

# QMS DIRECTOR, MBA, MF, B.ENG.

145 Safe Place N.E.  
Calgary, Alberta  
T3M 3W2

☎: 403.777.7777  
✉: [safeguy@glasshouse.ca](mailto:safeguy@glasshouse.ca)

## GLOBAL OPERATIONS DIRECTOR - QMS

Results driven, energetic, successful **Global Operations Director - QMS** with over 15 years of executive and senior experience leading, developing and driving growth of multi-million dollar business enterprises (O&G, Geophysical/Geo-Engineering and Construction); high level expertise in:

**Projects & Operations Oversight**  
**Global Quality Audits & Compliance**  
**Global Benchmarking & Performance**  
**KPI Systems Execution & Tracking**  
**Enterprise Standardization & Optimization**

**Risk Analysis, Mitigation, Controls & Compliance**  
**Case Studies & Business/Financial Justification**  
**Joint Venture Partnerships & Strategic Alliances**  
**Board, Industry & Shareholder Representation**  
**Annual Board & Shareholder Reports**

*Spearheaded award winning/corporate initiatives (global/national/regional) resulting in critical/significant improvements to Revenue & Profit, QHSE Certification & Compliance, Reporting Transparency & Document Control, Vendor Integrity & Equipment Life Cycle, Leadership Training & People Development.*

**Member of API (American Petroleum Institute), Executive Strategy Committee - CWS (Calfrac Well Services) and Board of Directors - Sea of Thrac Exploration Co.**

## EXECUTIVE & SENIOR ROLES

**CALFRAC WELL SERVICES LTD. (CWS), Calgary, Alberta**  
**Director, Quality Management - Global Operations**

Reporting to the COO, oversaw 7 senior reports, \$2.5MM budget and all QA programs related to global well stimulation/completion services (coil tubing/fracturing/well intervention); Canada, U.S., Mexico, Argentina and Russia.

*Led and executed critical improvements to QA programs that impacted 2500 employees, \$3B revenue, \$400MM of inventory and services supplied to multiple international O&G clients (e.g. Cenovus, Encana, ConocoPhillips, Progress Energy, 7 Generation, Tourmaline, Paramount).*

### CERTIFICATIONS & SAFETY IMPROVEMENTS

- ✦ *Acquired API Q2 and ISO 9001 certifications simultaneously; achieved second highest number of locations certified globally through radical improvements in document control, vendor assessments operations procedure development, equipment compliance and NCR changes*
- ✦ *Worked closely with safety team to institute sound operational and updated procedures; removed non-compliant components (materials/equipment) from system, reduced TRIF from 4.2 to 2.5 and eliminated non-approved equipment modifications*

### PRODUCTIVITY, INVENTORY, LIFE CYCLE & COST IMPROVEMENTS

- ✦ *Reduced **NPT** (Non-Productive Time), related to services, from 10% to under 3%; achieved via root cause analysis and correction of maintenance, materials compliance, inspections and testing*
- ✦ *Optimized inventory processes, significantly increased tracking and ensured dated stock is rotated properly; reduced expired/over stock of \$60MM (North America)*
- ✦ *Discovered critical global integrity and life cycle issue with high pressure piping from sole source manufacturer which would have resulted in \$14MM write-off and major safety liability; confirmed through independent lab testing and negotiated replacement with new material from manufacturer (at their cost) which allowed Calfrac to keep a \$150MM account*

### REPORTING & DOCUMENT CONTROL IMPROVEMENTS

- ✦ *Developed and introduced state of the art reporting system **CIMS** (Calfrac Information Management System) to track mechanical failures, process breakdowns, procedural awareness and training gaps; determined capability, selected software adapted to environment, ran testing, recommended corrective improvements and implemented globally*

- ❖ Discovered lack of document information standardization globally which was significantly impacting records control and inter-organizational sharing; *designed and executed new document control system (SharePoint) which boosted operational efficiency (80% to over 90%), increased pump efficiency (under 30% to 50%+) and saved \$6M through a series of cost avoidance improvements*
- ❖ *Identified and corrected significant gaps in NCR* (Non-Conformance Reporting) related to vendor transparency reporting and quality compliance; created authorized vendor/product list, improved stock assessment benchmarking and strengthened receiving inspections processes

