Curriculum Vitae (full)
David E Winter

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PROFILE:

A **Project Risk and Assurance Engineer** with project engineering, value assurance and interface coordination capability. Specialised in the use of qualitative risk analysis techniques and schedule risk analysis for finding the root of project concerns and facilitating project resources to resolve them. Engineering degree qualified (Hull University, 1981), with over 30 years of experience in multiple industries, mainly Oil & Gas, including Rail, Power and Water Treatment. Proven history of successful contributions, leadership and hands-on technical/commercial, on multi-cultural projects worldwide.

PROFESSIONAL EXPERTISE SUMMARY:

- Project Controls including Planning and Scheduling and Earned Value Reporting
- Risk & Issues Management using Primavera (Pertmaster), @Risk.
- Database design using Oracle (platform for P6), **MySQL**, **MongoDB** and **Filemaker**
- Consultancy, Programme Management, Project Management, Delivery, Planning and Control
- Member of **Institute of Risk Management (IRM**) and **Project Management Institute (PMI)**
- Project Feasibility Studies and Audits, Project Definition and Initiation including EPC Tendering.
- Business Analysis and Development, Client-Facing, Marketing and Operational Issues
- Leadership and Motivation, Resource Allocation and Management with Responsibility Matrix
- Commissioning of Control and Safety Systems, SCADA (Pipeline Monitoring)
- Subsea Well Control, Emergency Shutdown, Distributed Control, FPSO, Automation Systems.
- Public Address, Integrated Operator/Customer Interface Display Systems
- Prince2 and PMI Methodology, Mindmanager, Filemaker, Primavera P6, Pertmaster, @Risk

CAREER ACHIEVEMENTS INCLUDE:

- Successfully created own adaptable Project Concerns Management and Action Tracking System for Project Assurance, adopted as a Value Assurance tool linked to Documentum, Q-pulse & Pertmaster for a major contract (OKLNG a Shell, Chevron, BG, NNPC consortium)
- Pioneered a technique for the identification of 'Persistent Risk Driver Activities' in the schedule for a large pipeline network project in Iraq (Zubair / Eni) This exposed hidden opportunities for project enhancement through strategy change in sub-critical parts of the project's WBS.
- Developed a methodology for the effective extraction of Risk information from the project workforce. The 'Communications For Risk Management' methodology highlights the importance of thorough definition of Risk narratives before assignment of uncertainty numbers for Schedule Risk Analysis and Cost Risk Analysis. (Strategic Chemicals Operations Realignment project - Chevron).
- Co-ordinated the installation and testing of the Integrated Automation Systems for a combined systems total of 21,000 I/O among 272 cabinets distributed over 6 locations within central sour gas plant, 47 well-head locations, 20 pipeline locations to coastal plant (Libya,Wafa Desert)
- Developed template risk mitigation strategies for project Civil work (construction and commissioning interfaces applied to risk of schedule overrun).
- Numerous and varied experiences on problem projects that has served me well in my offering to industry as an all round problem solver. In particular, during the first five years of career development as an Electronic Engineering graduate in a start-up consultancy company (Electronic Automation Ltd) I was apprenticed to innovative thinkers and learned to burn midnight oil. Then introduced to the Oil and Gas Industry as a Designer/Developer/Trouble-shooter over seven years with Industrial Control Services, experience turned into wisdom and still learning.

CAREER HISTORY:

Jun 2022 – Jan 2024 [1y 8m]
Risk Consultant: JacobsZate (Worley), Saudi Arabia
[Project: TasneeSEPC Cracker Expansion – onshore – O&G – $400m]

- Risk management consultancy service for the Cracker Expansion project.
- Set up a Project Assurance management system based around the project's Risk Management system, implementing Qualitative risk service as a precursor to Quantitative risk service at project level.
- Implemented Action Tracking system for active monitoring of transition to post-mitigation status.

Mar 2023 – Jan 2024 [11m]
Risk Engineer: Worley, Morocco
[Project: Maaden Phosphate 3 Production – onshore – Mining – $3b]

- Risk management service for the construction of a Phosphorous 3 production plant.
- Project Assurance and Risk Management, implementing a Qualitative risk service based on PHC (Project Health Control) principles for control of Issues as well as Risks in an Action Tracking System, fully integrated with deliverables tracking in the Risk Management System.

