

# Robert K. O'Brien

## Summary

Enthusiastic, results-oriented leader with extensive refining experience. Proven ability to lead organizational change and process improvements to standardize and significantly improve performance across manufacturing sites. Success in building a strong team environment focused on achieving world class performance. Specific skills also include

- Coaching and People Development
- Work Process Focus and Execution
- Maintenance and Reliability Management
- Community Relations
- Management/Union Relations
- Project Management
- Technical Assurance Management
- Health & Safety Management

## Professional Experience

### **HOLLYFRONTIER**

**2014 –**

#### **Vice President and Refinery Manager – Navajo Refinery**

Responsible for the safe, environmentally compliant, reliable and profitable operation of the Artesia and Lovington, NM refineries.

### **SHELL OIL PRODUCTS**

**2012 – 2014**

#### **Operations Excellence Team Leader**

Assess and implement standard work processes to achieve industry leading performance results in downstream manufacturing and upstream oil sands operations.

- Cost leadership team leader that identified and delivered over **\$400 million** of cost improvements to ensure top tier producer of synthetic bitumen
- Provided staffing assessments and recommendations to operate chemical complex more efficiently and effectively by **15%** and deliver top tier business results
- Implement and assess multi-element reliability management framework across multiple sites

### **SHELL OIL PRODUCTS, Anacortes, WA**

**2006 – 2012**

#### **Production Manager**

Responsible for the safe, environmentally-compliant, reliable, and profitable operation of the Shell Puget Sound refinery. This leadership role includes management of 230 operators and staff with an annual operating budget of \$150MM; and motivating 700 Shell and contract employees to achieve world class performance.

- Championed and resourced major improvements to process safety processes (Management of Change, Ensure Safe Production, Instrument Protective Functions, Equipment Integrity) which led to the refinery receiving the prestigious **2011 Process Safety Excellence Award**.

- Led and resourced significant improvements to improving reliability and profitability of the site. Over 300 refinery threats were mitigated through operational and project activities from 2007-2011. These sustained efforts improved **unplanned downtime by 100%** and **profitability by over \$100MM annually**.
- Site operating expenses were reduced by \$20MM annually from 3<sup>rd</sup> quartile Solomon to 1<sup>st</sup> quartile Solomon from 2007 to 2010 through rigorous risk prioritization (ME process), cost management, and focus on improving reliability.
- Improved refinery profitability by \$70MM annually through processing lower cost alternative crude requiring operating changes without capital investment.

**SHELL OIL PRODUCTS, Bakersfield, CA**  
**Regional Manager – Contracts & Procurement**

**2004 – 2006**

Responsible for support of the Americas region contracts and procurement for 6 refineries.

- Staffed the refineries' team leaders and integrated the Buenos Aires refinery and the two Canadian refineries into the Americas region.
- C&P efforts provided over \$15MM annually of value improvements to the business plans

**Production Manager**

**1998 – 2004**

Responsible for the safe, environmentally-compliant, reliable, and profitable operation of the Shell Bakersfield refinery. This leadership role includes management of 120 operators and staff with an annual operating budget of \$80MM, and motivating 450 Shell and contract employees to achieve world class performance.

- Promoted safe and healthy environment by serving on the refinery Safety Steering Group, as chairman of the Joint Health and Safety Committee, and as Safety Awareness team captain. Bakersfield's safety performance significantly improved over this time as demonstrated by the significant reduction in OSHA recordable rate and all-time refinery record of over **320 consecutive days without an OSHA injury**.
- Sponsored two cross-functional teams to identify and implement corrective actions to improve environmental compliance. Key efforts include extensive operator training, preventative maintenance of equipment, improved monitoring, and development of employee expectations and reporting. Bakersfield's environmental performance improved by over 70% from 2000-2003 and the refinery won **Shell's 2003 President award for leadership in Environmental performance**.
- Established cross-functional Operations, Engineering, Maintenance, and Inspection team to prioritize repair and project work to ensure cost-effective and reliable operation. Unscheduled downtime significantly decreased by over 70% from 2001-2004. Bakersfield performed at world class levels in reliability in 2003 and 2004.
- Promoted highly leverage cost reduction projects and risk assessment approach to reduce operating and maintenance costs by 45% from 2001-2004.
- Sponsored pump surveillance improvement team that increased mean time between failures from 2 years to more than 5 years.
- Developed and implemented a centralized control room project that standardized control, reduced console alarm flood, improved teamwork and energy utilization and yields by 5%.

**SHELL OIL PRODUCTS, Houston, TX, Norco, LA, Wood River, IL** **1981 – 1998**  
**Various Support and Management Roles**

Assignments included major projects startups, process engineering support and leadership, and technology and operations management roles both in refineries and corporate locations.

**Refining Customer Support Manager** **1996 – 1998**

Responsible for developing the relationship between the Shell Technical Service Center and the Shell U.S. refineries to provide highly valued services. Managed an annual budget of \$38MM of technical services delivered by over 20 separate departments and 300 employees.

**Operations/Technical Manager** **1994 – 1996**

Responsible for developing the operating plan and strategic capital investment options for Shell's six U.S. refineries. Interfaced between Head Office Manufacturing and the refineries to ensure operating plan commitments were communicated, resourced, and achieved.

**Process Engineering Manager** **1992 – 1994**

Responsible for technical assurance and technology application for sixteen technical professionals including their personal development and growth. This team provided daily technical assurance to process units and development of small capital projects that resulted in bottom-line profitability improvements of over \$30MM annually. Technical support was provided for a \$900MM asset base including the clean startup of a grassroots residual catalytic cracker unit.

**Hydroprocessing Manager** **1989 – 1992**

Responsible for the safe, environmentally sound, and reliable operation for the Norco hydroprocessing units with 40 operations employees and a budget of \$15MM annually.

**Process Support Engineer** **1981 – 1989**

Provided technical and project support for six years at the Wood River refinery and two years in Head Office process engineering to six US refineries. Provided process startup support to a major cat cracker revamp and daily troubleshooting and surveillance to hydrocracking, distilling, reforming, and hydrotreating units.

## **Education**

Bachelor of Science in Chemical Engineering – University of Cincinnati, Cincinnati, OH • 1981

- Graduated Magna Cum Laude
- Four year varsity letter for Bearcat baseball team; named most valuable pitcher for 2 years
- Co-op experience for Ashland Oil Co.