

PROJECT MANAGEMENT PROFESSIONAL. Qualified in UK as a quantity surveyor, progressed to project manager, construction manager, construction director management and accompanying senior commercial and general manager roles. Responsible for the winning, setting up, management and delivery of projects in various sectors. Including:

- Construction – commercial, industrial, high rise, educational, prisons, health, retail and leisure
- Civil and Infrastructure – master planned communities, roads, bridges, services infrastructure.
- Mechanical/Electrical – shutdowns, rail, refrigeration, food processing, power transmission.
- Resources – coal, iron ore, process and infrastructure.
- Modular, fit-out, retail and refurbishment.
- Renewables – transmission lines/substations both green and brown field.

PROJECTS LOCATED IN:

- Australia / Middle East, North and Central Africa / India / Vietnam / Indonesia and the Pacific Islands / USA / UK

PRIMARY EXPERTISE

Project Management

- Managing all aspects of the construction process from tender management, client negotiation, value engineering, design management, setting up and delivery of projects.
- Delivering major projects in remote and complex environments
- Resource planning and scheduling including assessing site coordination and project logistics.
- Providing the technical lead in collating engineering solutions for projects.
- Ensure project delivery aspects of all projects were managed in a safe manner in accordance with the relevant legislation, codes, conventions and company policies.
- Delivery of major infrastructure to service urban development projects.
- Proven experience in the development market including construction of complex master planned community developments, Greenfield urban development, educational and community facilities with sustainable development practices.

Commercial Management

- Assessing risk and managing all tender proposals and negotiated these with existing and potential clients.
- Negotiating head contract with clients, setting up initial budgets, procurement, managing costs and cost reporting, agreeing head contract and subcontract variations, defending BCIPA claims.
- EOT/Delay/Acceleration claims, closing projects out financially, developing and implementing strategies to increase margin whilst mitigating risk.
- Procurement planning, strategy, and negotiation
- Managing all financial planning and cash flow management
- Managing all accounting functions including general ledger, P & L, WIP, accounts payable and receivable
- Managing and interrogating project cost reports. Analysing “cost to go”, forecast, commitments, true risk and opportunity.
- Strong understanding of the sales and marketing of new development projects including price positioning, sales budgets and cash flow management

PROFESSIONAL

- University of Central Lancashire, Building Construction and Economics
 - Herriot Watt University, Economics
 - Australian Institute of Building (Past President)
 - Chartered Institute of Building
 - Australian Institute of Quantity Surveyors
 - Certified Quantity Surveyor
 - Board Member Griffith University Board of Construction Management
 - Advisor degree Course Content Queensland University of Technology
 - Advisor Queensland Master Builders
 - Guest Lecturer in Construction Management Degree at Griffith University and Queensland University of Technology
-

INTERESTS

- Completed literary tour of Ireland giving presentations on Irish literature in 2001.
- Writing, blogging and publishing.
- Lectured in Excel, MS Query, and other business software.
- Voluntary work with BSOL (Brisbane Seniors Online)
- Voluntary Work at Pindari Hostel
- Sponsor of Women’s Legal Service Queensland
- Mentor for graduates at NAWIC (National Association of Women in Construction)

HIGHLIGHTED WORK HISTORY**Manager Major Customers & Energy Transformation Delivery, Powerlink****2023 to date**

Bidding, winning, and delivering substation and transmission line projects to connect Customers to the grid:

- Managing three teams of project managers and support in preparing project proposals, planning including scheduling, resourcing, and communication /engagement, ensuring sufficient preparation to achieve required outcomes of connecting customers to the Qld grid.
- Managing and mitigating risks, monitoring progress, and effectively engaging resources to achieve required outcomes safely and within agreed budget and timeframes.
- Regularly coaching and mentoring team leaders, team members, supporting individuals to solve problems, create readiness for change build capability and provide quality outcomes for customers.
- Creating and leading by example a cohesive, hardworking, professional team dedicated to the company's goals.

