Bill Tubbs

Operational Performance Improvement

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KEY SKILLS & EXPERTISE

Client engagement	Building relationships at all levels of the organisation to understand perspectives, identify key issues, develop a shared vision, clarify responsibilities, and agree a path forward.
Coaching & skill-building	Ability to listen and learn about peoples' concerns, goals, and motivations, and to stimulate productive actions by questioning beliefs and assumptions, focussing on facts, the goal, and next steps, reflecting on results, and providing support and encouragement.
Production optimization	Implementing short interval control, production loss accounting, management control, and reporting, to drive root cause analysis, structured problem-solving, and continuous improvement in asset utilization (OEE).
Maintenance effectiveness	Developing and implementing a maintenance strategy focussed on critical equipment and reliability-based maintenance, combined with an effective prioritisation and planning process, execution management system, productivity KPIs, and root cause analysis.
Process control and real-time optimization	Identification and development of basic and advanced process control strategies and practical real-time-optimization to reduce variability and optimize the plant while keeping operators, process engineers, and supervisors engaged in performance improvement.
Environmental management	Development and implementation of environment and regulatory management, control, and reporting systems to manage risks, operational impacts, and license to operate.
Operational performance improvement	Implementing key performance indicators (KPIs) and effective forecasting, planning, control, and reporting systems to ensure all levels of the organisation understand their role in controlling and continuously improving all aspects of operational performance (safety, health, environment, OEE, asset integrity, cost, and license-to-operate).
Data science & machine learning	Expert in statistical analysis, models, and optimization methods applicable to industrial operations and the practical experience to lead data analysis, business case, evaluation, deployment, training, and support within an agile framework (i.e. iterative, results-driven).
Program design and definition	Translating analysis findings and strategic objectives into a structured change program with milestones, results-plans, project controls, reporting structure, steering group, teambuilding, training and communication plans, and base and evaluation methodology.
Leadership and teambuilding	Adaptive leadership skills to define the vision, communicate the plan, motivate and support individuals, and promote the development of high performing teams.
Training and development	Identifying training needs and designing and delivering structured training programs to develop client and team skill-sets appropriate to the needs of the business.
Communication	Exceptional oral and written communication skills to present facts and information and translate complex issues into language that is plain and meaningful to the target audience.

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QUALIFICATIONS

Masters in Electrical and Computer Engineering   **May 2023**

Laboratoire d'Observation et d'Optimisation des Procédés (LOOP), Université Laval, Québec, Canada.
Specialisation: Industrial process control, system identification, model predictive control, process observers, multi-variable control, disturbance detection and estimation.
Research project: Process observers for model predictive control in mineral processing operations.

Masters in Resource and Environmental Management   **August 2008**

School of Resource and Environmental Management, Simon Fraser University, Vancouver, Canada.
Specialisation: Climate policy, environmental economics, energy and materials management, risk and decision analysis, industrial ecology, energy system modelling.
Research project: A simulation model for Canada-US climate policy analysis.

General Engineering Honours (BSc)   **June 1994**

University of Durham, UK.
Specialisation: Mechanics, dynamics, thermodynamics, fluid mechanics, turbomachinery, tribology.

EMPLOYMENT HISTORY

Position	Employer	Dates
Independent Consultant	B. Tubbs & Associates Consulting, Vancouver, BC.	03/2018 to present
Energy Optimization and Management Lead	Hatch, Vancouver, BC.	12/2016 to 02/2018
Independent Consultant	B. Tubbs & Associates Consulting, Vancouver, BC.	03/2016 to 05/2017
Senior Manager, Climate and Energy	ICF International, Regina, SK.	05/2014 to 03/2016
Manager, Environmental Permitting & Regulation	Spectra Energy, Calgary, AB.	03/2013 to 04/2014
Climate Change Specialist	Spectra Energy, Vancouver, BC.	12/2008 to 02/2013
Business Consultant	Electronic Data Systems (EDS), London, UK	05/2002 to 09/2003
Assistant Project Manager	Celerant Consulting Limited, London, UK	01/1998 to 04/2002
Mechanical Engineer	ICI Chemicals & Polymers Limited, Middlesbrough, UK.	10/1994 to 12/1997

KEY ACHIEVEMENTS

Position	Key achievements
Independent Consultant	• Identified >$1M annual energy savings at Uranium processing facility. • Estimated energy end-use and savings potential at 5 potash operations.
Energy Optimization and Management Lead	• Quantified current and full potential OEE for precious metals mining, processing, and refining facilities. • Analysis of mine haul-truck data to determine fuel and cost-saving potential of open-pit electrification proposal.
Senior Manager, Climate and Energy	• Implemented management control and reporting system for SaskPower's Industrial Energy Optimization Program for large industrial power consumers.

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Position	Key achievements
Manager, Environmental Permitting & Regulation	• Represented company in government, industry, and stakeholder working groups to develop federal and provincial air and climate policy. • Lead team of environmental specialists to manage environmental risk and regulatory compliance for Western Canada Operations.
Climate Change Specialist	• Assessed risks and impacts of federal and provincial climate policy. • Delivered carbon offset revenues from emission reduction projects. • Investment decision-analysis for large carbon capture and storage project.
Assistant Project Manager	• Lead team implementing production optimization and maintenance systems and processes to increase oil production, reliability and maintenance effectiveness of offshore oil and gas platform (£10m savings). • Identified risk-based fixed-cost reductions for large bulk chemical manufacturing complex (£25m savings). • Implemented new product introduction process for international manufacturer at three facilities in Europe (savings £21m). • Implemented customer service improvements for public water utility. • Implemented management control and reporting for chemical sales team.
Mechanical Engineer	• Increased critical machine availability from 50 to 85%. • Assured integrity of pressure systems to meet regulatory requirements. • Delivered £500k of annual maintenance projects with no accidents/injuries. • Developed asset strategy aligned with manufacturing goals.

PROFESSIONAL TRAINING

- Asset Management, Lean Manufacturing, Six Sigma, Critical Machine Reliability, Hazard & Reliability Studies, Pressure Systems, Small Projects Methodology, Control of Modifications.
- Analysis and Project Definition, Management Systems, Interpersonal Skills, Coaching, Effective Meetings, Leadership and Teambuilding, Facilitation and Group Problem Solving, Presentation Skills, Train the Trainer, Foundations of Learning, Foundations of Management, Media Interviews, Business Development Excellence.
- Dynamic Optimization, Process Integration, Energy Monitoring Targeting and Reporting, GHG Audit Verification and Reporting, Model Thinking, Data Science, Machine Learning, Deep Learning, Machine Learning for Finance.

OTHER SKILLS

IT   MS Office, Python, MATLAB, C/C++, SQL, OSIsoft PI.

LANGUAGES

Fluent   English, German.
Intermediate French.
Beginner   Norwegian, Spanish.