

## Working with Tight Schedules and Tight Budgets

Early in his career, Bob Uberti learned the importance of meeting deadlines and getting equipment to start up safely and on time.

Oil refineries traditionally go off line once per year for maintenance work that can only be done with the facility shut down. These “maintenance shut downs” cost approximately \$1 million per day in lost revenue. Therefore days and hours count. This is the environment in which he excelled.

As a project engineer in an oil refinery, he was responsible for managing construction projects during maintenance shut downs. The work had to be performed safely and on-time. But even more important, in an oil refinery where highly flammable and explosive fluids are processed, the construction projects had to start up safely and predictably. For five years, he managed projects on the night shift of shut downs, with little supervision and 100% performance.

So later, when asked to be part of a team to start up a new manufacturing plant, he was prepared. He led the work to install five production lines and methodically commission the entire facility. As a result of the team’s efforts the facility started up safely, under budget and at full capacity 10 months ahead of schedule.

Two years later, he had the opportunity to repeat his performance, this time solely leading the construction and start up of a new manufacturing plant. This project proved to be the most challenging. It involved the tear down and relocation of a press from an old plant to a new plant, 1,000 miles away. The building was a lease-to-own facility built and owned by the local Economic Development Board, so construction was managed through a government entity. A major supplier and partner exited the business just prior to start up. And the local workforce had no experience in this type of manufacturing process.

He methodically worked through all of the issues, calling resources into play as needed. Drawing on his experience, he was able to lead this site to another safe and successful start up.

Bob has clearly demonstrated his ability to meet deadlines under pressure, and deliver major start ups and reconfigurations safely, on time and within budget.