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| Expertise |  | Professional Profile |
| * Program and Project Management * Mobilising and managing project teams in complex environments * Experienced in different contracting models * Projects in many different countries * Client engagement * Leadership * Health & Safety a part of personal value system |  | From early in his career he worked in a variety of managerial positions. His most recent role was to be the Projects Director of Hatch in the UAE. Roché understands the metrics of ensuring cost effective and profitable organisations and has demonstrated this ability in many different countries where he has a proven track record to lead multi-cultural teams to success.  He has worked on both green fields and brown fields projects in a variety of industries such as Aluminium Smelter projects, Hydro-Metallurgical projects, Mining projects, Infrastructure projects as well as projects in the Commercial, Light Industrial, Aviation and Military sectors.  Health and Safety is part of Roché’s personal value system that are practised at home as much as in the professional work environment.  He is a dedicated and loyal employee that has always seen projects through to completion. Roché is an exceptional leader that is well like by his peers and clients. His ability to maintain good client relationships and work in difficult environments was a contributing factor of being awarded two Excellence Awards while in the employment of Hatch.  Also of note is the fact that Roché has proven to be an effective mentor and has acted as a sponsor on numerous projects. He is dedicated in participating and training junior staff members which has often led to more senior roles for them. Roché has a keen eye for talent and has recruited a number of professionals in all the organisations that he has worked for, several of whom have rapidly risen to senior roles in the respective organisations.  Roché is well suited for most leadership roles. His easy manner and clarity of thought, coupled with excellent communication skills often results in being the natural leader amongst peers. |
| Education |
| M.Eng (Civil Engineering), University of Stellenbosch, 1994  B.Eng (Civil Engineering), University of Stellenbosch, 1992 |
| Professional Affiliations |  | **Overview of Employment History** |
| South African Institute of Civil Engineers (SAICE) - Professional Engineer  Engineering Council of South Africa (ECSA) - Professional Engineer  Engineering Council of Namibia (ECN) – Professional Engineer  Concrete Institute of South Africa - Member |  |  |
|  | **Projects Director for the Abu Dhabi Office 2013 – 2016**  **Hatch, Abu Dhabi (worked in the UAE, Bahrain, Oman, Saudi Arabia & Turkey)** |
| Responsibilities   * Oversee all the projects in the Middle East region * Recruiting of staff to support the projects * Developing of new clients and markets * Ensuring that the profitability targets are met * Implement the Hatch tools and system in the Abu Dhabi office as well as ensure the training of staff * Oversee the tender process for new projects and was responsible to ensure that the offers were both competitive and profitable * Negotiation of contract terms of awarded projects * Oversee the career development program of staff * Part of the senior membership team and responsible to develop strategies for growth for the Middle East region. These were presented to the Board of Directors for approval and subsequent implementation   Achievements   * Office in Abu Dhabi saw growth from 12 staff members to more than 100 staff members * Maintaining the profitability metrics despite a depressed commodity market * Agreeing a common set of terms and conditions with a number of key clients * Successful completion of a number of projects * Setting up of an operating presence in Saudi Arabia * Recruitment of senior staff for the office in Abu Dhabi and ensuring their integration into Hatch * Ensuring that the development of a locally staffed engineering and project management capabilities * Development of a number of key client relationships * After the initial growth, optimizing the staff mix and capabilities for long term sustainability |
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| Contact Details |  |
| Address: Johannesburg, South Africa |  |
| References |  |
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| **Projects Director for the IPU Project 2011 & 2012**  **Hatch, Reykjavik, Iceland** |
| Responsibilities   * Managing the prime contract with the owner * Leading the joint venture team (Hatch was required to enter into a joint venture with HRV, an Icelandic firm) * Overseeing the profitability of the project * Mobilising the staff required for the project * Setup the project controls (tools, systems & processes), Health & Safety program as well as Quality Management program * Setup the project organisation structure and train the HRV staff for their roles as well as recruit and mobilise expatriates to Iceland * Reporting the project performance to the Hatch Board of Directors as well as the Project Steering Committee * Overseeing the development of a number of implementation scenarios with accompanying schedule and cost forecasts * Overseeing the FEED & Construction phases of the project * Overseeing the project close-out   Achievements   * The project was in budget and schedule trouble. Was able to develop a realistic schedule and budget, which was tabled to the Steering Committee. This resulted in changes to the scope of work that matched (was inline with) the approved budget. * Integration of the Hatch & HRV staff into an efficient project team * Developed a trusted relationship with the owner * Lead the project team to achieve extraordinarily tight schedule milestones * Set (ting- delete setting?) up a well skilled project team in Iceland despite scarce resources and an unwillingness of expats to work in Iceland * Upgrading components of the smelter in a very hazardous environment without any lost time injuries (busbar upgrades) * Successful implementation of the Health & Safety program |
| **Deputy Project Manager & Engineering Manager for the Rustenburg Base Metals Refinery 2010 & 2011**  **Hatch, Rustenburg, South Africa** |
