English knowledge & independent corresponds with Customs & Ports.

Sr Manager For Shipping & Chartering - 02

Minimum 2 to 3 years relevant experience of Shipping Lines with expertise in Chartering of Vessels etc.

Manager For Shipping & Logistics - 02

Minimum 2 to 3 years relevant experience for all type of Survey/ Insurance / Crew Manning etc of SOC, IRS, IV & MBC Barges & others Equipment

Office Executive - 04 (M/F)

For above posts 1st preference to MBA With minimum 2 to 3 years relevant experience as a secretory or personal Assistant and Independently corresponds in English with clients.

Salary will not be a bar for the right candidate. All posts currently are for Morbi, Navlakhi Port, Magdalla Port & Bhavnagar office. Please apply with detailed resume & recent passport photograph to:

Jaydeep Group of Companies

Jaydeep House, Sanala Road, Morbi 363641 (Guj). Mob No. :- 9925024116 / 9825222803 Mail :- japlmrv@jaydeepgroup.com / dujadeja@jaydeepgroup.com vdjadeja@jaydeepgroup.com



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SRI DEVARAJ URS ACADEMY OF HIGHER EDUCATION & RESEARCH

A DEEMED TO BE UNIVERSITY (Declared under section 3 of UGA Act 1956) MAKA KOLAB Karnataka India Phone : 08152-24300

TAMAKA, KOLAR, Karnataka, India Phone : 08152-243003 Fax No. 08152-243008 email: registrar@sduaher.ac.in

No. SDUAHER/KLR/ADMN/3809/2024-25 Date 03.03.2025

REQUIRED FACULTY URGENTLY

Applications are invited from eligible candidates for the following positions:

The institution is looking forward to enthusiastic, dedicated and committed teaching and non teaching staff in the following disciplines.

SI.	Position	Qualification
1	Professor	MD/MS/DM/Mch/DNB
2	Associate Professor	
3	Assistant Professor	As per NMC Norms
4	Staff Nurses / Tutor	BSc and MSc Nursing
5	Student Counsellor	MSc. Psychology with Experience

Following Departments

Anatomy, Pharmacology, Forensic Medicine, General Medicine, Anesthesiology, Dermatology, Radio Diagnosis, Pediatrics, General Surgery, Orthopedics, OBG, Urology, Emergency Medicine, Surgical Oncology, Radiation Oncology, Medical Oncology, Neuro Surgery, Urology, Transfusion Medicine, Nephrology, Dermatology, Neurology.TB&CD.

Eligible candidates will receive an appealing salary. Interested candidates may please send your resume immediately to registrar@sduaher.ac.in.

Dr. Muninarayana. C Registrar Dr. D.V.L.N. Prasad Chief Administrative Officer



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RAMAGUNDAM FERTILIZERS & CHEMICALS LIMITED (A Joint Venture of NFL, EIL & FCIL)

Corporate Office: 4th Floor, Wing – A, Kribhco Bhawan, Sector – 1, Noida – 201301 (U.P), Phone: +91-120-2553643, 2553631

Advertisement No.: Rectt/01/2025

Date: 12.03.2025

RECRUITMENT OF EXPERIENCED PROFESSIONALS

Applications are invited from eligible interested candidates for recruitment to various posts in Ramagundam Fertilizers & Chemicals Limited (RFCL), a Joint Venture of NFL, EIL and FCIL for its plant at Ramagundam, Telangana and Corporate Office, Noida as detailed below:

SN	Post	Pay Scale & Code	Number of Vacancies
		CHEMICAL	
1	Engineer	₹ 40,000 - ₹ 1,40,000 (E-1)	5
2	Senior Manager	₹ 80,000 - ₹ 2,20,000 (E-5)	2
3	Chief Manager	₹ 90,000 - ₹ 2,40,000 (E-6)	1
4	Deputy General Manager	₹1,00,000 - ₹2,60,000 (E-7)	1
		MECHANICAL	
5	Engineer	₹ 40,000 - ₹ 1,40,000 (E-1)	2
6	Manager	₹ 70,000 - ₹ 2,00,000 (E-4)	1
7	Senior Manager	₹ 80,000 - ₹ 2,20,000 (E-5)	1
8	Chief Manager	₹ 90,000 - ₹ 2,40,000 (E-6)	1
9	Deputy General Manager	₹1,00,000 - ₹ 2,60,000 (E-7)	1