Manager Commercial Major Customers & Energy Transformation Delivery, Powerlink**2019 to 2023**

Managing the commercial function in the delivery of Customer and Regulated projects:

- Created and built up a commercial team of internal and external resources to address and reduce contractor's variation and delay claims.
- Analyzing, reporting, and communicating financial performance on contracts and recommending corrective action
- Introducing the widespread use of quantity surveyors and cost planners from trainees to professionals to reduce risk to the business whilst enhancing value for clients.
- Lead the commercial teams to ensure implementation of consistent and compliant deployment of the business's delivery management processes.

National Commercial Services Manager, Ausco Modular (Algeco)**2017 to 2019**

Hands on, leadership role managing all project management, commercial, design bidding and estimating functions:

- Managing 16 direct reports and Australia wide teams in the design, construction of large scale modular projects
- Ensuring that contracts are administered and managed in accordance with the head and subcontracts.
- Ownership of the WIP and determination of the monthly profit take.
- Commercial and contractual participation and compliance in the risk management and bid process.
- Leading client negotiations in the bid process through delivery to project close out
- Managing all design, estimating and tendering resources
- Advising relevant stakeholders of the impact of changes in legislation, group and business policies
- Providing expert commercial advice on "distressed" projects. Assessing project forecasts to determine accuracy in reporting and providing key strategies to improve projects' bottom lines. Negotiating final financial positions with subcontractors and clients. Mentoring contract administrators in project financial reporting, procurement strategies and understanding of EOTs, delay costs, and how to defend against subcontractor claims.

Commercial Director, Probuild**2014 to 2016**

Overall responsibility for all commercial functions, board reporting, managing overheads and achieving annual target EBIT. Setting up the Queensland operation from zero turn over to \$40M per month within eighteen months.

Hiring thirty-two staff, including project managers, cost planners, design manager, contract managers, CAs, project coordinators and office support staff. Driving the profitability of a newly established (in Queensland) tier one contractor.

Determining risk and advising the overseas board on potential major financial issues both through the cost planning/tender period and during delivery.

Reporting directly to the Managing Director.

Portfolio of projects \$890 Million

State Commercial Manager Qld, Lend Lease, Qld & NT Brisbane Australia**2012 to 2014**

Manage commercial strategy; cost and revenue management; project financial analysis; head contract and subcontract management; dispute management, avoidance and resolution; financial reporting and risk management; management the procurement process. Key current projects:

- *Northern Territory Secure Facility Darwin \$500 Million*
1,000 person prison, with adjoining 300 bed mental facility near Darwin, Northern Territory The facility consists of major civil and services works, 72 buildings including prison blocks, training facilities, hospital, recreation and high security areas. The security and prisoner movement systems are highly advanced.
- *RNA, Brisbane value \$2.9 Billion*
Redevelopment of the RNA including major infrastructure works, 15 high rise developments (Commercial and residential), re-building of RNA facilities and showground structures.

- **Gold Coast University Hospital \$1.6 Billion**

Manage the project close out including settling all contractual claims, contract, finalizing all major head contract variations, and negotiating final subcontract accounts.

Project Manager Cimeco Port Hedland BHP/FAST NPI Project *Project value \$145 Million* **2011 to 2012**

Project manager responsible for all commercial aspects of the project including full design and procurement of new facilities including all civils, buildings, services and fit out. Delivering KPIs for safety, quality, performance and financial outcome. Managing on-site team of 250. Defining and awarding subcontract packages, determining plant and equipment for all civil and building construction. Managing all head contract variations, extensions of time claims.

Delivering the project by managing on site resources in a challenging location

Construction Director QPM, Qatar *Portfolio of projects US\$35 Billion* **2008 to 2011**

Key challenges included establishing working partnerships, understanding relevant practices, shaping strategic thinking, managing networks and expectations and changing management perceptions, while providing accurate feedback and cost reporting to the senior executive level.