| Responsibilities   * Mobilising an engineering team to support engineering on site * Setting up of engineering and project management systems to support the project * Setting up of the management structure to support the project * Setting up of a stringent quality system to audit & refurbish equipment for the project * Setting up of a Health & Safety system for a brownfields environment * Chairing weekly contracts and client meetings * Setting up the project profitability metrics and reporting to the Senior Leadership team of Hatch in South Africa   Achievements   * The project was in budget and schedule trouble. Was able to develop a realistic project budget and schedule. This was presented to the owner and it was eventually approved for implementation. * Client relationship was fractious. Was able to implement a number of structured engagement events that resulted in much improved relationships. * No loss time injuries * By optimising the construction schedule, portions of the planned construction were commissioned ahead of schedule which reduced the pressure on the project team * Many technical solutions were developed on site that improved the original design or (and) made for a safer operating environment |
| **Project Manager for Kolumela & Tati Activox Projects 2008 & 2009**  **Hatch, based in Johannesburg, South Africa (worked in South Africa & Botswana)** |
| Projects: Kolumela Iron Ore project, Tati Activox Project, SEP Finalisation Project  Responsibilities   * The projects were done on three continents. Was responsible to setup the tools, systems & procedures to effectively share work between different offices. * Defined the project org structure and mobilised the senior team members * Ensure the roll-out of appropriate Hatch systems * Setting up of alignment sessions between the Hatch and Client teams * Negotiating the contracts after award * Typical project management responsibilities such as management of prime contract, setting up of project metrics, managing scope, schedule and budget. Monthly project reporting, development of project dashboard, overseeing Health & Safety training and program roll-out * Attending of Steering Committee Meetings and reporting to the Hatch Senior Leadership team (both projects was classified as of Strategic Importance with red tie clients) * Resolving issues around design development and scope creep. Ensuring that the correct deliverables were developed despite onerous schedule timelines * Setting up an incentive scheme to retain staff (projects were done at the height of the commodities boom)   Achievements   * On the Tati Activox Project, the study phase produced an unrealistic project budget. Developed a realistic project budget and informed the Client of the step change. This resulted in the project being deferred. Had to close out all the existing contracts with minimal claims. * For the Kolumela Project, it was to successfully setup project teams that worked in Brazil, Montreal and South Africa. Overcoming cultural differences and ensuring that the teams supported common project goals. This project won many an? award in the Client organisation as well as from professional organisations in South Africa.??? * Being able to retain staff on both projects at the height of the commodities boom. The rapid growth of many young professionals during the course of the project. * Being recognised by Clients for exceptional leadership in very difficult circumstances |
| **Projects Director 2007 – 2009**  **Hatch, Sao Paulo, Brazil (worked in Chile, Canada, South Africa & Australia)** |
| Responsibilities   * Was responsible to recruit a large number of engineering staff and to from?? joint ventures with Brazilian companies to support to large projects (Onca Puma & Alumar) * Setting up of the correct project execution environment and integrating the new staff members into the Hatch environment. * Participation in leadership initiatives to ensure a sustainable model for Brazil. Act as an advisor to the Hatch Board on all Brazilian matters. * Typical Projects Director responsibilities such as setting up of training regimes for new staff, managing the project teams to achieve corporate profitability metrics, ensure that the Health & Safety strategies were rolled out, managing up career development for staff, staff retention policies, oversaw the mobilization and demobilization of large numbers of expat staff in support of the projects, ensuring that some of the work was shared between offices   Achievements   * The development of the business model that best matched Hatch’s strengths and the requirement of the Brazilian client base * Rapid growth of the Sao Paulo office from about 50 people to more than 800 people in less than 9 months * Overcoming the cultural difference between a typical Latin American approach and that of an Anglo Saxon to ?project delivery model. * Advising the Hatch Board on a number of key issues (rate schedules, contracting strategies, partnership, tools & systems to name a few) |
| **General Manager for Low Cost/ High Value Centre 2005 – 2007**  **Hatch, based Johannesburg, South Africa (worked in Australia & Canada)** |
| Projects: Yabula Expansion Project, QMM Expansion Project, Ravensthorpe Project  Responsibilities   * Was responsible to oversee the execution of a number of projects in South Africa where the Client was based in another country. At this point in time it was a novel idea, met with much resistance by both clients and colleagues. * Setting up of project systems and processes to allow for successful implementation * Identifying key individuals that could act as primary contacts between teams on all project levels and relocating them to other offices * Overseeing and ensuring that the communication regime between teams remained in place and functional * Finding projects in execution suitable for being done? remotely and selling the concept to the Hatch teams and the Client teams * Was also responsible to develop a shop detailing capability as a way of increasing revenue, reducing the overall schedule and construction risk   Achievements   * Reducing the cost to Clients on a number projects * Demonstrating to peers and clients that this “*workshare*” model of project execution has many benefits * Successfully delivering these projects * Building up a team of more than 250 professionals capable of working in either North America, Australia and South Africa and being conversant in the design requirements for these jurisdictions * Building up a team of very competent shop detailers able to produce fabrication documentation in either North America, Australia and South Africa. * Marketing the shop detailing capability amongst peers and changing the existing paradigm |
