

Roman Krumins

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Project Manager | Senior Manager

A highly successful Project/Senior Manager with an MBA, a degree in Mechanical Engineering, and a history of delivering solid business achievements for major government and corporate clients

Achievements cover both strategic and operational roles in multi-discipline projects, delivering planned outcomes on time and within budget

Clearly defining and solving inefficiencies using direct intervention and team/stakeholder facilitation

A positive personality, well-liked by colleagues, driven by the need to make a real difference in the business environment

QUALIFICATIONS

Bachelor of Engineering (Mechanical), Queensland University of Technology

Master of Business Administration, University of Queensland

PRINCE2 Certified (Practitioner)

PROFESSIONAL MEMBERSHIP

Institution of Engineers Australia, (Corporate Member)

Australian Institute of Management, (Associate Fellow)

Institute of Arbitrators and Mediators Australia, (Member, Certified Mediator, Grade 3 Arbitrator)

EXPERTISE

- Organisation design and restructure
- Developing financial and operations models
- Business processes improvement
- Capital ventures viability assessments
- Asset and Maintenance Management
- Training and mentoring
- Developing high performing teams
- Project Management
- Handling multiple projects under tight deadlines
- Procurement and implementation of IT systems
- Development of business cases
- Probity advice for government sector clients
- Stakeholder management
- Customer relationship management
- Project planning and execution

PROFESSIONAL ATTRIBUTES

- Hard-working
- Strong commercial focus
- Consultative leadership style
- Results oriented
- Pragmatic and decisive
- Articulate writer and presenter
- Excellent facilitation skills
- Organised, prioritizing and delivering targets
- Refined facilitation and negotiation skills
- Good communicator across all levels and disciplines
- Team player
- Learn and acquire new skills quickly

INDUSTRIES

- Airline Industry (Operations, Business Processes and IT Systems)
- Government sector
- Transportation (Railway Rolling stock and Bus)
- Minerals Processing
- Food Processing
- Heavy Engineering Manufacturing

CAREER HISTORY

BUSINESS CONSULTANT/MANAGER/OWNER

2001 – Present

Roman Krumins Corporate Solutions, Brisbane, Australia

Providing consulting services in probity, business planning and general business
Long term engagements (Digga Australia, Virgin Blue and Virgin Australia Airlines)

KEY PROJECTS

- Feasibility study for Victoria University regarding commercial academic capability
- Commercial Property Management
- Implementation of Sabre Sonic reservations system for Virgin Australia Airlines
- Developed contingency plans for Sabre Sonic implementation for Virgin Australia Airlines
- Developed and assessed options for integration of Airline Operator's Certificates for Virgin Blue/Virgin Australia Airlines
- Procurement and probity advice for the Department of Emergency Services
- Probity advice for funding applications assessment for the Queensland Department of Communities
- Business processes review for the Queensland Department of Communities
- Probity advice for tender assessment for Queensland Department of Communities
- Provision of Mediation Services for Education Queensland
- Business Planning for Queensland Department of Child Safety
- Developed a scope of work for business processes review of Corridor Protection and Property Management for Queensland Transport
- Reviewed Legal Services section of the Queensland Department of Primary Industries and Fisheries
- Manufacturing process review and business planning for Digga Australia
- Probity review of Funding Assessment processes for Queensland Department of Sport and Recreation
- Business consulting services for the creation of a national rail freight service
- Probity advice for selection of new registrars for the National Board of Plastic and Reconstructive Surgeons, Royal Australian College of Surgeons

ACHIEVEMENTS

- Successful project management of integration of Sky West Airlines into Virgin Australia Airlines
- Developed and achieved sign-off for the business case to procure Sabre Re-accommodation Manager IT system for Virgin Blue
- Successfully project managed the implementation of Live Flight Planning processes for introduction of E-Jets at Virgin Blue
- Developed improved disruption recovery processes at Melbourne airport for Virgin Blue
- Developed structure and content framework for HR, WH&S and Operations manuals for The Cosmetic Medicine Centre
- Developed HR policies manual for Queensland Teachers' Union Health
- Business Process Improvement for Inter-country Adoptions Unit of Queensland Department of Communities
- Chairman of the body corporate committees for one commercial (11 strata titles) and one residential (70 strata titles) community titles scheme
- Property and maintenance management and lease negotiations for an 11 strata title commercial property
- Command Centre Team Member for successful cut-over to a new reservations system (core business system) for Virgin Australia Airlines December 2012 to February 2013
- Development of contingency plans for each stage of the cut-over sequence above
- Facilitation of multi-discipline teams for input to the cut-over sequence above (all of 2012)
- Development and assessment of numerous options for integration of Air Operator's Certificates for Virgin Australia Airlines
- Implementation of improved disruption recovery processes at Melbourne airport for Virgin Australia Airlines
- Development and achievement of sign-off for the business case for procurement of Sabre Re-accommodation Manager I.T. system for Virgin Blue (involved a great deal of multi-discipline team facilitation)
- Implementation of revised end to end business processes for introduction of Live Flight Planning for E-Jets at Virgin Blue

