

## President's Message

Whenever professionals meet to advance their expertise, profession and the industry they serve, what is as clear as their commitment are the limitless opportunities that come with networking and participating within such community. At HGCS we consistently strive to:

- Share first class knowledge and help our members remain champions in fulfilling the project obligations
  - Enhance our professional development and opportunities
  - Cultivate and engage our future Project Controls Professionals through our outreach programs
- Knowledge sharing and networking have never been more vital to the future of Project Controls Professionals. Global challenges have never been more pressing, more complex or more shared. There has never been a greater need for Professionals to seek to educate, connect, cultivate, collaborate, impact and provide support, especially during recent times where we have witnessed oil prices plunge, projects held in limbo and companies challenged in a way that some describe as once-in-a-lifetime. As project professionals, it is incumbent upon us all to ensure such challenges are not faced by future generations.

As your HGCS 2017/2018 President, it is a great honor to serve with my fellow professionals of exceptional character on the Board of Directors who selflessly volunteer their time to effectively lead this outstanding organization.

Throughout this year and beyond, if I can be of service to you, please do not hesitate to ask.

Yemi Ibiyemi, MBA - President, HGCS

## Board of Directors

Shane Butt – Vice President  
Carole Venters, CCP EVP – Secretary  
Valerie Venters, CCP, PMP – Treasurer  
Sami Jaroudi, CCP – Director/Past President  
Julianne Richards – Director  
Matthew C. Baker, CCP – Director  
James Arrow, DRMP FRICS MoRP – Director  
Earl "Trey" Seabrook, III, CCP – Director  
Ernesto Munoz – Director  
Heath Whitaker – Director  
Martin Darley, CCP, FRICS – HGCS Advisor  
Josh Rowan, PMP, CCP, MRICS – HGCS Advisor



## Meetings

The second Tuesday of each month (September to May) at the **HESS Club Building, 5430 Westheimer Road, Houston, Texas 77056.**  
No meetings June to August.

Registration begins at 5:30 pm. Dinner is served at 6:15 pm. Speaker at 7:00 pm. Meeting adjourns at 8:00 pm.

Cost: \$35.00. Payable online via [www.aacei-hgcs.org](http://www.aacei-hgcs.org) or at the door by cash or check.

September 12, 2017

**Waylon Whitehead**



• *Integration Planner and Risk Manager,*  
**ConocoPhillips**

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**The Monte Carlo Method for Modeling & Mitigating Systemic Risk**

**Subj:** References have been made about the supposed inability of Monte Carlo simulation (MCS) methods to represent systemic risks to project cost/schedule. A method of combining typical MCS methods of representing uncertainty and project-specific risks with systemic risks using the Risk Drivers Methodology will be presented. Systemic risks relate to the level of new technology, degree of project definition, complexity, size and the organization's ability to manage large projects. Systemic risks interact with stress factors such as requirements aggressiveness, stakeholder mismanagement and lack of clarity in decision making. Together these explain why some mega-projects exhibit serious overruns.

We will discuss how systemic risks can be modeled using MCS techniques for more realistic risk analysis results.

**Bio:** Waylon started as a ConocoPhillips contractor in 2001 on Qatar Gas LNG FEL1. He is married with 3 kids in college, 2 went to high school in Brisbane, Australia where he worked on APLNG from 2009 to 2015. He has over 20 years' experience in oil, gas, and chemical, mostly mega projects. He worked as a Pipefitter/Construction Foreman/GF through college, and on Mega Projects consistently since 1998 with some exceptions and on Chevron Typhoon, which is the best project he has been on till date. The project features 2/3 onshore, 1/3 offshore, 1/4 Chemicals & Construction, 1/4 Oil & Fabrication, 1/2 LNG/Gas FEL to Start-Up. He performed his first Schedule Risk Analysis in 1998 and has since been a part of them on every project he has been on.

October 10, 2017

**Sally Love**



• *Founder and President, Paragon Worldwide*

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**Ready for an ABOUT-FACE in Capital Project Communication?**

**Subj:** Let's face it. Communication stinks on most capital projects. Project team members spend hours, even days in meetings and still feel in the dark. Leaders make key decisions but somehow that news doesn't make it to the folks in the trenches. And that overflowing email inbox...well that just sucks the life right out of you! Have you ever wondered why somebody doesn't do something about it? Well, wonder no more.