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		ELECTRICAL		
	2	₹ 40,000 - ₹ 1,40,000 (E-1)	Engineer	10
	1	₹ 90,000 - ₹ 2,40,000 (E-6)	Chief Manager	11
NN		NSTRUMENTATION		
	2	₹ 40,000 - ₹ 1,40,000 (E-1)	Engineer	12
		MATERIALS		
	2	₹ 90,000 - ₹ 2,40,000 (E-6)	Chief Manager	13
F	1	₹1,00,000 - ₹ 2,60,000 (E-7)	Deputy General Manager	14
		NCE & ACCOUNTS (F&A)	FINAM	
	1	₹ 90,000 - ₹ 2,40,000 (E-6)	Chief Manager	15
		CIVIL		
	2	₹ 40,000 - ₹ 1,40,000 (E-1)	Engineer	16
	1	₹ 60,000 - ₹ 1,80,000 (E-3)	Deputy Manager	17
	1	₹ 90,000 - ₹ 2,40,000 (E-6)	Chief Manager	18
		MEDICAL		
	1	₹ 40,000 - ₹ 1,40,000 (E-1)	Medical Officer	19
	1	₹ 50,000 - ₹ 1,60,000 (E-2)	Sr. Medical Officer	20
	1	₹ 60,000 - ₹ 1,80,000 (E-3)	Dy. CMO	21
	1	₹ 70,000 - ₹ 2,00,000 (E-4)	Additional CMO	22
	1	₹ 80,000 - ₹ 2,20,000 (E-5)	СМО	23
		SAFETY		
	2	₹ 50,000 - ₹ 1,60,000 (E-2)	Assistant Manager	24
	1	₹ 70,000 - ₹ 2,00,000 (E-4)	Manager	25
		RMATION TECHNOLOGY	INFO	
	1	₹ 40,000 - ₹ 1,40,000 (E-1)	Engineer	26
	1	₹ 50,000 - ₹ 1,60,000 (E-2)	Assistant Manager	27
	1	₹ 70,000 - ₹ 2,00,000 (E-4)	Manager	28
	1	₹ 80,000 - ₹ 2,20,000 (E-5)	Senior Manager	29
	40	OTAL	т	



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Candidates with minimum of 10+ years of relevant experience with proven track record needs to send complete updated CV's, Credentials and Certificates mentioning your job title to: <u>offshore@indman.com</u>



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Advertisement No.: <u>18/2025</u> Government of India Public Enterprises Selection Board invites applications for the post of **Chairman & Managing Director**

in

Hindustan Salts Limited Last date of submission of application by applicants is by 15.00 hours on

04th April, 2025

Last date of forwarding of applications by the Nodal Officers to PESB is by 17.00 hours on <u>14th April, 2025.</u> For details login to website

https:/pesb.gov.in



Head Office: Star House, Plot C-5, 'G' Block, Bandra-Kurla Complex, Bandra (E), Mumbai – 400 051.

Recruitment of 180 Officers in various scales Project No. 2024-25/1

Bank of India, a leading Public Sector Bank, invites online applications for Recruitment of 180 Officers in various scales upto Scale IV. Dates for Online Applications – 08.03.2025 to 23.03.2025

For further details, please visit "Career" Section on our website **www.bankofindia.co.in** from 08.03.2025 onwards.

