

TOP CANDIDATE (PLEASE CONTACT SPJ)

Candidate Code SPJo2

Project Controls | Business Management | Risk | Consulting



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EXECUTIVE SUMMARY

Business Management, Project Controls, Risk and Consulting Professional (AAAA)

• 28 Years local, international project and business experience • Have led teams of up to 65 across the full spectrum of business & project disciplines • Strong experience focussed on Project Controls, Business Planning, Strategy and Financial Performance within corporations such as Anglo American, Thistle, Hatch Africa, Tenova (ex. Bateman SSA), SGS Bateman, SPJ Consulting and Wood • Playing key roles on projects and businesses of up to R33 billion in value • Previously a Senior Manager within the SGS Bateman business, heading the project controls division, recently established SPJ Consulting and currently Regional Project Controls Manager at Wood • Highly Rated AAAA for areas of expertise (See page 5 for rating explanation)

Offering versatility and depth of experience, a talent for developing people & teams, injecting action, energy & focus - producing high quality results and strong focus on bottom line performance.

- Summary of Advanced Skills & Expertise -

Project Controls / Estimating / Planning / Cost Control / Business Leadership / Business Strategy / Business Management / Marketing / Business Development / Tenders / Client Relationships / Team Building / People Management & Development / Financial, Risk & Business Modelling / Cost Engineering / Performance Improvement / Risk Management / Project Management / Commercial Management / Project Systems & Technologies



CAREER HISTORY

Senior Manager – Regional Project Controls Manager

Wood

02.2018 – Present

[Wood provides performance-driven solutions throughout the asset life cycle, from concept to decommissioning across a broad range of industrial markets, including the upstream, midstream and downstream oil & gas, power & process, environment and infrastructure, clean energy, mining, nuclear, and general industrial sectors. The rich heritage of our founding organizations makes us a respected presence in global industrial markets, combining unrivalled technical knowledge and a drive for outstanding delivery. For more see www.woodplc.com. Stats: 160-year history, 60 000+ employees, 10bn \$ revenue, 60+ countries, 400+ offices]

As Regional Project Controls Manager EMEA (Europe, Middle East, Africa) lead and manage the Project Controls effort across the region to support Project Delivery requirements (people, processes & systems) where appropriate. Driving consistency of Project Controls down from Global and Business Unit level through to Business Groups and Projects.

Key Areas of Responsibility

- Project Controls: Accountable for supporting Business Group Portfolio, Project Governance summarising and reviewing key project performance data to support the delivery of the Project Governance dashboard / Responsible for providing assurance and driving the minimum Global standards, reporting and compliance / Drive continuous improvement and collect good practice across the business group/ Manage the implementation of Project Controls systems and processes and ensure they are being applied across Business Groups.

KEY STRENGTHS

■ Business Focus -

Well versed in analyzing & incorporating all aspects of a project or business, constantly assessing impact on bottom line performance.

■ Management -

Adept at improving processes, building teams and managing resources and stakeholders to deliver on-time, on-target – proven at Snr Management level.

■ Creativity-

Injecting innovation & creativity in processes, business development ... balanced with a commercial 'eye' and focus on financial considerations.

Key Areas of Responsibility Cont.

- Business Management: Supports tactical resourcing across a Business Grouping to respond to delivery requirements / Establish and maintain effective working relationships and communicate across the business / Actively promote Wood procedures and initiatives in line with Core Values / Support Commercial department with project controls data to effectively manage commercial risk / Engage with and promote functional and gross contract development including networking and knowledge sharing / Communicate and co-operate with external clients, stakeholders including industry bodies, academia, market intelligence, relevant conferences, vendors, business acquisition and business development.
- Service Delivery: Development and delivery of EPCM proposals, estimates, plans and schedules / Timeline Management / Chairing Workshops (e.g. Risks) / Advising clients on financial and business models, risk, feasibility, cash flow, etc / Project scoping / Resource scheduling.

Special Notes

- Selected as main reviewer of new PCCP (Project Controls Consistency Program) global initiative.
- Currently fulfilling multiple roles of Regional Project Controls Manager, Subject Matter Expert for Project Controls EMEA region and Project Controls Manager on smaller projects.