| **Senior Structural Engineer 2003 & 2004**  **Hatch, Johannesburg, South Africa** |
| Projects: Ter Bruggen Mine Infra Structure, Sishen Expansion Project, ACP Acid Plant, 11C & 14B Shaft Expansions,    Responsibilities   * Typical responsibilities of a Senior Structural Engineers such as the development of design documentation, providing input in project capital cost estimates as well as project execution plans and project schedules, evaluation of bids for the construction contracts and managing these contracts, participation in bid design reviews and HAZOPS, providing input into monthly reports and site supervision * Support in the development of new clients and opportunities * Support in the development of tender documentation for new projects   Achievements   * Mastering the project delivery model for the mining & mineral processing industries (front end loaded executional model) * Development of leadership capabilities and being recognized by Hatch as a candidate for the “*Leader for the Future*” program * Developing a network of clients and competent professionals |
| **Director 2000 – 2003**  **BKS, based in Pretoria, South Africa – developed projects and worked in all of East and most of North Africa** |
| Responsibilities   * Member of the BKS Board of Directors * Typical responsibility such as attending of Quarterly Board Meetings, reporting on the profitability on my division to the chairman, developing of client relationship, tendering for new projects and the negotiation of contracts, management of risk, development of new strategies for future growth, management of staff, appointment of leadership and reshaping of the organisation during a downturn in work, ensuring effective communication in the organization, assisting fellow board members in carrying out its fiduciary responsibilities and serving on a number of special committees * Development of new markets in North and East Africa * Oversaw the development of tender documentation for new projects   Achievements   * Youngest Director on the BKS Board in the history of the organisation * Successful development of markets in North and East Africa that lead to a number of projects * Setup a group that could repetitively assemble tender documents over a shorter period with less effort * Develop a system to evaluate the chance of success for new tenders and the framework for a “*go/no go*” decision matrix |
| **Senior Structural Engineer 1998 & 1999**  **Hatch, based in Mississauga, Canada (worked in Columbia)** |
| Projects: Cerro Matoso Expansion Project (Cerro Matoso, Columbia)  Gulf Chemicals Furnace Repair (Dallas, Texas, USA)  Chaparral Steel (Dinwiddie County, Virginia, USA)  Responsibilities   * Development of design documentation, providing input in project capital cost estimates as well as project execution plans and project schedules, evaluation of bids for the construction and managing these contracts, participation in bid design reviews and HAZOPS, providing input into monthly reports, site supervision   Achievements   * Uncovered a design error (from a previous consultant) that would have led to the catastrophic failure of the calcine charging crane beam * Was made responsible to liaise with the client in Columbia on the structural aspects of the project (for the Cerro Matoso Project) * Was invited as observer to a number of Hatch Board Meetings (as part of “*Young Professionals Development*” Program) |
| **Senior Structural Engineer 1996 & 1997**  **BKS, Johannesburg, South Africa and Kuala Lumpur, Malaysia** |
| Projects: Randse Afrikaanse University Shopping Complex, Kolonnade Shopping Complex Phase II, Galagher Exhibition Halls, Nexus Resort & Conference Hotel    **Responsibilities**   * Typical responsibilities of a senior structural engineer such as the development of design documentation, overseeing the quality control on drawing production, liaise with architects, clients and quantity surveyors, site supervision, development of cost estimates in conjunction with the quantity surveyor, engagement with local authorities, attending of project meetings, management of contract documentation * Development of tender documentation for new projects * Business development   **Achievements**   * On visit to Kuala Lumpur, identified a Malaysian partner that was interested in a joint venture with BKS on large-scale projects. This lead to an 18-month assignment in Kuala Lumpur |
| **Structural Engineer 1994 - 1997**  **Henning Seelenbinder & Partners, Windhoek, Namibia** |
| Projects: Chobe River Crossing Bridges, Ostrich Abatttoir, Oshakati Police Holding Facility, Otavi Sugar Mills, Kristal Galerie Apartment Complex, Aloe Terrace Apartments, Neo Paint Factory Storage Facility, United Lutheran Seminary Complex, MTC Cellphone Tower & Masts, Namib Mills & Silos  Responsibilities   * Typical responsibilities of a structural engineer such as the development of design documentation, overseeing the quality control on drawing production, liaise with architects, clients and quantity surveyors, site supervision, development of cost estimates in conjunction with the quantity surveyor, engagement with local authorities, attending of project meetings, management of contract documentation   Achievements   * Transition from a graduate engineer to the? structural engineer * Matured skills as structural engineer and showed an aptitude for management as well as client engagement * Registered with the Councils of Professional Engineers in both South Africa and Namibia * Setup 3D CAD systems for the Henning Seelenbinder & Partners as well as an electronic document management system * Paid off student loans |