



Charles Harvey

Charles Harvey
Director

Business Consulting

Industry lines

- **Utilities**
- **Infrastructure**
- **Government Services**

Summary and Background

Mr. Harvey is a Director of OnMarc Consulting. He has more than 30 years experience in industry, many of these in the electricity, gas and water industry. Mr. Harvey has specific competencies in Asset Management Builds and implementation, Market Reform, the sale and purchase of Power Assets and the creation of both Asset Management and O&M Companies. Before joining OnMarc, Charles was a Director of Arthur Andersen, the Managing Director of Pentacore and before that he was a Director of UMS Group Australia, this followed his work as member of an Executive Management team managing a generation company in Australia.

Mr. Harvey has received Associate Diplomas in Electrical Engineering, Mechanical Engineering and Naval Architecture from Poplar PolyTech in London and has both Economics and Human Resource Management as Double Degrees with Distinction from RMIT Victoria.

Recent Experience

- Mr. Harvey is currently working as with OnMarc Australia and is responsible for process redesign and linkages to IT systems and e-business solutions in large asset intensive industries and utilities. He has managed due diligence teams and transition teams during the sale transfer and acquisition of power systems assets through to new ownership. Asset Management systems design and implementation is one of Mr Harvey's specialties.
- Mr. Harvey has worked as a Director of UMS Group Australia and during this time he managed teams that have worked with Austral-Asian and UK utilities to develop commercial outcomes, new Asset Management competencies and O&M Organisations. This work has included developing Engineering / maintenance and operational methodologies and processes necessary for maintaining sustainable economic benefits to organisations that operate within a competitive or price / reliability sensitive market environment and assisting in the people, process, and IT systems builds to support the business activity.
- Mr Harvey has worked as a Senior Executive in the competitive power industry of Victoria (Power Station Manager Newport) He has also covered roles including – Portfolio Operations Manager; Manager Human Relations (HR and ER); Manager Environmental Management and Maintenance Manager. He has managed major mechanical and electrical plant and provided engineering input to the redesign of the engineering, maintenance and operational practices. He has also Managed the redesign, and build / re-

automation of 500MW unit plant. He has successfully operated in both the electrical energy and water/ marine environments so as to provide enhance reliability, output and flexibility of plant and personnel at lower operating costs.

- His work in electricity reform field includes the establishment of market rules and mechanisms and maintenance processes and operations /engineering practices in multi utilities where Electrical distribution and Water management and distribution has merged. He has been involved the review of “single customer relationships” and improved economic dispatch / delivery processes, through to both the establishment of market rules and a new regulatory environment for these industries. This work was supported by the vertical and horizontal unbundling of a major state based organisations.
- The Market reform activities have led to opportunities and experiences that establish the Technical aspects of new market operation. Mr. Harvey was involved in the establishment of these technical and safety related practices and standards.
- Mr. Harvey has also worked internationally in international benchmarking and Custom Diagnostics Assessments. This work has exposed him to an international assortment of best practices in Asset Management and Operation and Maintenance of major plant systems.
- He has demonstrated ability to manage and undertake Operational assessments of Engineering and Operations and Services Management and associated outcomes and manage continued operation of large complex assets that have are directly related to the Public.
- Mr. Harvey has demonstrated ability to manage and undertake Strategic Assessments of Asset Management capability, the capability of the management team for Change and the creation of strategies for Cultural alignment.
- Mr. Harvey has demonstrated ability to undertake enhance low cost of ownership solutions to Operations and Maintenance management, procurement, IT integration, Financial reporting and management and infrastructure development together with a Capital versus Risk management approach to planning.
- He has demonstrated ability to undertake the Creation of shareholder / stakeholder target-setting processes that establish accountability for each business division, section and team.
- Demonstrated ability to undertake and Build the value case for change by defining options and making tough choices where required. Establish business plans and tactical plans and roadmaps to enable shared vision and clear leadership.
- Mr. Harvey has aligned leadership amongst a management team and mobilise the organisation to transform and integrate where necessary; managed the Strategic divestiture of component business as required, manage strategic sourcing decisions as required, and assist with market