Professional Business & Project Consultant

SPJ Consulting

08.2017 – 01.2018

[SPJ Consulting is the brainchild of SPJ Smit]

A consultancy focussing on supplying services to business and the project environments. Although this curriculum is focussed on myself, the consultancy is not limited to one person. The focus being a modern way of bringing highly skilled people together, to accomplish a single result or continuous outcome. This may be a single person, it may be myself, but it can also be much more. Whatever the requirement, a complete team for your project or a specific expertise over a short or long term. If I can't assist I will find someone who can. These services can be accommodated in many integrated packages to form part of your organization, a project support office or a project management team.

SPJ Consulting's focus areas:

Project Controls(Set-up to completion), Independent Advice & Information on purpose fit Project Systems & Technologies, Risk Identification, Risk Modelling, Continuous Risk Management, Independent Capital Estimating, Estimates Reviews & Validations, Estimate Accuracy Assessments, Contingency Calculation, Benchmarking, Project Cost Administration, Procurement, Planning and Scheduling, Forensic Planning & Analysis, Cost Management, Cost Engineering, Scope Management Claims Support, Project Audits, Change Management, Quantity Surveying, Document Control, Independent Reviews of Studies/Projects/Business Processes, Training

Special Notes

- Independent contractor or consultant.
- Performed the duties of an independent advisor for specific areas of expertise.

Senior Manager – Project Controls & Estimating (Estimating Manager – Manager: Planning & Estimating – Senior Manager: Project Controls)

SGS/Tenova Mining & Minerals/Bateman SSA

03.2010 – 07.2017

[SGS is the world's leading inspection, verification, testing and certification company. With more than 90,000 employees, they operate a network of more than 2,000 offices around the world. For more see www.sgs.com. Tenova is a member of the TechInt group, a USD23 billion per annum entity. Tenova incorporates businesses such as Bateman SSA. Tenova sold their project and engineering division to SGS in 2016. For more see www.tenovagroup.com.

Bateman, a 100-year-old company, is synonymous with engineering and process plants that work. Tenova purchased Bateman in 2013.]

Leading Project Controls Unit within the Engineering, Procurement and Construction Management (EPCM) sector, focussed on Estimating, Planning, Proposals and Bids.

Driving the overall success and effectiveness of the unit, identifying, and implementing improvements in strategy, planning, operations, and people (26 headcount).

PROJECTS SAMPLES

Played a lead, Senior Management role in the following projects:

■ **Zimplats Base Metal Refinery Refurbishment Project -**

>R1.5 billion

■ **London Mining Company Marampa 5 Project -**

>R3.5 billion

■ **Harmony Gold Kusasalethu Project -**

>R150 Million

■ **Swakop Uranium Project -**

>R16 billion

■ **Exxaro Namakwa Sands UMM-**

>R120 million

■ **AngloGold Ashanti-Navachab Gold Plant, >R3 billion**

■ **Kassinga Iron Ore Project-**

>R5 billion

■ **Jubilee Mining Zanaga-**

>R33 billion

■ **Dynatec Ambatovy Acid Plant-**

>R500 million

■ **AngloGold Ashanti Mongbwalo Gold Plant-**

>R344 million

■ **Sasol Mafutha Coal Project-**

>R20 billion

■ **AngloGold Ashanti Siguiri SIB Project-**

>R1.5 Billion

■ **Sebanye Gold WRTRP Project-**

>R10 billion

■ **Kassinga Iron Ore Project-**

>R5 billion

■ **Thistle Mining Gold Project-**

>R600 million

Key Areas of Responsibility

- Project Controls: Provide policy & administrative guidance to departmental managers & supervisors / participate in developing corporate policies, procedures & systems that effect, support project control documentation / Establish departmental goals & objectives; review quarterly with staff / Develop annual comprehensive training program along with a budget to support the training; require employees to complete specific training / Develop an annual departmental salary and career plan & administer a staffing plan / Working on full development lifecycle projects/ Implement project control, services aspects of the overall management system
- Business & Management: Planning, Organizing, Leading, Controlling /Business Strategy Alignment / Liaising with clients, early identification of scope of work / Unit Strategy, Vision & Mission / Marketing & Business Development / Team Recruitment & Development / Department Budgets & Forecasting / Capacity Building / Process Improvement / Policy Development / Client Relationship Management / Consulting Service
- Service Delivery: Development & Delivery of EPCM Proposals, Estimates, Plans & Schedules / Timeline Management / Chairing Workshops (eg. Risks) / Advising Clients on Financial & Business Models, Risk, Feasibility, Cash Flow etc. / Project Scoping / Resource Scheduling