Jun 2022 – Mar 2023 [10m]
Senior Risk Manager: Turner & Townsend (Manchester, UK)
[Project: Crewe - Rail Network Expansion – onshore – Railway – $3b]

- Risk management, and Schedule Risk Analysis consultancy service to clients in the UK infrastructure industry.
- Implemented a programme wide risk management system for identification of common (strategic) across all 22 projects in the Crewe Rail Network Enhancement project.
- Coordinated the upkeep of Qualitative Risk assessments for 6 of the programmes active projects.

Jun 2021 – Jan 2022 [8m]
Project Manager: Sensia Global (Maldon, UK)
[Project: [Various] – [ESD, DCS] – onshore – O&G – $1m to $15m]

- Interim assignment to manage a portfolio of Process Automation projects for clients in UK and Saudi Arabia.

Feb 2018 – Sep 2019 [1y 8m]
RISK AND CHANGE MANAGEMENT ENGINEER: KPO (Aksai, Kazakhstan)
[Project: KGDBN – Gas Debottlenecking – onshore – O&G – $1.1bn]
[Project: 4IC – 4th Injection Compressor – onshore – O&G – $500m]
[Project: [Various] – [Field Improvement] – onshore – O&G – $10m to $100m]

- Assigned to the Programme Office to implement a Risk Management system for a portfolio of 8 projects and continue development of a Management of Change (MOC) process for projects in execution phase.
- Coordinated the relocation of 300 people across 6 separate office locations to new building in central Aksai. Involved development of floor plans, logistics and management of concerns. PHC principles were used effectively during the building's internal construction and in post-move 'Concerns Management' communications.
- MongoDB and Filemaker were used in combination as the (BIM) Facilities Management control database.

Jun 2016 – Dec 2016 [7m]
E&I SUPERINTENDENT: Saudi Aramco (Dammam, Saudi Arabia)
[Project: Master Gas System Expansion - Pipeline Upgrade – onshore – O&G – $1.5bn]

- Assigned to the Pipeline Project Team to expedite the implementation of E&I workscope for a new 32" pipeline (Loop 4 -155KM) section of Saudi Arabia's East West pipeline network. PMC role.
- Scope includes E&I for 7x Valve Stations, a Scraper Launcher Station, a Scraper Receiver Station and Cathodic Protection along the entire length of the pipeline.

Mar 2014 to Oct 2015 [1y 8m]
RISK ASSESSMENT ENGINEER: TOTAL (Antwerp, Belgium)
[Project: OPTARA, Belgium - Refinery Upgrade – onshore – O&G – $6bn]

- Assigned to the Optara Refinery Upgrade project to develop and maintain a Risk Management system for application across 13 separate interconnecting sub-projects. The role's objective is to implement a central risk database tool that references 19 risk centres (contractors and company working groups).
- Special assessment templates developed for construction risk that involves pipe laying below ground using auger boring and micro-tunnelling techniques where the potential for encountering underground structures is high.
- For such a large project involving multiple contractors and subcontractors, the effective tracking of actions is a significant challenge. The action tracking system used in the Risk Information database was on this project broadened to include actions related not only to Risk mitigation but to other sources including peer reviews and audits (both internal and external). Implemented as a portal into the Risk database, users access a personalised profile of Risks and Actions 'on their plate'.
- Expanded the Risk Information database to include spreadsheet based processes - (1) Change Control and (2) Invoice Tracking. This enhancement increasedmanagement's visibility of critical commercial data and addressed a major risk of standby through late payment of contractors.

Jul 2012 to Sep 2013 [1y 3m]
PROJECT COORDINATOR: CABGOC (Chevron – Cabinda, Angola)
[Project: SCORE, Angola - Facilities Relocation – onshore/offshore – Chemicals – $2m]

- Assigned to manage the implementation of a chemicals supplier transition that involved physical relocation of contractor facilities and the transfer of a portion of the incumbent contractor scope to an additional contractor.
- Scope involved ground preparation and services for two remote staging areas, including tie in to water pipeline below ground using guided auger boring equipment under road. Also gravity drainage pipe laid in sandy, gravelly clay also using guided auger boring equipment
- Developed a database tool for the alignment of schedules for three separate business operations using relational database techniques for side by side comparison of common schedule elements.
- Developed a process for organising risk information from project stakeholders into coherent risk descriptions, for use alongside Chevron's ADAIRO tool for managing Project Risk

Dec 2010 to Dec 2011 [1y 1m]
PROJECT CONTROLS AND RISK MANAGEMENT ENGINEER: Snamprogetti (Eni E&P - Milan)
[Project: Zubair, Iraq - 5 Degassing Stations – onshore – O&G – $3b]
[Project: Kashagan - Dry Dock and Shipyard – onshore – O&G – $350m]
[Project: Kashagan - Gas Sweetening Plant – onshore – O&G – $3.4b]
[Project: Kazakhstan - Power Plant – onshore – O&G – $363m]
[Project: Kazakhstan - Pavlodar Refinery – onshore – O&G – $1.4b]