#### **TRAINING & EQUIPMENT TRACKING IMPROVEMENTS**

- ❖ *Developed and launched new training matrices* in collaboration with Human Resources; provided accurate reporting, improved operational performance and reduced overlaps in training
- ❖ *Developed equipment passports for all equipment, materials, vehicles and vessels*; mitigated risk, liability and exposure resulting from incidents/accidents due to premature failure or unintended use

#### **EXECUTIVE & INDUSTRY REPRESENTATION**

- ❖ **Voting Member of API Subcommittee 18 and API Task Group 5:** provided input to industry best practices, improvements and new standards
- ❖ **Member - Executive Strategy Committee:** provided input to short and long term business plans
- ❖ **Member - Board of Directors, Sea Of Thrace Exploration Co (Athens)** - represented shareholder interests relative to financial decisions, business strategies and operational initiatives

#### **HALLMARK TUBULARS, Calgary/Nisku, Alberta**

##### **Director, Health Safety Environment and Quality**

Reporting to President and VP of Operations, managed company's entire QHSE program (energy tubulars, wellbore provisioning, installation and services), 8 senior reports, \$1.5MM budget and 5 locations.

*Analysed and executed safety and cost critical improvements to QHSE system that impacted 300 employees, \$500MM in revenue and service to major clients (e.g. Exxon Imperial Oil, Shell, BP, Cenovus, Encana, MEG Energy, Black Pearl, Daylight Energy, TAQA)*

#### **KEY DELIVERABLES & RESULTS**

- ❖ *Reduced TRIF from 7 to 0, achieved WCB reduction of 30% and mitigated significant loss of business*; through implementation of risk based Hazard ID vs. procedure based model, pre-emptive/proactive consultation, increased indicator reporting (focusing on lead vs. lag), improved customer engagement, incident investigations, efficient closure and engineered solutions
- ❖ Moved corporate from in-house QMS to accredited ISO 9001 implementation; *reduced customer claims by \$200K to \$500K annually, decreased operating costs, increased productivity 20% and reduced re-works 20%*
- ❖ Developed **JVP** (Joint Venture Partnership) with **SDC** (Sahtu Development Corporation); negotiated terms, finalized agreement (for sale of products/services) and set up business services *delivering annual sales of \$3.5MM (peak) for the Central McKenzie Valley region*
- ❖ Improved supply chain performance by restructuring purchasing software to select only client approved vendors and *avoided direct costs in excess of \$1M annually* by implementing KPI tracking
- ❖ *Led company to win Canada's Safest Employee Award two consecutive years (2012 & 2013); rated out of all associated industry sectors (issued by Canadian Occupational Safety)*

#### **Project Manager, Quality System Implementation**

Reporting to the President, oversaw execution of complete QMS program and ISO 9001 Certification within two year time frame; included incident investigation, development of NCR and implementation of required systems (i.e. document/record control, training, performance tracking).

*Consulted with BSI and SPS Consulting to ensure total compliance and identify gaps for the purposes of acquiring ISO certification*

#### **KEY DELIVERABLES & IMPROVEMENTS**

- Improved supply chain, risk identification and purchasing controls significantly; completed re-vamp of **ERP** (Enterprise Resource Planning) and implementation of **J-SOX** (Japanese Sarbanes Oxley)

- Introduced approved vendors list and associated controls; mitigated un-authorized or purchases that exceeded authorized amounts and established high level quality controls by select vendors
- Instituted comprehensive KPI system to track financial, safety and operational performance; decreased cost related to quality/severity of claims and improved global communications/teamwork

### **Project Manager - Mackenzie Gas Project**

Reporting to the Senior Business Development Manager, oversaw OPEX/CAPEX of \$1.2MM and development of strategic partnerships with aboriginal organizations; to support sales of tubular products, accessories and installation services.

- Developed JVP with Inuvialuit Development Corporation and Gwichin Development Corporation; allowed company to expand sales into the Arctic region and achieved approximately \$6MM in total sales
- Consulted and interfaced closely with parent company (Japan) and service organizations (logistics, transport, heavy equipment); *project completed 6 months ahead of schedule for 2006 drilling season*

### **CHALLENGER GEOMATICS, Regina, Saskatchewan Manager, Saskatchewan Operations**

Reporting the VP of Operations, oversaw \$2MM OPEX, 2 direct reports, 15 employees (Admin, Engineering, Business Development) and \$3MM in geophysical/geo-engineering services (e.g. EOG Resources, Sask Power, Potash Mining Corporation, Petro Canada).