**Bio:** Sally coaches individuals and teams in the US and globally to achieve unimaginable results. Sally has a proven track record of breaking down barriers in diverse cultures, building trust and advancing collaboration on capital projects. Sally is positive and optimistic and admired for her ability to bring out the best in people. Prior to forming Paragon Worldwide over 25 years ago, Sally held leadership positions in Project Management and IT for a major international EPC firm. Sally had scholarships to study voice in college; but chose to earn a BSc in Electrical Engineering from Clemson University and an MBA from the University of South Carolina. Sally is dedicated to transforming projects, careers and lives.

November 14, 2017

**Phil Haven**



• *Associate Director, Turner and Townsend*

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**Project Controls – The Next Generation**

**Subj:** A thought provoking discussion on the responsibility of senior project controls, our capital veterans, in the mentorship of the next generation of project professionals.

**Bio:** Phil has over 25 years' experience in Project Controls specifically in cost, planning, management reporting and contract administration. He performs both hands-on and supervisory duties with practical project execution experience in contractor and owner organizations focused on mega capital developments and maintenance projects. He has managed projects in

five continents and in industries, such as oil and gas (onshore, offshore, and upstream, midstream, downstream), energy, alternative energy, and petrochemical. He is experienced with owners and team in all phases of project development/execution. Lately, he lead project controls for a major oil field development using subsea technology tied back to a FPSO vessel.

December 12, 2017

**Mark Kamin, President and Founder**  
**Kenda-Le Pernin, Associate Consultant**



• **Mark Kamin and Associates**

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**Creating High Performing Cultures**



**Subj:** Do you know whether the culture of your organization is taking the organization where it wants to be, or is sabotaging its future?

Would you like to know how to spot a red flag that undermines a culture? We will share with you:

- Direct access to dramatically increasing performance
- The attributes of a high performance culture
- How to create a deliberate and intentional culture that fulfills the future of the organization

We believe culture is an idea whose time has come – that culture now creates an opportunity for high performance that is as critical as strategy and execution.

**Bio:** Mark's distinguished career includes developing executives and leaders at the most prestigious corporations in America. His programs and consulting are designed to transform an organization's culture and leaders worldwide. Mark is known and respected for his ability to get to the heart of the people he is working with. His proven ability to communicate and bring clarity to the participants is his driving force. He is a recognized authority on leadership development, organizational turnaround and peak performance. He has been honored for his strategic intellect and humanitarian endeavors.

Kenda-Le is a seasoned consultant, and coach. She's known for bringing rigor to her client engagements and supporting clients in producing extraordinary results. Kenda-Le has a depth of experience in operations management. Several of her flagship clients have had major successes in operations management specifically in the areas of cost reductions, team cohesion, and operational efficiencies.

January 09, 2018

**Rachel Smith**



• *Cost Engineer, Shell*

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**Integration within Project Services/Controls**

**Subj:** Working efficiently and effectively as a team is crucial to successful project delivery. In Project Services, the need to understand Project Controls disciplines and how they intertwine has proven to be vital to delivering a valuable, integrated product to customers but the integration should not stop there. Team awareness across all project functions, with a focus not only on individual role, ensures an integrated, quality project. Rachel will discuss various points of integration and their importance in Project Services, while also providing first-hand insight into the broader team integration she experienced as related to the project success and failures.

**Bio:** Rachel is a 2013 Texas A&M Civil Engineering graduate, where she interned as a Civil Engineer specializing in land development projects for an EPC firm and as a research assistant for Drexel University, focusing on sustainable city design, and as a Rescue Diver/Assistant scuba diving instructor while in college. Upon graduating, she joined Shell as a Cost Estimator working within Projects & Technology in 2014. At Shell she has had diverse experience across downstream refining, chemicals, alternative energies, and upstream offshore developments projects. At Shell, her role has expanded across multiple projects as a Cost Estimator, Project Services focal, and Project Engineer.