- Assigned to the Value and Risk Department of Eni E&P in Milan to further the development of the standard processes for Value Engineering as input to the Project Assurance system.
- Developed a Schedule Risk Analysis process using the Primavera Risk Analysis package linked to an Action Tracking System - closing the loop between analysis and activity and allowing a series of rapid turnaround Risk Analyses. Tested on Degassing Plant part of Iraq Zubair project.
- Careful stakeholder management undertaken for Zubair project with pipeline deployment across multiple land owner boundaries.
- Implemented an 'Open Document' system for the efficient collection of information from geographically dispersed project teams. Four projects in Kashagan that serve a cooperation agreement between Eni E&P and KMG used this method as a tool for production of Assurance Documentation for accessing the gate from Concept Development to Project Execution (Risk Management Plan, Stakeholder Management Plan, Value Management Plan).
- Developed a simple method for centralised comment gathering from project Stakeholders, applied to the Risk, Stakeholder and CTR Registers. This eliminated a longstanding problem of confusion caused by the existence of multiple spreadsheets.

Jul 2008 to Nov 2010 [2y 4m]
GENERAL MANAGER / PROJECT SERVICES MANAGER: PEL (Cameron / Total - Nigeria)
[Project: USAN, Nigeria - Subsea Systems Development – subsea/FPSO – O&G – $650m]

- This was a private commercial venture to introduce a new management concept into the Oil and Energy industry. It started as a trial alignment with an Indigenous Nigerian Company contracted to Cameron/Total (Nigeria).
- Project Health Control (PHC) isa unique management tool that uses Risk and Issue Management techniques to improves the time to complete projects considerably. I attempted to commercialise the methodology against a background of successful previous part implementations on some high profile projects (OKLNG, WLGP).
- The first 9 months of this venture was based in Nigeria. During this time and due entirely to the application of PHC under my direction, the part of the indigenous company transformed from certain impending failure to resounding success.
- An example of innovation that triggered the turnaround was the implementation of an incentives scheme that increased weekly project revenue by 43% over 3 weeks and a Deliverables Tracking database for the project's engineering documents - part of the Project Health Control system.
- While in Nigeria, I was responsible as General Manager for a newly formed Lagos Office and Project Manager for Total's USAN project (Subsea manifold development) that involved liaison with Client Company (Cameron) and control of workload for 22 engineering staff.
- The Risk Register in this project was integrated within the PHC system andwas managed under my direction by a small Project services team, highlighting a series of mission critical issues. Risks identified were mainly HSE based and mitigation was mainly related to effective running of the business as a newly established operation.

May 2008 to Jun 2008 [2m]
PROJECT CO-ORDINATOR (COMMISSIONING): JGC Singapore (Dung Quat Refinery - Vietnam)
[Project: DQR, Vietnam - Refinery Development – onshore – O&G – $3b]

- Appointed to Petro-Vietnam's Dung Quat Refinery project to organize site-wide Loop Check activity.
- Implement processes for Project Concerns Management using a web-based database tool.
- Role Loop Check Coordinator involved liaison between management teams of 5 zones on the Project site.
- Loop check commissioning schedule visibility enhanced as strategy to highlight requirements for Civil work priority shifting and avoidance of manpower standby.
- Risk assessment was a crucial activity in the planning of the test order, to avoid simultaneous operations (SIMOPS) as a threat to plant safety.
- Implemented a deliverables tracking system for Loops, Devices, Plant Systems and Plant Areas.

Feb 2007 to Feb 2008 [1y 1m]
RISK AND INTERFACE CO-ORDINATOR: OKLNG Joint Venture (Nigeria/UK)
[Project: OKLNG, Nigeria - LNG Plant – onshore – O&G – $5b]

- Appointed to implement processes for the management of Project Risks, Issues and Actions using a web based database tool.
- Role as Interface Co-ordinator involved liaison in a Project Assurance capacity with all project dept's including Civils, Engineering, Commissioning, Process, Piping at FEED stage pre-FID.
- Organised a steering committee to commission the implementation of an integrated Business/project monitoring system
- Performed functional analysis of the project's deliverables profile
- Implemented a Risks, Issues and Actions Tracking and Monitoring database that interfaced with existing systems: Documentum, Q-pulse, Pertmaster.