Special Notes

- Have progressed within the unit, started out as Estimating Manager and now head the unit, with all supporting staff, budgets, strategy, planning & operations.
- Have led a unit that has since 2010 successfully won projects from Exxaro, Trafigura, AngloGold Ashanti, Swakop Uranium etc. on contracts valued at up to between R120 million to R24 billion.

Lead Estimator

Hatch Africa

03.2008 – 02.2010

[Hatch is a global Engineering & Management Consulting firm. It serves many of the world's largest mining and metals clients. See www.hatch.ca for more.]

Playing the lead estimating role on EPCM projects, some to the value of up to R33 billion for clients such as Transnet, Sasol and London Mining Company. This encompassed deep involvement across all aspects of the proposed projects including the business & financial models.

Notably tasked with ensuring high quality, accurate, timely submissions.

Key Areas of Responsibility

- Management: Process & Project Management / Supporting Project Managers, Engineers, Discipline Leads / Communication / Workshop Facilitation / Training
- Service Delivery: Rate, Time and Productivity Studies / Development of Databases and Spreadsheets / Cost Forecast, Escalation Reviews / Contingencies / Monitoring of "Actual Costs" vs "Estimated Costs" / Benchmarking

Special Notes

- Appointed as the Lead on multi billion Rand projects for multinational clients: Sasol, R20 billion Coal Project; Transnet, R10 billion Manganese Project; Lonmin, R15 billion greenfields project.
- Gained strong General Management abilities, interacting at the highest level, embracing industry and management best practices to deliver on tight deadlines for projects that at the lifeblood of the Hatch Africa business.

Estimator

Deilmann-Haniel SA

03.2005 – 02.2008

[Deilmann-Haniel is a global shaft sinking company. www.dh-shaftsinking.com.]

Planning, Estimating major multi-million Rand construction tenders for clients such as Goldfields and Rustenburg Platinum Mines / Evaluation of tender documents & site inspections of proposed terrain / Inspection & interpretation of tender drawings, details, specifications & contractual conditions / Compiling the requirements for pricing / Choosing sub-contractors for tender, sending out & adjudicating sub-contractor enquiries /Quantity Surveying / Preparation of preliminary & general costs & programme (planning & scheduling) / Preparation of estimates & budgets for negotiated work / Post tender negotiations & claims

PROJECTS SAMPLES CONT.

Played a lead, Senior Management role in the following projects:

■ **Kumba Sishen South Expansion Project -**
>R10 billion

■ **Goldfields South Deep Project -**
>R1 billion

■ **Transnet/Saldanha Manganese Options Project -**
>R10 Billion

■ **Lonmin Alkanani PGM Project -**
>R15 Billion

■ **Rand Uranium Cooke Uranium Project -**
>R2.8 Billion

■ **Alufer Mining Limited Bel Air Bauxite Project -**
>USD 110-125 Million

Key Areas of Responsibility _____

- Tender Document Evaluations / Site Inspections / Pricing / Sub Contractor Selection / Quantity Surveying / Bulk Material Analysis / Planning & Scheduling / Submission of Tenders & Pre-Qualifications / Tender Negotiations & Claims

Special Notes _____

- Notably, completed projects for Goldfields, R1 billion.

CAREER HISTORY: SUMMARY OF EARLIER POSITIONS

Survey/Planning Manager | Thistle Gold Mine, 1998 – 2005. Leading the Mine Planning, valuation and surveying functions, managing a department of 55 people.

Carrying responsibility for long term planning and estimating of the whole of the Free State operation for the Group - requiring strong all-round knowledge of the business.

Additionally, heading many feasibility & due diligence studies including publications for the Toronto & Johannesburg stock exchanges.

