



CASE STUDY

Improving Refinery Production

Organizational Challenge:

Control Room Operators perform a variety of tasks from the control room of an oil refinery, including:

- Monitoring processes through electronic representations shown on monitor, dials, and lighted displays
- Making adjustments to variables in response to the data, balancing production and safety expectations
- Communicating with other departments to ensure protocols are followed, and
- Taking appropriate actions in case of irregularities or emergencies

This particular client noted that their top performer far outproduced his peers, while staying within the expected safety ranges. They sought to:

- Narrow the variance in performance by raising production rates across all shifts, more in line with those of their top performer
- Increase production, revenue, and profit, and
- Achieve these goals without compromising safety standards

Project Summary



INDUSTRY
Oil and Gas



EMPLOYEES
12,000



OUTCOME
Increased refinery production

Performance-Based Solution Components:



Role Excellence Profile (REP) for Control Room Operator



Performance Support Resources (Job Aids detailing processes, leading gauge indicators, and data-driven adjustments)

CLIENT IMPACT



in fewer than 2 weeks with performance support



this refinery exceeded their goals and



increased production by \$250K per day