

PROFILE

Stewart G Barr



Qualifications

- Master of Business Administration, Deakin University, VIC., 1995.
- Graduate Diploma in Management Studies, 1992.
- Bachelor of Mechanical Engineering, Royal Military College, Duntroon, ACT, 1979.

Current Position

- Principal Consultant & Managing Director.

Professional Affiliations & Appointments

- Corporate Member of the Institution of Engineers, Australia

Other Training/Specialist Accreditations

- Command and Staff Course, Army Command and Staff College, Queenscliff Vic, 1991.
- Technical Project Management Course, Royal Military College of Science, Shrivenham UK, 1988.
- Marine Engineering Course, US Army Transportation School, Fort Eustis USA - Awarded Student of Merit, 1981.
- Company Directors Course, 2011.
- AS/NZS 9001:2000 Course, 2000.
- Defence Industry Study Course, 1995.
- AS 9001 Course, 1994.
- Industrial Relations Course, 1994.
- Instructor's Course, 1992.
- Operations Management Course, 1986.
- Advanced Engineering Management Course, 1985.
- Management Development Course, 1982.

EXPERIENCE

May 2005 – Present

Stewart Barr & Associates Pty Ltd
Samford Qld.
Now Bulimba Qld

Position:

Principal Consultant & Managing Director

Responsibilities:

Provision of engineering and management consulting services, including bid management and contract implementation, to Australian client companies operating in the aircraft, electronics, engineering, manufacturing and integrated logistic support industries. General management of Stewart Barr & Associates Pty Ltd.

Key Clients:

Note: Details of clients serviced during previous activities undertaken by Stewart Barr & Associates Pty Ltd are listed on Page 6. The company recommenced operations on 9 May 05.

Thales Australia (ADI Limited)

- As the Bid Manager, the management of a bid to supply 650 specialised military vehicles into the US Army.
- Assist with the contract negotiations for the Support Services Contract for LAND 116 Project BUSHRANGER.
- As the Bid Manager, management of the ADI and Oshkosh Truck Corporation LAND 121 Project OVERLANDER bid to supply over 3,000 vehicles and modules into the Australian Defence Force. This task involved managing a bid budget of in excess of \$7 million and a team of over 70 engineers, technical authors, analysts and production staff over two continents and a period of seven months. The bid was completed ahead of time and ahead of budget, and resulted in a proposal containing 23,000 pages presented in 81 folders.
- Assist with the contract negotiations for the UAE Armed Forces General Maintenance Directorate (GMD) Main Base Outsourcing Project.
- Review of the Thales Australia Brisbane Support Centre (BSC) for the Bushmaster fleet of vehicles. This task required a gap analysis to be conducted to identify the delta between what was contracted and what was implemented, and the preparation of a detailed report providing a change management methodology and activities to improve the operating efficiency of the BSC.
- As the Bid Manager, management of a bid to supply integrated communications technology for the new Sydney trains being supplied by EDI Rail.
- As the Bid Manager, management of the bid to supply Calibration Services to the Australian Defence Force.

Qantas Defence Services (QDS)

- As the Bid Coordinator, coordination of the QDS response to the Hercules C-130J Through Life Support Request for Tender, including the development of a Service Delivery Model and a detailed Risk Assessment.
- Provide project management services to the Air-to-Air Refueller Project.

Chandler Macleod

- As the Bid Director, provide strategic guidance and Defence tender response guidance for the Chandler Macleod response to the New Defence Force Recruiting Request for Tender.

Kellogg, Brown and Root Pty Ltd (KBR)

- As the Bid Manager, management of the KBR response to the AIR 5428 Pilot Training System Request for Information (RFI), including the development of a Conceptual System Design (CSD) and a detailed Risk Assessment.
- As the Bid Manager, management of the KBR and Rolls-Royce response to the Hydrographic In-Service Support Request for Tender, including a detailed Risk Assessment.
- As the Bid Manager, management of the KBR, QDS and Elbit response to the Helicopter Aircrew Training System (HATS) Request for Tender.

Safe Air Limited (A subsidiary of Air New Zealand)

- As the Bid Manager, management of the Safe Air response to the S-70B-2 Seahawk TLS Request for Proposal (RFP).