Apr 2006 to Jan 2007 [10m]
PROJECT CONTROLS AND RISK ENGINEER: Atlas Engineering (Nigeria) Limited
[Project: Various, Nigeria - Engineering Revamps – onshore/offshore – O&G – $100m to $500m]

- Contracted to implement management processes for the development and control of the Company's portfolio of Engineering Design projects.
- Role as manager of a project controls team of four, involved supervision of the project controls element for 27 engineering staff across 5 engineering disciplines: Process, Piping, Instrumentation, Electrical and Structural.
- Implemented a Risks and Issues Monitoring database and linked it to Change Order system for regulation of project scope definition.
- Organised the Company's document control procedures from first principles. Introducing automation in work estimates and project status reporting using Filemaker web-based database. Introduced automation in estimates and status reporting using Filemaker web-based database
- Implemented an integrated Project Controls database that relates work estimates, timesheets, deliverables tracking and invoicing.

Apr 2005 to Dec 2005 [9m]
SOFTWARE SYSTEMS MANAGER: Vetco Gray, Bristol, UK
[Project: Bonga, Nigeria – Subsea Field Development – subsea – O&G – $180m]

- Contracted to implement management processes for the control of project deliverables to achieve a crucial deadline on Shell's, Bonga Project (Nigeria). System comprised Wonderware

In-Sql, In-Touch and In-Control within a system of 12 networked industrial PCs and 30 paired Subsea Control Modules.

- Risks and Issues monitoring process, tracked 475 Project Concerns over 4 months, 97 of which were mission critical, 331 of which through a systematic clarification process resulted in 'lessons learned' closure. The body of the Risks and Issues database provides a searchable knowledge base on project Concerns.
- Implemented a 'materials' monitoring process that tracked 773 Project Items shipped over 213 work orders and over 167 separate shipments. Web-based database provides visibility over the whole procurement process and allows streamlined delivery of items by assignment of local accountability throughout the order / build / test / transportation / implementation stages of the item's life cycle.
- Software Modules Database identified and controlled, through the establishment of 5 software suites, 56 individual software modules spread throughout the system's 12 PCs and referencing 48 catalogued CDs. Configuration control established and progressed through 4 major revision changes within 4 months. This organisation exercise to gain Shell's confidence in software configuration control was the main objective of my role in Vetco and its successful achievement was proven with the decision to go ahead with allowing First Oil to the Platform.

Sep 2003 to Dec 2004 [1y 4m]
IAS FIELD CO-ORDINATOR: Agip Gas, WAFA Desert, Libya
[Project: WLGP, Libya - Gas Field Development – onshore/offshore/pipelines – O&G – $8.7b]

- Co-ordination for delivery, installation and testing of the Integrated Automation Systems (IAS) for a Oil and Gas Processing Plant and pipeline. IAS System comprising DCS (ABB Harmony System with Tenore MMI), SCADA (Transmitton RTU with Fastflex), and Safety Systems (ICS Trusted Systems for F&G and ESD).
- WAFA system is part of the West Libya Gas Project that comprises gathering from 47 wells, process plant, two pipelines (32 and 16 inch) to onshore Melitah, subsea pipelines (32 inches) at depths of up to 1,250m, longest pipeline in Mediterranean, to a Receiving station in Sicily.
- A combined systems total of 21,000 I/O among 272 cabinets distributed geographically in 6 locations within a central process plant, 47 well- head locations and 20 locations along a 500Km pipeline to Coastal processing plant.
- Implemented a project risk/issue status tracking system and used it to develop, evaluate and deploy successful strategies to ensure business objectives of early completion and within budget.
- Continually evaluated and resolved issues with Vendor and EPC Contractor activities against the Contract and Bid Specification documents.
- Implemented a project deliverables status tracking system to monitor and regulate multiple sources of project progress information.

Dec 2002 to Aug 2003[9m]
PROGRAMME / PROJECT CO-ORDINATOR: London Underground Ltd, UK.

- Working within the LUL Connect Project Delivery team to ensure effective implementation of station enabling works for integration of Radio services into the entire LUL railway infrastructure.
- Work involved top down monitoring of work completions together with problem-solving and control of risks and issues at the implementation level, to ensure contractors' compliance with stringent LUL processes and procedures for access, method-statementing, deviation issues and certification.
- Continual trouble-shooting in a co-ordination role to ensure effective progress to planned progress. All round exposure to the business cycle in project extensions from feasibility study and cost/benefit analysis, through specification design, installation and commissioning.

- Parallel development of project management principles applied to the monitoring and control process itself, frequently involving the adoption of an active role in the management of specific projects where the analysis of issues proves intervention to be necessary.