Principle achievements include: finalize master plans from concepts, through infrastructure to getting contractors on site; value engineering; development and implementation of the Project Management procedures/manuals and codes of practice; assessing submitted tenders, proposed contractors and consultants staff suitability's; developed and implemented a system to assess potential and existing staff's skills for hiring/review; panel member (by invitation) on a number of reference groups and committees. Responsible for the management and setting up projects throughout the southern and Eastern Mediterranean rim. Liaising with stakeholders in several countries, and having overall responsibility for the following projects plus several others:

- The Pearl Doha Qatar, 32 residential high rises, workforce in excess of 7,000, 403 tower cranes, concrete batching of up to 90,000m3 per month
- Master planned communities in Khartoum, Sudan, Al Rayan, Yemen, Al Houra, and Morocco. From initial concept plan, design development and construction delivery
- Inner city regeneration of Cairo City Centre, Egypt, including major retail redevelopment 150,000m2, 644 residential apartments, major cofferdam and dewatering works, main sewer diversions, pedestrian road bridges, with a total workforce of 2,800.
- New 20,000 worker's city Al Salwa, Doha, Qatar, including apartments, medical centers, mosques, roads, bridges and all associated infrastructure.

Construction Manager De Luca Corporation, Brisbane **2006 to 2008**

Portfolio of projects \$85 Million

Managing multiple projects, project managers and contract administrators on commercial and retail projects

Responsible for the management of all projects and associated teams; establishment of all sites, recruitment and development of staff; producing project specific project plans, site safety plans and implementation of company safety policies; preparing the construction programs and then determining plant equipment and other resources; sourcing, managing, organizing and driving all consultants; managing the local authority approval and permit processes; preparing and presenting project reports, financial status and forecast profitability.

Project Manager Project Coordination, Brisbane **2004 to 2006**

Portfolio of projects \$30 Million

Based in Brisbane with weekly site visits to Ingham (north Queensland), hiring all subcontractors, managing design changes, liaising with Blue Care senior management for the Bluehaven Nursing Facilities Project. Concurrently time project managing various new green field site schools across southeast Queensland.

General Manager Projects ICCM Ltd, London **2000 to 2004**

Total project value £130million

Two-year contract to develop three area branch offices. Sourced and hired thirty-two office professionals plus project-based staff. Full responsibility for project reporting to the board and to Ford Europe in Cologne. Ford being (at the time) the owner of Jaguar and Aston Martin.

- Whitley Test Facility at Coventry UK: Redevelopment of Jaguar Cars design and test facility, including all civil, construction, test equipment, crash test simulation, test track, arctic/desert simulators. Project was full design and build in a highly sensitive and confidential environment. Project value £45 million.

- New Aluminum Body Shop: Complete redevelopment, construction and re-tooling of two assembly lines to provide aluminum bodies for the upgraded Jaguar XJ and XK models. Total project value £50 million
- Aston Martin Development Facility: New green field site at Gaydon UK for Aston Martin. Included full robotic assembly chassis lines. The construction followed the car industry model of JIT; the design was a walk-through 3D process allowing for material deliveries to be scheduled immediately before they were required on site. The project also included a 4.8 klm banked test track rated to 400Klm/hr and associated timing/recording facility.

Project Manager Premdale Consultancy SE Asia, USA & Australasia
1993 to 2000

Total project value US\$300 million (construction and plant only)