General Dynamics Land Systems - Australia (GDLS-A)

- As the Bid Manager, management of the GDLS-A response to the ASLAV and Tank Through Life Support Request for Tender (RFT).

Thales Australia

- As the Bid Manager, management of the Thales Australia response to the Land 121 Project Overlander – Phase 4 Protected Mobility Vehicle – Light Request for Proposal (RFP). This bid is focused on the development of a next generation light armoured vehicle for the Australian Defence Force and includes the management of Bid Team members across five time zones in the US, Israel, Netherlands, Switzerland and Australia.

MOWAG, Switzerland

- As a senior technical author, support the MOWAG bid to sell Piranha III wheeled armoured vehicles to the Swedish Armed Forces.

Thales Australia

- Support to the on-going Thales Australia response to Land 121 Project Overlander – Phase 3. Specifically strategic advice and development of a plan to take the bid into the next phase once down-select has occurred.
- As the Bid Manager, management of the Thales Australia response to the Land 121 Project Overlander Phase 3 resubmission.

Manpower Group

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- Support to the Manpower Group response to the Defence Force Recruiting tender.

Qantas Defence Services (QDS)

- Support to the QDS response to the PC9A Engine and Propeller Support Services tender.

UGL Limited

- Support to the UGL and Babcock response to the ANZAC Frigate Major Fleet Unit Group Maintenance Contract tender.
- As the Bid Manager, management of the UGL response to the Defence Logistics Transformation Program (DLTP) Land Materiel Maintenance (LMM) Request for Tender.

Manpower Group

- Support to the Manpower Group response to the Defence Force Recruiting tender.

Mar 2004 – May 2005

TenixToll Defence
Logistics Pty Ltd
Williamstown Vic.

Position:

Principal Implementation Manager and Northern Region Manager
(located at Bulimba Qld)

Responsibilities:

Responsible to the Executive General Manager of TenixToll Defence Logistics Pty Ltd (TTDL) (a joint venture between Tenix Defence and Toll Holdings) during the period 1 March to 26 November 2004 for the implementation of the Defence Integrated Distribution System (DIDS) Contract across 23 sites across Australia in all States and Territories. On 26 November 2004, the role changed to become the Northern Region Manager with responsibility for the management and full profit and loss accountability for eight sites conducting warehousing, distribution and maintenance operations for the Australian Defence Organisation (ADO) in Queensland and the Northern Territory.

Responsibilities included:

- Management of all aspects of the transition process across 23 sites with responsibility for a \$3 million budget;
- Development of the Northern Region (Queensland and Northern Territory) organisational structure and processes, and recruiting of 300 staff and conducting pre-employment training in three months;
- The ongoing delivery of high quality service outcomes to the ADO in the Northern Region while returning a profit to TTDL shareholders and complying with over 150 Compliance Indicators and Critical Compliance Indicators specified under the DIDS Contract; and

- Development and implementation of profit improvement strategies.

Key Achievements:

- Successful implementation of the DIDS Contract across all 23 sites two months ahead of schedule and under budget by 30%.
- Achieving a near-seamless transition from service delivery by the ADO to service delivery by TTDL at all sites.
- Establishing a strong team within the Northern Region that strived to meet or exceed all Contract compliance and performance indicators.
- Implementation of AS/NZS ISO 9001:2000.
- Establishment of excess capacity arrangements with third part organisations to enhance the profitability of TTDL.

Apr 1999 – Feb 2004

**Stewart Barr &
Associates Pty Ltd**
Samford Qld.

Position:

Principal Consultant and Managing Director

Responsibilities:

Provision of engineering and management consulting services to Australian client companies operating in the aircraft, electronics, engineering, manufacturing and integrated logistic support industries. General management of Stewart Barr & Associates Pty Ltd.

Key Clients:

Kellogg Brown & Root Pty Ltd

- Managed the preparation of the training proposal for Defence Project Air 9000, the Australian Defence Force Rotary Wing Capability.
- Negotiated Strategic Alliance work share with Australian Aerospace on behalf of Kellogg Brown & Root.