General Manager (HR)



IDBI BANK LIMITED

Regd. Office: IDBI Tower, WTC Complex, Cuffe Parade, Mumbai 400 005, Tel: 022-6655 3355

Advertisement No. 13/ 2024-25

Appointment of Chief Economist, Head-Data Analytics & Dy. CTO (Channels)

IDBI Bank Ltd. invites applications for the following posts on Contractual Basis.

Sr. No.	Post Name	Vacancy
1	Chief Economist	1
2	Head – Data Analytics	1
3	Dy. CTO (Channels)	1

For eligibility criteria (age, work experience, job profile etc.) and other details, please visit the 'Careers' section of the Bank's website www.idbibank.in

Applications received on or before 26.03.2025 will be considered.

NOTE: IDBI Bank reserves the right to accept or reject any/ all application(s) without assigning any reason(s) whatsoever. Any addendum/modifications with regards to the selection process shall only be published on the Bank's website (career section) www.idbibank.in and not through any other media. Candidates are requested to regularly visit the Bank website, for any update in the matter. Place - Mumbai General Manager-HRD





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Damage Mechanism in Oil gas industries not covered in API 571:

Pipeline External Stress Corrosion Cracking:

Oil and gas buried pipelines are externally protected by a combination of coatings/wrappings and cathodic protection. When the coating or wrapping fails, water can accumulate between the coating/wrapping and the pipeline steel surface. The composition of such accumulated water can result in external stress corrosion cracking.

An oil transportation pipeline observed with oil leaking. Visual inspections revealed macrocracks and shallow pits on the external surface of the corroded area (Figure 1). Optical observation indicated that cracks were started from the bottom of the pits and extended into the wall thickness as shown in Figure 2. There was a main singular crack and some branched



Figure 1: Macroscopic Observation of the cracking Area:

cracks at the end. The crack features are characteristics of a stress corrosion cracking.

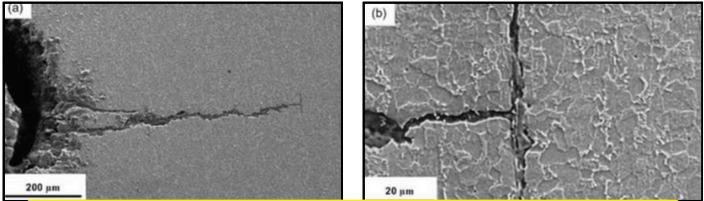


Figure 2: (a) Initiating of cracks from pitting on the surface of the carbon steel pipe and its branched development (unetched), (b) intergranular crack growth in the microstructure (etched)

Description of Damage Mechanisms:

The external pipeline corrosion damage mechanism is due to

- 1. High pH SCC
- 2. Near neutral pH SCC.

High-pH SCC: In high-pH SCC case, the external cracks more often initiate and progress intergranular. Fig 2 (b).

A concentrated carbonate-bicarbonate (CO3-HCO3) solution has been identified as the most probable environment responsible for high pH SCC. Such an environment can develop as a result of the interaction between the hydroxyl ions produced by the cathode reaction and carbon dioxide (CO2) in the soil. The pH of this electrolyte depends on the relative concentration of carbonate and bicarbonate, and the cracking range is between pH 8 and 11. The presence of multiple black thumbnail-like flaws on the fracture surface normally is an indicator that SCC caused the failure. Analysis of liquid trapped in the dis-bonded area or in the crack itself from several pipeline failures revealed a carbonate-bicarbonate solution with a pH of 8 to 11.

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The reason for the cracks remaining at the grain boundaries is related to the chemical heterogeneity at the grain boundaries. The grain boundaries are preferentially attacked or etched by exposure to the carbonate-bicarbonate solution at potentials in the intergranular cracking range.

Near-neutral pH SCC: In low-pH SCC, cracks extend trans granular. Fig 2(a)

In the case of near-neutral pH SCC, the exact mechanism is not clear. The fact that the cracks contain corrosion products suggests that dissolution occurs within the cracks, but this does not appear adequate to account for the observed crack growth rates. Hydrogen evolution occurs during SCC of pipeline steels in dilute aqueous solutions. The evolved hydrogen diffuses into the steel around the crack tip. Lower pH and lower electrochemical potentials facilitate evolution and enrichment of hydrogen. These increase the SCC growth rate.

