

CAREER RESUME

DOUGLAS BARKER

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SUMMARY

A tender management, contracts management, project claims, supply chain/procurement, schedule/risk and project services/controls specialist with 36+ years international wide ranging experience, on major projects, for leading multi-nationals.

Crossing over a number of different and diverse sectors such as power generation, major infrastructure, pipelines (land & subsea), cable installations, ship refits, defence, refineries, fertiliser plants, LNG, and oil and gas projects.

Covering the complete project life cycle from concept/FEED/detail design to new build/install/commission/start-up within lump sum, remeasurable, reimbursable and target cost contract mechanisms, within standard E, EP, EPC, EPCi contracting structures.

With well developed skills across the entire commercial management spectrum, and with excellent work references (available on request), my skill-set is ideal for many different sectors including powergen, infrastructure, renewables, utilities, hydro, nuclear, defence, marine, rail, LNG, oil & gas, etc.

Skilled in contracting procedures, including contracts strategy definition, tender document drafting and/or reviews, tender management, pre-qualification techniques, bid analysis, tender negotiations, recommendation, award and post contract management. This includes coordination of the procurement resource. Also extensive use of FIDIC Silver Book and NEC3 Option A.

Extensive experience managing the scheduling function and risk management, with a good appreciation of interactive planning techniques, critical path analysis, float and slippage management, work around initiatives and recovery scheduling. This includes overseeing the document controls function and interfaces.

Experienced in budgetary controls, cost management and reporting processes, inclusive forecasting, earned value analysis, ledger reconciliation, accruals tracking, contingency controls and cost containment techniques.

Practiced in Total Installed Cost estimating, based on norms, composite rates and supply prices.

Versatile in quantity surveying, re-measurement techniques, estimating, rates definition, change controls, claims management including forming the 'argument', preparation of claim, or alternatively the defence/mitigation of claims, plus the development of project procedures with a specific focus on claims avoidance

EMPLOYMENT HISTORY

Jul 2016 to Current **Turner & Townsend - PLN (Persero) | Jakarta, Indonesia**
Contracts Consultant | New Scattered Power
Generation Project Tenders

Leading all tendering activities for 7 new fast track EPC projects, with a combined value of US\$ 1.6 billion, for the design and build of multiple new power generation plants, throughout Indonesia, together with 5 years follow-on operation and maintenance (O&M) services. These comprised both static and mobile plants, ranging from 10MW to 200MW and included turbine driven, gas engine driven, combined cycle and coal fired operation. Bids required OECD country manufacture for all main equipment with OECD entities required to partner with local expertise in consortia structures.

Feb 2015 to Jul 2016 **Woodgroup PSNK | Atyrau, Kazakhstan**
Business Services Manager | Plant Modifications &
Upgrades

Reporting to the General Director, I was responsible for finance, project controls, supply chain, facility management, IT, translation services and all other commercial activities for three WGPSNK engineering offices, in Kazakhstan, with a combined workforce capacity of 850 people. In particular, I was charged with implementing business improvement plans and ensuring measurement of performance across all projects.

Jan 2012 to Feb 2015 **Turner & Townsend - BP | Jakarta, Indonesia**
Senior Contracts Advisor | Tangguh LNG Expansion

Hired to develop major early works EPC packages including tree clearing, new roads, new marine jetty, combo extension, shore base refurbishment and other onshore infrastructure works for the multi-billion Tangguh LNG expansion, onshore Papua, Indonesia. Also developed and implemented the contract basis for the engagement of consultants for the Basis of Design for the main plant extension as well as the preparation of tender documents for a five year engineering services contract.

Apr 2010 to May 2011 **Danagas | Sharjah, UAE**
Project Controls Manager | Deputy Project Manager |
New Gas Field Implementation

This complex project for the design, procurement and installation (EPCi) of an unmanned platform, 33 km of subsea pipeline and a new onshore gas processing plant had suffered from a turbulent history and had been shelved repeatedly in the past. Being

a marginal field, it also faced an uncertain future with an extremely tight CAPEX and equally tight delivery timetable. Prepared all tender documents and carried out the tender/implementation process for a new FEED/EPC. Took the search for competent contractors globally to lower-cost territories, maintaining a close eye on quality.

Oct 2007 to Mar 2010 **CONOCOPHILLIPS | Batam Indonesia**
Project Controls Coordinator | North Belut Topsides & Jacket

Engaged with this project when already one year underway, quickly integrating with the existing commercial team and taking control of all site-based commercial, contracts activities. Oversaw and expanded a team of local national quantity surveyors to undertake the contract remeasures. Took control of all contracts administration and change control activities. Managed the site procurement activities, planning activities, and reporting systems.

Jun 2007 to Oct 2007 **RELIANCE INDUSTRIES | Jamnagar, India**
Consultant Commercial Manager | Subsea Pipeline & CALM Buoy Installation

Engaged on a short-term assignment, as a Consultant Commercial Manager, to assist the incumbent Commercial Manager establish more robust commercial and contractual processes on a difficult project that had suffered from weak controls. Introduced process maps to govern the interrelationships between procurement, subcontracting, cost reporting, planning and document control, setting them up, and establishing these processes for the remainder of the project. Streamlined, and reorganized, existing personnel resources, also hiring additional local resources, with different backgrounds, to strengthen the organisation. I also set up the framework for a number of claims which had arisen by this time.