February 13, 2018

**Carmen Ramos**



• *Global Project Controls, Jacobs Engineering*

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**Benefits of Project Controls Rotational Program**

**Subj:** Benefits of Project Controls Rotational Program

**Bio:** Carmen has 5 plus years' experience in project Planning & Scheduling, Cost Engineering, and Estimating in the Petrochemical industry through Jacobs Project Controls rotational program. She is a certified Lean Six Sigma Black Belt with a BSc in Industrial Engineering from the University of Puerto Rico where she was born

and raised. While pursuing a Master's in Industrial Engineering, she moved to Texas A&M and completed a thesis on onshore Wind Farms productivity factorial analysis, which was published by the International Journal of Energy for a Clean Environment in Nov 2011. She facilitates interactive planning sessions for several projects. She develops, produces and maintains project schedules, estimates and cost analysis reports, provides NetPoint training. Carmen is part of Jacobs Global Project Controls which supports the EcoSys/IPCS configuration team. She is also a member of the Society of Hispanic Professional Engineers.

March 06, 2018

**Jeremy Hall, P.E., PMP**



• *Project Manager, Wood Group USA, Inc.*

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**Oil & Gas Project Transformation**

**Subj:** Designing an industrial facility is massively complex. Many sources input to such a project, the overall requirements for the facility combine with equipment specifications, design requirements, codes and standards, software functionality, fabrication inputs, and schedule drivers to name a few. To complicate things further, many inputs can change during the design process.

Project execution must manage this complexity while leveraging tomorrow's technology to meet today's tough economic environment.

**Bio:** Jeremy has 15 years international experience in oil and gas. He served in multiple roles such as mechanical and project engineering, project and engineering management, where he developed tools to transform project execution with efficiency and increased quality. Recently, he managed an internal Wood Group initiative tasked with drastically reducing the number of man-hours required to perform facility engineering and design. He is a licensed professional engineer in Texas, with a BSc in Mechanical Engineering from Texas A&M.

April 10, 2018

**Carol Ellinger Haddock, P.E.**



• *Acting Director, Public Works and Engineering, City of Houston, Texas*

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**Transformational Leadership – Mission Possible**

**Subj:** Leading the largest Public Works organization in

the Nation through structural re-organization, concurrently refining a mission to focus on customer service, and keeping 667 sq. mi of infrastructure operational may seem like a 'mission impossible', but Houston Public Works is doing it. Learn about our success, lessons learned and what is next.

**Bio:** Carol oversees services to Houston citizens through planning, operation, maintenance, construction management and technical engineering of the City's public infrastructure. Her duties include operation and maintenance of the City's streets, drainage, production and distribution of water, collection and treatment of wastewater and permitting and regulation of public and private construction. The Department is staffed with a trained workforce of over 3,900 employees and operates with an annual budget of approximately \$2 billion. Carol has worked for the City of Houston for 13 years. Prior to that, she was a Project Manager for the Harris County Flood Control District, a Congressional Fellow in Washington, D.C. and a Project Manager with Klotz Associates, Inc., a Houston consulting firm. She is a registered Professional Engineer, with a BSc in Civil Engineering from Rice University and a Master's in Public Administration from the University of Houston.

May 08, 2018

**Jim Blevins**



• *Director, Gulf Coast Operations/Senior Project Services Manager, Pathfinder, LLC.*

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**Project Controls Collaboration on "Best Practices"**

**Subj:** Jim will lead a facilitated discussion around current "Best Practices" for Project Controls. He will establish a panel of industry experts from varying sectors who will discuss how they implement Project Controls on their projects and utilize recommended practices from AACE, CII, PMI, etc. The topics will primarily focus on resources, tools and methodologies.

**Bio:** Jim is a veteran member of AACE and serves on the Louisiana Chapter Board. He is also very active with the Construction Industry Institute (CII) as a member of the Project Controls Community of Practice as well as a Board of Advisor member. He has over 27 years' of experience in Project Services for various sized capital projects and portfolios in the Downstream/Refining, Chemicals, Upstream, Midstream, Pharmaceuticals and Food/Beverage industry sectors.



2017-2018 Technical Program

www.aacei-hgcs.org