

# Stephen Burt MSc, MCIQB CCM, CMgr, FCMI, PMP, MAPM

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## PERSONAL PROFILE

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A dynamic, astute and resourceful Senior Construction Manager with strong leadership skills; excellent stakeholder, contractor and client relationship expertise; and a proven track record of planning and safely delivering \$multibillion oil & gas pipeline projects to specification, budget and deadline in challenging environments throughout the world

## CAREER & KEY ACHIEVEMENTS TO DATE

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### Senior Construction Management Consultant: Pipelines

2012-date

*Pipeline Construction Management (PCM) Ltd, Lincoln, UK*

- ◆ Advised clients on the planning and execution of onshore pipeline projects, ensuring legal and contract compliance
- ◆ Established and managed project teams, planned projects and formulated strategies for rescuing projects in crisis
- ◆ Key Assignment 1: Served as the Expert Witness for major arbitration proceedings in Queensland, Australia
  - Provided expert opinion on construction issues and variation claims, and underwent cross-examination
- ◆ Key Assignment 2: Worley Parsons EPCM for the 1840km Trans-Anatolian Natural Gas Pipeline in Turkey
  - Key member of the proposal and negotiation team that successfully secured the €12 billion EPCM contract
  - Construction Director for the gas pipeline from the Georgian border to Greece, crossing the Marmara Sea
  - The scope included SCADA Systems & Above Ground Installations such as compressor, metering & scraper
  - Responsible for total construction scope & managed constructability during the design phase & early works
  - Managed EPC contractors building six 850-man construction camps and the pipe storage stockyards
  - Established teams to manage 4 pipeline contracts to ensure HSSE, Quality, Cost and Schedule objectives
- ◆ Key Assignment 3: The 1329km NABUCCO Gas Pipeline International GmbH, Austria, with a value of €3.78 billion
  - Construction Manager for cross-border gas pipeline through Turkey, Bulgaria, Romania, Hungary & Austria
  - Reviewed FEED & Re-FEED to assess the proposed route & project design, and to challenge cost estimates
- ◆ Key Assignment 4: Resolved constructability issues for Fluor Limited's feasibility studies for potash slurry pipelines

### Senior Construction Manager: Pipelines

2010-2012

*Origin Energy / Australia Pacific LNG, Brisbane, Australia*

- ◆ Construction Manager of an AUD\$3 billion project for 680km pipelines to transport Coal Seam Gas to LNG facilities
- ◆ Directed all aspects of the main pipeline EPC contract and undertook the management of all the EPC contractors
- ◆ Trained, motivated and supervised the Owner construction management team to monitor contractor compliance
- ◆ Developed project goals, project budgets, plans and specifications, and determined construction methodologies
- ◆ Successfully negotiated the pre-investment of AUD\$150 million for the joint crossing of the Narrows water channel
- ◆ Devised and executed strategies, procedures & processes for risk control, change management and procurement
- ◆ Initiated remedial action plans in areas of potential cost overruns, delays or significant changes to scope-of-work
- ◆ Coordinated all site management-related communications between client, contractor, suppliers and subcontractors
- ◆ Member of the Strategic Management Team & the Steering, Risk Management & Change Management Committees

### Construction Execution Planning Manager: FEED

2008-2009

*EOS Brisbane, (Joint Venture: WorleyParson/KBR), Australia*

- ◆ Led front-end engineering and design for a Papua New Guinea \$5 billion onshore & offshore gas pipeline project
- ◆ Carried out execution planning for onshore and landfall pipelines, and offshore shallow & deep water lay pipelines
- ◆ Established and managed a cross-functional team delivering FEEP studies, execution plans and project schedule
- ◆ Directed field geotechnical investigations, pipeline route selection, and analysis & reports of existing infrastructure
- ◆ Devised construction methodologies, and logistics plans for resourcing construction activities with materials, etc.

## CAREER & KEY ACHIEVEMENTS TO DATE (continued)

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### **CSR/Construction Manager for the World's Largest Oil & Gas Project**

2005-2007

*Sakhalin Energy Investment Co. (SEIC), Sakhalin Island, Russia*

- ◆ Supervised the client-side team of site personnel to ensure governance of the gas pipeline and oil pipeline project
- ◆ Took on management of all construction aspects and personnel when the contract changed to Cost Reimbursable
- ◆ Managed the SEIC/Prime Contractor integrated management team for coordination with the Russian subcontractor
- ◆ Controlled all technical & construction project management administrative functions to ensure contract compliance
- ◆ Forged strong relationships with the Russian subcontractor & 600-strong workforce, sharing construction expertise
- ◆ Coordinated 'winter river crossing' and 'environmental protection' programmes gaining the approval of all NGOs

### **Deputy Project Manager**

2004

*Alarko, Erzurum, Turkey: Baku-Tbilisi-Ceyhan (BTC) pipeline project*

- ◆ Headhunted to review, evaluate and turn around a badly failing \$116 million construct-only joint-venture project
- ◆ Developed an achievable schedule, resource plan & cost estimate to ensure successful completion of the contract

### **Earlier Career**

1974-2004

- ◆ Manager (EPCM) for onshore pipeline projects in France & Russia for Bouygues/Starstroi/Saipem 2002-2004
- ◆ Managed pipeline construction projects in Australia, Saudi Arabia and the UK for McConnell Dowell 1998-2002
- ◆ Project and Construction Manager for construction companies in the UK, Gabon, Ghana & Tanzania 1974-1998

## QUALIFICATIONS, TRAINING & MEMBERSHIPS

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MSc in Construction Project Management (Distinction), University of Lincoln, UK

2004-2006

Certified Project Management Professional (PMP)

Prince2 Registered Practitioner

CSCS Manager Black Card - NVQ Level 6 Construction Site Management (Health, Safety & Environment)

**Certificates and CPD:** Administration of Construction Contracts; Understanding Contract Law; NEBOSH International Certificate in Oil & Gas Operational Safety; RTN Certificates in Labour Safety & Industrial Safety; Supervising Safety; TWI Registered CSWIP Welding Inspector; EWF European Welding Inspector; Russian NACWP Welding Specialist; Regular Seminar Attendance including TWI, AACEI, PMI, AMPG and CMI

### **Memberships**

CIOB Chartered Construction Manager

Member of the Project Management Institute

Fellow of the Chartered Management Institute

Member of AACE International

Member of the Association for Project Management

Member of The Welding Institute (TWI)

## SKILLS & KEY COMPETENCIES

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- ◆ Pipeline construction & project management expertise
- ◆ Contract negotiation & contract management acumen
- ◆ HSSE, risk control & regulatory compliance expertise
- ◆ Excellent contractor and stakeholder relationship skills
- ◆ Proven leadership, training & team building expertise
- ◆ Exceptional communication and collaborative prowess
- ◆ Determined, proactive and highly influential leader
- ◆ Shrewd and incisive decision-maker/problem-solver
- ◆ Highly organised, analytical and focused on results
- ◆ Calm, confident & assured in pressurised situations
- ◆ Natural ability to engage across all levels & cultures
- ◆ Professionalism, pragmatism & integrity at all times

## REFERENCES

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*References available on request*