- growth strategies (Produce or Buy) as required.
- Mr. Harvey has a knowledge and demonstrated competency in “Best Practice” process installation/integration and Organisational design with a speciality in modern Asset Management Practices and their related interfaces to both the business and the IT systems
 - In addition, Mr. Harvey has successfully managed labour relations and enterprise bargaining and successfully gained ISO 9001 and ISO 14000 plus EPA Self management for Discharge license management in a market sensitive to both environmental performance and cost of delivery.
 - Mr Harvey has been involved as both leading teams and as a lead consultant on Asset Acquisition and integration / mergers. He has extensive experience in Asset Management diagnostic process and process redesign projects (specifically for asset management and business / strategic planning and implementation) for all classes of generating, transmission, and distribution systems around the world with the following organisations:
 - ❑ Central Power (Distribution – NZ)
 - ❑ CLP Power (Corporate Services - Hong Kong)
 - ❑ CLP Power (Fossil Generation AM Assessment HK)
 - ❑ Horizon (Distribution – NZ)
 - ❑ Integral Energy (Distribution – Australia)
 - ❑ Midlands Electricity (Distribution – UK)
 - ❑ Millmerran (Fossil Generation – Australia)
 - ❑ Optima Energy (Due diligence and Purchase)
 - ❑ Optima Energy (Transition to New Owner)
 - ❑ Powercorp (Distribution – Australia)
 - ❑ PowerGrid (Transmission & Dist., – Singapore)
 - ❑ PT PLN (Persero) (Integrated Utility – Indonesia)
 - ❑ Snowy Mountains Hydro (Large Hydro –Australia)
 - ❑ Siemens & Thiess (Contract Engineering - Australia)
 - ❑ Taiwan Power Company (Integrated Utility – Taiwan)
 - ❑ Tarong Power (Fossil Generation – Australia)
 - ❑ Texas Utilities (Market Trading – Australia)
 - ❑ Texas Utilities (Portfolio Generator – Australia)
 - ❑ Texas Utilities (Retail I&C – Australia)
 - ❑ Toshiba (Generation – Tokyo)
 - ❑ Toshiba International (Generation O&M Imp.,– Thailand)
 - ❑ Western Power (Corporate Services Review - Australia)
 - ❑ Western Power (Fossil Generation AM redesign & Implementation - Australia)
 - ❑ Western Power (Generation Planning - Australia)
 - ❑ Western Power (Outsourcing Contract Engineering - Australia)
 - ❑ Yallourn Power (Generation AM redesign & Imp.,)
 - These projects have routinely achieved their value release expectations.

They have included all critical processes necessary to transform and sustain a competitive business. Examples of these processes include, determining the Strategic mission of the portfolio and linking this to the Corporate Strategy, Creating the Business Plans and from that defining; asset mission development, performance management, investment planning and decision making, root cause failure analysis, maintenance optimisation, equipment maintenance, plant operations, integrated work management, design and construct, customer relations, contracting and project management, resource management, training and asset database and information technology specification development.

Significant Past Achievements

- ❑ QEGB (Commissioning Generation – Australia)
- ❑ Anglican Water Authority (Water Authority – UK)
- ❑ CEGB (Generation – UK)
- ❑ Sizewell Power station (Nuclear Generation – CEGB UK)
- ❑ Norfolk Hospitals (Hospital Engineering & Management – UK)
- ❑ RAF (Military Units – UK)
- ❑ Ecogen Energy (Fossil Generation – Australia)
- ❑ CS Energy (Fossil Generation – Australia)

- ❑ Royal Melbourne Institute of Technology (Wrote the course and lectured in Organisational Design and Development AND Business and Strategic Planning, for Degree level courses)

- ❑ Tasmanian Hydro (Integrated Utility – Australia)

This work covers strategic works encompassing part and in some cases all of the work described in detail above and occurred prior to 1998.

Organisation Redesign and Business Reengineering:

Redesigned Organisations, Created both simple and Complex organisation structures as requested by the clients with down sizing ranging from 300 to 28 with no loss of production, little union upset and an providing an annual saving to the bottom line.

Reviewed and re engineered business processes to support downsizing. During down sizing, the reengineered business process were fixed in place through the use of formalisation of processes, one organisation was awarded ISO 9002 within the following six month period following Mr Harvey's work. Updated the technology of Station plant and its associated control technology to support sustained operation with lower support costs that returned savings in the order of \$3M / year. Wrote and delivered business management units for a University (RMIT). The units were "Organisational Design and Development" and

“Business Strategy and Planning”.