The Shell Company of Australia

- Developed specifications for all Shell Direct and Northern Territory Fuel distribution vehicles, including tanker road trains, rigid and dog tanker combinations, and semi-trailer tankers combinations.
- Assisted with the development of the Request for Proposal, evaluation of proposals and source selection for the Shell Heavy Vehicle Procurement Project.

Qantas Limited

- Development of the Through Life Support Proposal for the Qantas Defence Services tender response for the Through Life Support phase of Defence Project Air 5402, ADF Air Refuelling

Capability.

ADI Limited

- Developed an Integrated Logistics proposal for the UAE Armed Forces as a principal author and advisor on engineering, management, organisational structure, information systems and integrated logistics.
- As the Volume Manager, developed the Integrated Support Program for the ADI Tender Response to Stage 2 of Defence Project SEA 1444, Replacement Patrol Boats. This task included training and maintenance requirements analysis, life cycle costing and development of an overall integrated support system model to support the boats for up to 20 years.

Eurocopter International Pacific

- Developed the Through Life Support proposal for the Aussie Tiger Armed Reconnaissance Helicopter for Defence Project AIR 87 as a principal author and advisor on organisational structure and costing.

ADI Limited & Linfox Transport (Aust) Pty Ltd

- As the Material Maintenance Domain Volume Manager, developed the materiel maintenance system including procedures, organization and costing for the ADI-FOX Defence Integrated Distribution System 2000 (DIDS 2000) Tender Response.
- As the Management and Planning Domain Volume Manager, developed the ADI-FOX DIDS 2 management system and the overall organizational structure and costing of the proposal. In particular, development of the requirements analysis and utilization proposal for all DIDS facilities including the construction of a new facility at Amberley.

GPS Online.com Pty Ltd

- Developed a Vehicle Monitoring System proposal for Army Project BUSHRANGER.

Crisp-Air Pty Ltd

- Conducted market analysis, strategic planning, cost structure review and staff development.
- Acted as General Manager from Mar 00 to Mar 01.
- Developed a new market in South Africa.
- Gained funding from Queensland Government to support the redevelopment of all refrigeration products.

Sep 1996 – Mar 1999

Australian Specialised

Position:

Program Manager – Taipan

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Vehicle Systems Pty Ltd

Acacia Ridge Qld.

Responsibilities:

Responsible to the General Manager of Australian Specialised Vehicle Systems (ASVS) (a joint venture between ANI and Reunert of South Africa) for the program management of the contract with the Australian Army for Stage 1(Trials) of Project BUSHRANGER.

Responsibilities included:

- engineering management;
- financial management;
- pre-production planning (design and balancing of the production line facility); and
- Integrated Logistic Support to trial vehicles during the Stage 1 Trial.

Key Achievements:

- Successful negotiation of the \$200 million contract for Army Project BUSHRANGER.
- Successful management of the \$4.5 million Stage 1 (Trials) contract including the achievement of all contract requirements on or before time including the delivery of training and repair and maintenance support to the trial vehicles.
- The development of a through-life support proposal to manage the BUSHRANGER fleet of vehicles for 15 years after delivery, including all facets of Integrated Logistic Support (repairs, maintenance, training, configuration management, condition monitoring).
- The development of the production line plan for producing one Taipan vehicle per day under the Project BUSHRANGER Stage 2 Contract. This task included studying the vehicle's structure, benchmarking other heavy vehicle production facilities, preparing an initial plan and then balancing the proposed build station functions.

Aug 1995 – Sep 1996

ANI Engineering

Ipswich Qld.

Position:

Engineering Manager/Operations Manager

Responsibilities:

Responsible to the CEO of ANI Engineering for the engineering management of a project to redevelop the ANI Underground Personnel Vehicle (UPV) and the development/introduction of a range of flameproof underground transport vehicles.

Responsible to the CEO of ANI Engineering for restructuring the spares and service support (including engine and vehicle rebuild) to all customers in the mining and quarrying industry, in particular in the Hunter Valley of New South Wales, the Bowen Basin of

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Queensland and the areas surrounding Kalgoorlie and Pt Hedland in Western Australia.