Nov 2006 to Jun 2007 **WOODSIDE Train V | Batam, Indonesia**
Project Controls Manager (Closeout) | LNG Modules

Fabrication and load-out of 75 LNG modules. Hired for the final six months of the project when the previous incumbent left. Oversaw, and expanded, a team of local national quantity surveyors to undertake the contract remeasures. Took control of all cost engineering, contracts administration and change control activities. Managed the site procurement activities, planning activities, cost and budgetary reporting systems. Prepared the monthly management reviews. Oversaw the document control function and supervised the admin/secretarial resources.

Jul 2005 to Nov 2006 **KPO (ENI - British Gas) | Aksai, Kazakhstan**
Task Force Team Leader | Automated Contracts Management Implementation

Engaged as a Task Force Team Leader, responsible for heading up a team to

implement a 3rd party automated Contracts Management System, to streamline and add discipline to all contract management activities, throughout all Business Units, within the KPO Venture. This included planning, process mapping, provision of training, roll-out, follow up and troubleshooting. It also included managing the interfaces between the Business Unit Managers, the Venture IT department, and the software developer

Jan 2005 – Jul 2005

**CEGELEC Oil & Gas | Kuwait
Claims Consultant | PIC Fertiliser Plant Revamp**

Engaged at the end of the project, on a short term assignment, to prepare claims in circumstances where the project cost had doubled and the project duration had prolonged by a third. Claims included acceleration, delay & disruption, prolongation, exchange rate variation, escalation and financing. Also revamped existing variation requests for increased I/O due to a change in system operating philosophy, building relocations, underground cable laying, optic fiber cable laying, change from single to dual feeder, improved fire detection and enhanced ergonomics

Jul 2002- Jan 2005

**ANADARKO | Dubai, UAE
Commercial Manager | Deputy Project Manager
Jack-up Conversion to Operating Platform**

This project was to repair, convert and upgrade a 36 year old jack-up vessel to a fixed production facility. Hired, along with a new Project Manager, when Anadarko took over the Operatorship from another and the previous Project and Commercial Managers retired. Required to oversee the commercial team inclusive scheduling, contracts engineering, estimating, change controls, claims protection, budgetary controls, document control and project administration. In the immediate term, tasked with sorting out schedule and budgetary difficulties which had accrued since the project kicked off in 2000. This included replacing a sub-sea installation contractor, the incumbent having just gone into liquidation. Set about the analysis, rebuttal and mitigation/settlement of claims which had already accrued for delay, disruption and project prolongation, leading a team through the analysis process. Developed the contracting strategy for the remaining marine contracts, inclusive sub-sea cable installation (42km), CALM buoy refurbishment, Dry tow, offshore accommodation barge and other marine vessels. Led the pre-qualification, tender evaluations, tender committee recommendations, and contract award processes. Coordinated the free issue materials, inclusive inspection services, expediting and the overseeing of materials controls and storage at site. This included buy-back arrangements for surpluses, spare parts provisions and vendor call-out scheduling. Oversaw document controls. Maintained the construction all risks (CAR) policy and handled any insurance claims. Managed the contractor insurance provisions, as well as all bonds, guarantees, and retention issues. Responsible for all budgetary controls, inclusive AFE administration. Prepared the monthly project reports and the management committee presentations for the venture partners

Jan 2002 - Jul 2002

**LASMO | Snamprogetti | Bhit, Pakistan
Contracts Manager | New Onshore Gas Plant**

Engaged at site as the Contracts Manager within the Managing Consultant's team to oversee the Client interests on a 7 million man-hour, fast track, project to build a central gas plant and pipeline recovery system from wellheads within the Bhit mountain range. This included associated processing facilities, utilities, systems and infrastructure. I managed all site contracts inclusive pipelines, civils, buildings, mechanical, electrical and instrumentation as well as the maintenance of the temporary camp, catering and professional services. These were let on a variety of remeasurable, lump sum, call-off and reimbursable basis'. I managed a team of local contracts engineers and quantity surveyors and provided day-to-day guidance on contracts administration, quantity surveying practice, contractual positioning, letter writing, risk mitigation and claims management. I set up slippage controls and provided the interface between the contracting strategy, the daily contractor communications and the project controls and planning initiatives. I restructured the buildings contract when the contractor consistently failed to perform due to perceived risks within existing terms. I provided the commercial backdrop to accelerate two other contractor packages to an earlier completion to satisfy earlier demands in the operations and gas sales requirements I, and others, left the project early when the environment became unsafe following western intervention in neighbouring Afghanistan (which had a spill-over impact into the region the project was being implemented)