Information Systems:

Managed and created plant information systems that operate on both Unix and NT platforms. Managed the related Y2k issues.

Employee Relations

Managed and negotiated enterprises through a number of Enterprise Agreements and award simplification processes. During this time the interaction with Unions was reduced from (in one case) twenty three Unions, down through eleven to two. The situation was then developed where most employees were moved to individual common law performance based contracts.

Quality Management Systems:

Created a complete and integrated HR, Health and Safety Management system that was integrated with all other business processes. This system resulted in very low administrative overheads whilst meeting the needs of the regulatory and auditing bodies. Established an environmental management system that was sufficiently robust to allow the Client organisation to become self credited for the EPA and gain ISO 14001 from NATA. Managed a facility that retained a NATA accredited laboratory during times of very significant down sizing.

Leadership:

A Strategic thinker that has developed and enrolled others in concepts that have developed real returns for businesses. Was involved in the National Resources & Environment Committee planning into Strategic Power Station and systems Planning through to the year 2000 in Victoria. Has on a number of occasions successfully lead a mixed and diverse group of individuals through transition management to create a strong and established team of leaders. Encouraged innovation and expression so that the prime teams were able to assist in design, installation, commissioning and operation in areas completely outside of their original concept of self. Delivered a high esteem self motivated cohesive group. Established a record-breaking period of accident free operation in a complex industrial plant that exceeded 4 years of LTI free operation.

Contract and Project Management:

Managed projects as both a project manager and responsible officer in excess of the value of \$M 20 in any one year. The nature of the projects varied from business process updates, change management projects through to technological upgrades and major plant overhauls on complex infrastructure plant. All projects have been returned within budget and within six weeks of end dates.

Education:

Bachelor Business Administration awarded with distinction in the double

degrees of Economics and Human Resource Management
Currently in the last phase of Master of Business Management by research the topic being "The link between Human Resource Management and Strategic Business Planning: the case of Electricity Industry."

National Diplomas Engineering (Mechanical and Electrical) plus supplementary diplomas in Naval Architecture, Power Plant Technology and Electro-technology.

Specific information relating to AM Implementation and its relationship to IT Systems Build.

Ecogen Energy: Built Asset Management competency and Asset Management processes and then systematized them through Passport, which was installed with Platinum Financials and LCP external module. Installed on time and to budget with all KPI's met successfully. Install time – 9 months; 1st year value release was in excess of \$4.3M.

Company now operating as one of the best in class and has best Practice worker to output ratios. Was top performer for three consecutive years

Western Power: Built Asset Management competency and Asset Management processes and then systematized them through Mincom, which was an ERP solution supported with an LCP external module.

Install time – 18 months; NPV of value release is expected to be in order of \$50.3M.

Company now facing Market Reform and operating commercially so as to withstand 'green field' new market entrants. Is a top performer despite aging assets.

Tarong Energy: Revised Asset Management competency and Asset Management processes and then input to Functional Specifications for ERP or Best of Breed solution. Best of Breed was adopted with LCP operating through linked project management tools (e.g., Open Plan, Artimus, Primavera).

Install time – 12 months; NPV of value release was expected to be in order of \$17.5M over required time frame

Company now facing significant competition and operating commercially despite highest form of price based competition.

Snowy Mountains Hydro: Revised Asset Management competency and Asset Management processes and then created Functional Specifications for ERP or Best of Breed solution. ERP was recommended and Implementation plan

created.

Install time – 18 months; 1st year value release is expected to be in order of \$3.3M.

Company now facing new ownership structures and Market Reform and operating commercially despite complex role of irrigation and generation from these assets.

TXU Australia: Revised Asset Management competency and Asset Management processes and then created Functional Specifications for ERP or Best of Breed solution. Mincom Upgrade is being recommended together with Implementation plan created. LCP module expected to be integrated with ERP solution along with 90-day plan/schedule for maintenance works. Will support FEG and Asset Grouping. Asset Mission output expected to be external along with project and risk (investment decision making) module.

Install time – 9 months; 1st year value release is expected to be in order of \$3.3M.

Company operating under new ownership and in very competitive Market. Market risk is seen as major driver and creates need for maximum reliability. Cost reduction secondary but also important driver.

Operating very commercially despite complex market role and age of these assets. Recognized by other industry players as a leader in Best Practice.