In near-neutral pH solutions, hydrogen enhances anodic dissolution at or near the free corrosion potential. However, at lower pH values or below a certain applied cathodic potential, the cracking process is dominated by hydrogen-assisted cracking.

Affected Materials:

All ferritic pipeline steels are susceptible to external high-pH and near-neutral pH stress corrosion cracking (SCC)

Affected Units of Equipment

All buried pipelines with an external coating/wrapping under cathodic protection are susceptible.

Appearance or Morphology of Damage

High-pH SCC

Cracking is primarily intergranular (between the steel grains), forming narrow, tight cracks with almost no evidence of secondary corrosion of the crack wall. Coalescence of cracks is essential for crack growth.

Near-Neutral pH SCC

Near-neutral pH SCC is primarily transgranular (across the steel grains), developing wide cracks with evidence of substantial corrosion of crack side wall. Cracking is not continuous and is found in locations where environmental conditions change.

Prevention/Mitigation

- Use a coating system that is resistant to disbondment and has the ability to pass cathodic protection (CP) current such as fusion-bonded epoxy (FBE).
- Utilizing a high level of negative potential in cathodic protection provides condition for production of carbonate and bicarbonate which induced SCC. Therefore, controlling of the potential can be effective in reduction of these failures.

Inspection and Monitoring

Pipeline external SCC can be detected through the following:

Inline Inspection (ILI): ILI continues to improve as new methods of detecting and sizing SCC have been developed. Ultrasonic Shear Wave Ultrasonic Crack Detection (UTCD) and Electro Magnetic Acoustic Transducers (EMAT) are the proven ILI technologies for SCC sizing and detection. UTCD tool is the preferred technology for SCC inspection of liquid pipelines while EMAT is the preferred method for Gas and NGL pipelines.

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About the author

MR. NARENDRAN VENKATRAMAN Senior Inspection Engineer

Over 18 years of experience in the inspection, troubleshooting, and fitness-forservice evaluation of pressure equipment and fired heaters. His expertise spans refinery, petrochemical, and power plants, specializing in static equipment integrity with Saudi Aramco and Reliance Industries Limited.

Narendran is an IBR-authorized competent person and holds multiple industry recognized certifications including Certified RBI Professional (API 580), API certified Pressure Vessel, Piping and storage Tank Inspector.



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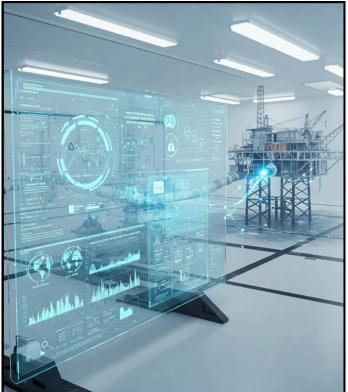
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Normalize risk taking, learning, and growth

"I won't be on email while I'm gone"

Role model balance - in talk and action

"You all rocked it"

Praise the team often and leave yourself out of it

"I'll be quiet now" Talk less and listen more

"What would make that easier?"

Look for ways to remove road blocks

"Do you have enough direction to run with this?"

Set clear expectations and ensure they've landed

"How was your kid's soccer game?"

Care about employees' lives outside work

"Next time, try..."

Give real feedback, but make it forward-looking and actionable

"Thank you" Show gratitude often

"Where do you want to be in 5 years?"

Invest in their career goals and success

"Your feedback was spot on"

Solicit feedback, act on it, and share that you did

"Take some time off - you've earned it"

Recognize and reward extra hard work

"Will you lead that for us?"

Delegate and empower employees to step up, showing you trust them

"How can I better support you?"

Ask for feedback on your leadership

"You doing okay?"

Be kind: Recognize when things are off and listen

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