Key Achievements:

- The successful establishment of a partnering agreement with Power Coal in New South Wales to jointly redevelop the UPV.
- The successful redevelopments of the UPV to decrease vehicle mass, increase structural integrity, increase capacity and increase track life.
- The development and management of an improved spares and service system for the UPV fleet.
- The development and implementation of maintenance and term rental contracts for the UPVs.
- The development a new organisational structure for ANI Engineering.

Dec 1993 – Jul 1995

South Queensland
Logistic Group (Army)
Bulimba Qld.

Position:

Operations Manager (Senior Logistics Officer)

Responsibilities: Responsible to the Commander for the management of all Group operations. This included:

- five divisions (military vehicle, commercial vehicle, technical equipment, distribution and general stores, and foodstuffs and petroleum products);
- an operations section responsible for customer relations and support to specific activities;
- a communication and information systems section; and
- supply and repair budget of approximately \$21 million in FY 94/95.

Key Achievements:

- Leading the five divisions through the implementation of a new purchasing and inventory management system, while still achieving all financial targets.
- Implementing a Continuous Improvement Program and AS 9002 across the Group.
- Negotiating a 'Local Agreement' with five unions.
- Project managing the development and implementation of a rebuild program for the Army's fleet of 'Unimog' trucks.
- Developing an improved organisational structure for the Group, including the use of teams.
- Improving the productivity of the Communication and Information Systems Section, and project managing the development of key performance indicators (KPIs) for the Group.

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Jan - Dec 1993

Headquarters 1st
Division

Enoggera Qld

Position:

Development Officer and Engineering Manager

Responsibilities:

- Provision of development engineering advice to the Divisional Commander, brigade HQs and units.
- Liaison with force development, materiel acquisition and maintenance engineering staffs on all development and engineering issues.
- Development of concepts for new materiel.
- Monitoring current and planned materiel projects.
- Acting as a general logistic staff officer when required.

Key Achievements:

- Development of a concept for 'The Division into the 21st Century'.
- Increasing user involvement in materiel projects.

Jan – Dec 1992

Royal Australian
Electrical and
Mechanical Engineers
(RAEME) Training
Centre

Wodonga Vic.

Position:

Senior Instructor, Engineering Management Wing

Responsibilities:

Directed/managed a Wing (staff including three Captains and 10 Warrant Officers), which trained approximately 250 officers and soldiers annually on residential courses up to eight weeks in length.

Key Achievements:

- Introduction of TQM and fleet management principles into the course curriculums.
- Planning and conducting a five-day logistics seminar for 150 students (Majors) from transport, supply, maintenance engineering and medical corps.

Jan 1989 – Dec 1990

Army Engineering
Development
Establishment (EDE)

Maribyrnong Vic.

Position:

Operations Manager, Mobility Engineering Division

Responsibilities:

Liaison with Army headquarters and units, and coordination of project planning, specification production and budgets. I was also appointed the EDE public relations/information officer that included planning and control of exhibition stands, and media releases and presentations.

Key Achievements:

- Convincing the General Staff of the need to fit air-bag

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suspension to the Army's fleet of Mack trucks.

- Increasing the general awareness of EDE across the Australian Army by in excess of 30 per cent.
- Planning and conducting a media day at the EDE Proving Ground to officially release the new Army Land Rover fleet. Attended by approximately 50 national journalists and television crew, the day included the dropping of a 6x6 variant from a RAAF Hercules aircraft at 500 feet.

Jan 1986 – Nov 1987

North Queensland
Workshop Company

Townsville Qld

Position:

General Manager (Officer Commanding)

Background:

A base workshop providing repair, maintenance, modification and recovery support to Army units in North Queensland (Rockhampton to Mt Isa to Cape York). The Workshop had a staff of approximately 85 tradesmen and clerks (military and civilian), and utilised contractors and contract labour. The annual operating budget was \$9 million.

Responsibilities:

Management of all aspects of the Workshop, including production, finance, stores accounting, repair documentation, training of apprentices and other staff members (technical and military), and staff welfare and careers.

Key Achievements:

- Significantly improved customer satisfaction and improved productivity by approximately 50 per cent as a result of the following initiatives:
 - Re-engineering all workshop processes.
 - Improved staff training.
 - Introducing contract labour to fill gaps in the workforce.