- PT Berua Coal, Kalimantan Indonesia including all civils project consisting of an open cut coal mine with associated accommodation for workforce plus 45klm coal haul road. I was responsible for all on site activities including hiring of 700 local labour, purchase of overseas dozers, dump trucks and associated plant. Total project value US\$300 million
- Mumbai Main Water Treatment Plant, Mumbai, India Sewage Treatment plant (Municipal): New sewage treatment plant to replace direct outfall into the main river. Package aerobic plant built in Australia, assembled and installed on site. Together with major civil works including sediment and filtration concrete tanks, underground concrete and ductile iron pipe work, automatic penstocks, bentonite trenching adjacent the river. Full remote SCADA control of knife valves, absorption adjustment, level/ inflow/outflow. Total project value US\$45 million
- Song Be Golf & Leisure Development, Hanoi, Vietnam: New Golf Course with 48 villas. Boutique style hotel with 18-hole golf course plus package sewage treatment. Similar projects completed in Solomon Islands, Nauru, Fiji, Yemen and Somalia.
- High rise developments on the Gold Coast, Australia up to 36 storeys with premium finishes
- Chicken processing plants completed in New Zealand and Brisbane Australia. Full construction responsibility including buildings, freezers, MRT storage, conveyors and SCADA controls.
- Cheese processing plant in Kansas USA. Responsible for hiring local subcontractors, suppliers, liaising with clients' consultants and managing all aspects of construction delivery.

Project Manager Dart Holdings Brisbane Australia
1989 to 1992

Hospital upgrades, service stations, fuel depots, oil refineries, medical centers, shopping centers \$15M pa.

Clients including BP, Mobil, Caltex, Ampol

- Carrying out all tendering and estimating
- Letting and managing all subcontracts
- Supervising site managers and delivery
- Preparation of monthly reports on all projects
- Managing company cash flow, payments and receipt
- Consultants and managing all aspects of construction delivery.

Quantity Surveyor HBM Liverpool UK
1985 to 1989

QS with main contractor on new secure hospital. Set up and managed term maintenance contracts with large high street chains, public buildings.

Clients including Property Services Agency, Tetley Walker, Marks and Spencer, Post Office, Liverpool City Council, Merseyside hospital Board.

- Preparing cost plans Discounted cash flows and sinking funds
- Managing subcontractors
- Commercial management of contracts
- Managing company financials, adding to profitability

Apprentice Plasterer Liverpool UK

Prior to attending university, I gained a trade in plastering and rendering. Mainly on listed buildings including the Anglican Cathedral, the Customs house and various Victorian and Georgian residences.

https://powerlinkcomau-my.sharepoint.com/personal/gerard_keating_powerlink_com_au/Documents/ab_GGK Data/a_Personal/z_Jobs/Manager Projects/[MAN_projects.xlsm]PT 1



Country	Total
Australia	5,872
Egypt	250
India	45
Indonesia	300
Morocco	400
Pacific	42
Qatar	9,290
Sudan	355
Syria	148
UK	130
USA	32
Vietnam	30
Yemen	110
Grand Total	17,004

Row Label	Total
Client	9,498
Contractor	7,506
Grand Total	17,004

Category	Total
Construction Director	10,553
Commercial Manager	4,057
Commercial Director	770
Project Manager	671
Project Director	530
Quantity Surveyor	200
Construction Manager	113
National Commercial Manager	100
Consultant	10
Total	17,004

Category	Total
Automotive	80
Civil	87
Correctional	495
High Rise	7,275
Hospital	1,635
Hotel	148
Industrial	38
Infrastructure	1,645
Leisure	250
Master Planned Community	3,205
Petrochemical	25
Power Transmission	850
Process	184
Resources	387
Retail	690
Various	10
Grand Total	17,004

Category	Australia	Egypt	India	Indonesia	Morocco	Pacific	Qatar	Sudan	Syria	UK	USA	Vietnam	Yemen	Grand Total
Automotive										80				80
Civil			45			42								87
Correctional	495													495
High Rise	325						6,950							7,275
Hospital	1,600									35				1,635
Hotel									148					148
Industrial	38													38
Infrastructure	1,645													1,645
Leisure	220											30		250
Master Planned Community					400		2,340	355					110	3,205
Petrochemical	25													25
Power Transmission	850													850
Process	152										32			184
Resources	87			300										387
Retail	425	250								15				690
Various	10													10
Grand Total	5,872	250	45	300	400	42	9,290	355	148	130	32	30	110	17,004