Mine Surveyor | Anglo American, 1994 – 1998

EDUCATION

BComm Management | Unisa

3rd Level Subjects: Strategic Management; Family Business Management; Innovation & Technology; Global Business Environment; Corporate Entrepreneurship; Software Project Management; Corporate Citizenship; Transport Management; Entrepreneurship & Small Business Management

2nd Level Subjects: General Management; Enterprise Risk Management; Public Relations; Entrepreneurship & Small Business Management; E-Commerce in Business; Transport Management; Labour Law; Business Ethics; Commercial Law

1st Level Subjects: Economic & Management Environment; Business Management; Economics; Accounting Concepts; Accounting Reporting; Commercial law; Business English

Certificate Courses & Certifications | Estimating; Estimating & Valuations; Integrated Project Controls; Cost Engineering & Estimating; Project Management (Primavera P6); HD Estimating & Tendering; Project Risk Management & Analysis; Cost Engineering for Capital Projects; Mine Sampling; Mine Surveying; Mine Evaluation

Matric | Wessel Maree High School

PMP Certification | Future studies

BComm Hons | Future studies

PROFESSIONAL MEMBERSHIPS

SAPCI | South African Project Controls Institute

AACEI | Association for the Advancement of Cost Engineering International

ICEC | International Cost Engineering Council

COMPUTER LITERACY

Office Software | Advanced skills in MS Office (Word, Excel, PowerPoint, Access)

Enterprise Software | MS Project; Oracle Business Suite; Primavera P6; SAP; Risk Analysis & Management Primavera (Pertmaster); Pastel Accounting

Estimating Software | CAD Vulcan v6; AutoCAD; Candy CCS; HD Estimating & Tendering, Cleopatra Enterprise

Document Control Software | Oracle Forms; SharePoint, DocuSign

CAREER HIGHLIGHTS

■ **Nominations** –
Fast tracked Senior Management Development program in 2013, completed 2014

■ **Education** –
Completed my B-Comm degree in 4 years while working in challenging conditions, achieved 10 distinctions

■ **Progression** –
Promoted from Estimator>Estimating Manager>Planning & Estimating Manager>Senior Manager within relatively short period (3 Years)

■ **Challenges** –
Normally the designated employee for difficult projects and tasks

■ **Commercial** –
Member of task team that successfully helped on two occasions, defending claims on two major projects, total value >R410 Million recovered

■ **Training** –
In a private capacity have presented Training courses on Capital Estimating and Risk to candidates from major organizations locally & abroad

■ **Tender Success** –
Part of a team of two who successfully tendered, negotiated and won a >R24 Billion mega project for Tenova Bateman. This project led to R>250 Million of chargeable fees over 3 years.

■ **Technology** –
Successfully managed the purchase, installation, training and adoption of three major new Systems within the Bateman Tenova businesses, Oracle Costing, P6 Server/client and PRA (Pertmaster)

PERSONAL DETAILS

Full Name | TBA

ID Number | 750810 5004 08 4

Nationality | South African

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[References & Certificates Available on Request]

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AAAA Ratings Explained

SPJ Consulting is not a recruitment Company. We employ and present only top consultants/candidates rated by our A rating system and therefor you will never see many candidates on our books. The reasons are simple: there are not many highly rated candidates/consultants available out there and, SPJ Consulting wants its Clients to be serviced by the best-in-class professionals available. Please see below our “A” rating system explained and remember: **SPJ Consulting employs A!**

Candidates/Consultants are rated on the following basis:

One A (A): Candidates/Consultants fulfils the qualifications and experience criteria in stated profession with multiple positive references.

Double A's (AA): Candidates/Consultants fulfils A and have multiple references that are personally known to SPJ Smit which have been verified.

Triple A's (AAA): Candidates/Consultants fulfils AA and have performed significant & outstanding work for SPJ Consulting directly or for a Client of SPJ with reference letters.

Quadruple A's (AAAA): Candidates/Consultants fulfils AAA and is identified as a leader in his/her field and stated profession.

As you can see, achieving A's are not so easy, so look for the A's. The specific candidates rating can be found on page 1 of this summary just below the Heading “Executive Summary” next to designations.

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