Jul 1999 – Dec 2001

**Jacobs | STORK ENERGIE | Malaysia | Thailand | Indonesia |
Project Controls Manager | Multiple Oil & Gas and Power Generation Projects**

Reporting to the regional Operations Director, and based in Kuala Lumpur, but also responsible for the regional offices in Bangkok, Jakarta and Sarawak. Charged with the provision of all pre and post contract scheduling, contracts engineering, cost engineering, change management, claims management, contract administration, project billings, document controls and administrative support on a diverse range of E, EPC and EPCM projects. I re-built the project controls/project services group from scratch, hiring twelve experienced local professionals. I participated in regular interactive planning, value engineering, risk mitigation initiatives and cost reduction reviews. I implemented more robust change management systems and controls. I set up a rigid schedule slippage review program and worked closely with local project management to create, pursue and obtain additional recovery for schedule related costs. I participated in workshops to enhance local understanding of critical path analysis, float management, workarounds and recovery scheduling. I provided ongoing contractual advice, assisting local management in defining contractual strategy and working with them through the letter writing and minuting processes. I built a local estimating database for the provision of total installed cost estimating. I converted the office to P3 as the common scheduling tool and began the process of implementing web enabled, enterprise based, cost and scheduling systems, with a particular focus on Oracle projects and Primavera enterprise

Jan 1998 – Jul 1999

**ELF UK | Nigg, Scotland
Lead Cost Engineer | Elgin Franklin PUQ**

A 9 million man-hour Alliance based program to design, build and install a 37,000-tonne jack-up production facility, with onboard refining capability, in the North Sea. Developed

and maintained the man-hour analysis, productivity, forecasting and reporting systems to ensure ongoing consistency between the project reporting and planning initiatives

Nov 1996 – Jan 1998 **Babcock | Ministry of Defense | Royal Navy Shipyard | Rosyth, Scotland | Claims Specialist | Ship Conversion**

Lump sum project to refit the Royal Navy ship 'Sir Bedivere' with new process utilities and up-to-date defense systems. Involved in resolving claims for delay, disruption, prolongation, and for protection against liquidated damages. Managed the electrical and instrumentation packages to completion

Jan 1993 – Nov 1996 **STORK ENERGY | AIR LIQUIDE | Hengelo, Netherlands Project Controller | New Power Plant Builds**

EPC contracts for the design and build of Eurogen power plants 1 & 2 in the Rotterdam district of the Netherlands. Responsible for coordinating project estimating, cost engineering, contracting, scheduling, budgetary controls, and document controls

Jan 1991 – Dec 1992 **LASMO | Heerema | Dordrecht, Netherlands Contract Coordinator | Markham Field Development**

EPC to design and build a jacket, fully integrated deck, module support frame and flare tower for this Dutch sector field. Responsible for contracting strategy, contractual positioning, contract administration, budgetary controls, change controls and claims management

Feb 1989 – Jan 1991 **BP | Aberdeen, Scotland Senior Contracts Specialist | Offshore Platform Maintenance**

Remeasurable offshore programs for mechanical and fabric maintenance works in the Forties Field and on the Magnus, Thistle A and Buchan Alpha platforms. Managing the timely placement and subsequent administration of competitively priced contracts, to capable contractors, able to mobilize north sea compliant labour and material resources to suit changing operational demands under various weather constraints

Jan 1988 – Feb 1989 **BRITOIL | Aberdeen, Scotland Senior Cost Engineer | Thistle A Platform Satellite Upgrade**

EPC contract to design and build an oil recovery satellite as well as carry out topside modifications and tie-ins to the Thistle A platform. Handled all project commercial

matters including contracting, contract administration, change controls and claims management

May 1986 – Dec 1987 **SHELL | Methil, Scotland**
Senior Quantity Surveyor | Tern Development

Structural and mechanical works remeasures on the Tern jacket, module support frame, process module and flare tower. Also responsible for setting up monthly VOWD, cash call monitoring, and quarterly budgetary reviews.

Apr 1984 – May 1986 **ELF & TOTAL | Bordeaux, France**
Quantity Surveyor | Heimdal & Alwyn Offshore Module Projects

Remeasurable contracts on modules for two French clients. Employed by Machlachlan & Partners Chartered Quantity Surveyors and seconded to both projects to carry out complete structural, pipework and painting remeasures, as well as administer claims for increased complexity in the work

Jun 1980 – Apr 1984 **HOWARD DORIS | PHILLIPS PETROLEUM | Kishorn, Scotland |**
Trainee Quantity Surveyor | Maureen Offshore Development

Management trainee gaining a structured, progressive, and wide ranging grounding in quantity surveying practice, estimating, subcontracting, contract administration, change controls, claims management, cost engineering, scheduling and budgetary controls

ADDITIONAL INFORMATION

Education

1978 - 1980 HND Business Studies

Affiliations

British Association of Cost Engineers

I.T. Proficiency

All microsoft office applications, a range of corporate systems, and various web enabled and enterprise based systems

Personal

Nationality	British
Date of Birth	28 th January 1959
Marital Status	Married
Health	Good
Passport/Driving License	Current

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