*Managed all aspects of Saskatchewan operations including personnel/business development, projects client relations, financial performance (revenue/profitability) and safety compliance.*

#### **SIGNIFICANT CONTRIBUTIONS & RESULTS**

- ✧ *Drove revenue from \$1.7MM to \$2.5MM, GPM from -15% to +25% and returned operations from loss to positive earnings*
- ✧ *Improved customer relations by finalizing/completing 40 outstanding projects; mitigated potential penalties of several millions dollars*
- ✧ *Identified critical lack of leadership training and certifications; resolved by instituting competent assessment program, identifying candidates for succession opportunities and bringing on **SLS** (Saskatchewan Land Surveyor) contractor to comply with provincial requirements*
- ✧ *Restructured and streamlined staffing which significantly improved team performance, increased personal accountability and boosted employee satisfaction/motivation*

### **INUVALUIT DEVELOPMENT CORPORATION, Inuvik, Northwest Territories GM - IPI**

Reporting to President, oversaw 2 direct reports, 9 contractors (up to 130 persons) and projects valued at \$1.5MM to \$7MM annually; included bidding, tendering, contract acquisition/performance, estimating, risk assessment, control & mitigation plans, performance bonds, insurance and operational/financial project controls (A/R, A/P, payroll).

*Oversaw and completed construction of multiple storage facility, lease, road and temporary camp projects for clients in the O&G sector (Petro Canada, Shell, Anderson Exploration, ConocoPhillips).*

#### **DELIVERABLES & RESULTS**

- ✧ *Restored full project control/ownership to IDC from EGT (E. Gruben's Transport) and HAZCO; subsequently drove profit from \$150K to over \$2MM per year, secured 2 new multi-million dollar projects and boosted annual revenues by \$3MM (growing to \$15MM annually)*
- ✧ *De-constructed, reclaimed and remediated 5 historic government sites (land/marine/air) to comply with aboriginal land claim agreements*
- ✧ *Developed strategic partnerships with major engineering and construction firms (e.g. Tercon, ATCO Frontec, Ledcor, AMEC); introduced IDC to new markets (Yukon, BC) and allowed stalled projects to move forward*

**Previous International Experience**

- **Management Intern** (1996 - 1998) - *Treasury of the Province of Bavaria*: administration of castles, lakes and parks related to Neuschwanstein Castle (Germany)

## UNIVERSITY EDUCATION

<b>UNIVERSITY OF ALBERTA</b> , Edmonton, Alberta	
<b><u>Master of Business Administration (MBA) Degree</u></b>	<b>2001</b>
<b><u>Master of Renewable Resource Management Degree (MR)</u></b>	<b>2001</b>
<b>UNIVERSITY OF APPLIED SCIENCES</b> , Weihenstephan, Germany	
<b><u>Bachelor of Engineering (B.Eng.) Degree - Forestry Engineering</u></b>	<b>1996</b>

## PROFESSIONAL DEVELOPMENT TRAINING & CERTIFICATIONS

<b>UNIVERSITY OF CALGARY, HASKAYNE SCHOOL OF BUSINESS</b> , Calgary, Alberta	
<b><u>Hallmark Executive Leadership Training &amp; Certification</u></b>	
<b>TIEC - TEXAS INTERNATIONAL ENGINEERING CONSULTANTS (API-U)</b> , Denver, Colorado	
<b><u>Risk Assessment and Management Certification</u></b>	
<b>ICS (INCIDENT COMMAND SYSTEM) CANADA</b> , Calgary, Alberta	
<b><u>Incident Command and Control 400 Series Certification</u></b>	

## SOFTWARE APPLICATIONS & INDUSTRY TOOLS

- ▲ **Documentation & Presentations** - Word, PowerPoint, Visio
- ▲ **Financial Tracking & Performance** - Great Plains, Excel
- ▲ **Project & Information Sharing** - MS Project, SharePoint, CIMS, Access, Navision, Cetaris

*Multi-lingual fluency in English, Spanish, French and German*