July 2001 to Apr 2002[10m]
PROJECT MANAGEMENT CONSULTANT: Agip Oil Co (Libyan Branch), Libya

- Project management advisory capacity to 5 project managers on various offshore and onshore engineering projects.
- Introduced a working form of Prince 2 management methodology to the Projects department by gradual implementation of processes.
- Demonstrated a transformational improvement in project visibility and control on a programme of 10 projects with combined value of over $240 million (USD). Used and trained others in MS Project, Filemaker Database and Mind-manager tools.
- Liaised with the Reservoir, Finance and Operations departments to identify and qualify feasibility of new projects.
- Planning responsibility for 27 projects including: (1) DCS revamp, (2) Optimisation of gas flaring system, (3) Water Deluge System replacement, (4) Low Pressure Wells gathering project (piping layout improvement), (5) Low Pressure Gas Compression Plant Improvement, (6) Onshore Power Station Upgrading.

June 1999 to Aug 2000 [1y 2m]
PROJECT COORDINATOR: Marconi Communications Ltd, London

- Controlled simultaneously several projects within the LUL Jubilee Line Extension Project including installation and inspection of Public Address System equipment.
- Developed a fault analysis/maintenance monitoring system for Control and Radio Communications System equipment.
- Compiled method statements, obtaining of access permissions and work completion certification documents for work in station control rooms, equipment rooms and other non-public areas.

Sep 1998 to Apr 1999 [8m]
PROJECT ENGINEER: Britannic Overseas Engineering Ltd, Milan

- Compiled the bid document package for revamping of Plant Process Control Systems on board AGIP Oil's platform complex offshore Tripoli.
- Systems specified including DCS, SCADA, Environmental Monitoring Equipment, and Inter-Platform Radio Communications System.
- Developed new methodology for automating the production of specification documents for the tendering process.

Feb 1998 to Aug 1998 [7m]
PLC APPLICATIONS ENGINEER: Silvertech (UK) Ltd, UK

- Analysed the Control System and produced the functional design specification for the revamp at Old Eccup Water Treatment Works (UK).
- Water treatment works Scope involved installation of PLC equipment and software to control the backwash process, flow measurement, analysis and control dosing.
- Commissioned software for PLC control of ionisation chambers for the vacuum process industry.

Sep 1990 to Jan 1998 [7yr 4m]
DESIGN AND COMMISSIONING ENGINEER: ICS Triplex Plc, (Projects worldwide)

- The role involved site survey, feasibility study, management of installation and commissioning, client liaison on both technical and commercial issues.
- As a systems trouble shooter work involved management of a wide range of situations both in technical and in business settings. Wide variation of experience gained mostly on short duration, problem projects, which resulted in a series of successful outcomes.
- Projects were managed and carried out from a combination of company base and world-wide client sites including Italy, China, Libya, Nigeria, Australia, United Emirates and various sites throughout the UK.
- Acted in a business development role in support of the Sales department by providing Customer Care support services. Providing in-field intelligence on client requirements and maintaing company credibility through technical support excellence at the client's worksite.
- Expanded business by using the existing client base 'on-site problem solving activity' as lead-in to sales opportunities for further system extensions and upgrades. Customer Care department annual turnover increased from £350,000 to over £12m during my employment.
- Provided trouble-shooting services for a wide range of control, safety, power and telecommunications systems. Designed modifications to embedded real time executive software. Designed PLC application software (ICS range of PLCs, Modecon, AB, GE Fanuc).
- Developed service business in China using three subsidiaries (Beijing, Shenzhen, Shanghai) through a position as Chief Engineer in the Shenzhen office.

EARLIER CAREER INCLUDES: [details provided on request]

- Design and Commissioning Consultant - Industrial Control Services [ICS] Plc (worldwide)
- Senior Design Engineer - Industrial Control Services [ICS] Plc
- Product Engineering Manager - Electronic Automation Limited

ACADEMIC QUALIFICATIONS / COURSES:

- BSc - Electronic Engineering / 'A' Levels - Physics, Maths and Biology
- Database Design with MySQL (Eduonics Learning Solutions)
- Oracle Primavera (Knowledge Woods)
- Project Controls Training – Planning, Scheduling and EVM (PCO)

PERSONAL DETAILS:

- Date of Birth: 16th July 1960
- Full clean UK Driving Licence
- Additional Languages - Italian (conversational), Chinese, Russian, Arabic (basic grounding)
- Institute of Risk Management (IRM)- Associate Member
- Project Management Institute (PMI) – Associate Member
- Excellent references available upon request