- Successful advising for, training in and management of probity matters associated with various high dollar value funding application assessments for various Queensland government departments
- Adoption of recommendations resulting from review of business processes of various Queensland government departments
- Adoption of improved production processes in preparation for relocation of manufacturing facilities for Digga Australia

SENIOR MANAGER

1996 – 2001

PricewaterhouseCoopers, Brisbane, Australia

Marketing of Professional Services • Project Management • Process Improvement/Reengineering (BPR, TPM) • Training • Venture Capital Investment Viability Assessment • Facilities Design • Maintenance Management (RCM) • Process Formalisation and Standardisation • Benchmarking • Outsourcing Viability Assessment • Operations Planning and Job Design and Organisation Structure Design • Workforce Planning • Corporate Overhead Determination • Business Rules Redesign for Implementation of SAP • MINCOM Maintenance Modules Implementation • GST Implementation • Cost Analysis • Probity Advice

- Reviewed cost estimates to complete the Department of Main Roads \$750 Million Pacific Motorway Project
- Reviewed the claims management processes for the Department of Main Roads Pacific Motorway project
- Reviewed tender documents and performed tender evaluation for the Gold Coast City Council \$100 Million waste management contract
- Reviewed the structure and performance of the Department of Natural resources Service Delivery Board
- Conducted tender evaluation for the \$100M Gold Coast City Council Waste Management Contracts

ACHIEVEMENTS

- Managed the financial performance analysis of Brisbane Transport's Bus Charter business and developed strategies for achievement of the full potential of the business
- Designed a new organisation structure for the Port of Brisbane Corporation in support of a new and different corporate strategy.
- Implementation of MIMS Open Enterprise maintenance module for Q-Build
- Managed an Activity Based Costing and Benchmarking study for the New Zealand Public Prisons Service
- Established the position of State Water Projects relative to Inventory and Procurement management best practice
- Reviewed Maintenance Management Processes at Callide Coalfields and quantified opportunities for improvement.
- Instrumental in creating an innovative partnership between Colorado Group and Toll IPEC for product distribution improving supply chain cost effectiveness through establishment of a very transparent distribution services agreed cost and margin model

MANAGING PRINCIPAL

1993 – 1996

INDEC Consulting, Brisbane, Australia

Created opportunities and managed assignments throughout Queensland in the manufacturing and transportation industries. Assignments generally focussed on:

- Change management and facilitation of the formal BPR process;
- Implementation of maintenance management strategies incorporating RCM principles

ACHIEVEMENTS

- Managed the assessment of the viability of purchasing and operating a new technology \$9M track grinding machine for Queensland Rail against outsourcing this function.
- Facilitated the input of task teams to the design of 15 new workshops for Queensland Rail. The formal BPR process was adopted in each case. This laid the foundation for further operations planning, training planning, training materials development and delivery.
- Developed an appropriate production facilities layout for the construction of a \$33M Heritage Train for Queensland Rail at their Townsville Workshops. Process mapping and the formal BPR process were applied and a best practice layout achieved.
- Established the Project Management Processes for the Overhaul of 58 Diesel Electric Locomotives (\$63M) for

Queensland Rail Workshops Group

- Facilitated input to the design of 13 world class rail maintenance and manufacturing workshops for Queensland Rail

LECTURER AND FINANCE OFFICER

Feb 1992 – Nov 1993

Queensland University of Technology

Two years teaching in the Management Faculty and the Engineering Faculty

ACHIEVEMENTS

Developed a budget tracking and performance projection methodology for the \$7M annual budget for Law Faculty

CORPORATE DEVELOPMENT MANAGER

Jul 1990 – Mar 1991

Heat and Control Pty Ltd, Brisbane, Australia

Assessing viability of prospective company and product acquisitions

OPERATIONS MANAGER

Jun 1988 – Jun 1990

PMB Australia, Kingaroy Queensland, Australia

Australia's largest peanut processor

ACHIEVEMENTS

- Managed plant expansions, operations improvement and day-to-day operations with more than 200 peak seasonal personnel
 - Implemented and developed TPM, TQC, JIT and RCM initiatives
 - Reduced annual operating costs by 3%, formalised procedures and compiled a comprehensive operations manual and implemented a \$10M plant upgrade for PMB Australia
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