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## Summary

James completed his mechanical engineering degree at the University of Natal (Durban) in 2003 after which he moved to Johannesburg, working in the petrochemical sector.

Entering the mining sector in 2006 as the project mechanical engineer on the Impala 20 Shaft project for TWP, he has not left the industry.

In his 15 years of experience, James has moved up the ranks, working for EPCM's, on owners' teams and as a consultant on deep level vertical shaft projects.

In his current role, James is responsible for the engineering and technical services of the UMS group, overseeing the various projects in both the Greenfields and Brownfields sphere.

Recent projects conducted by the UMS group have been involved with the rehabilitation of aging shaft infrastructure, including the installation of a reef intersect tower in a mine on the East Rand.

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## Current Role

**UNITED MINING SERVICES GROUP (UMS GROUP)  
(METS PROCESS, METS MINING, METS ENGINEERING & SHAFT SINKERS), PRETORIA, RSA**

**Executive Manager – Technical Services – Aug 2018 - present**

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## FLUOR SOUTH AFRICA (PTY LTD)

**Engineering Manager – Tharisa Minerals UG1 Project Feasibility Study – Mar 2018 – Aug 2018**

The UG1 project was for a greenfield, 100 000 tpm, chrome and platinum processing plant. FLUOR was responsible for plant design and costing in preparation for construction.

**Engineering Manager – Lethlakane DK1 Life of Mine Extension (Debswana)**

This was a Concept Study for Debswana's first venture into underground mining. The concept study included a diamond plant as well. The mine capacity was set at either 2.7 Mtpa or 3.4 Mtpa in the study. I was responsible for guiding the Fluor team as well as the Debswana project team as neither were experienced in underground mining. The concept study looked at both a decline shaft and vertical shaft option and the related infrastructure required for each mine access configuration as well as catering for the needs of the processing plant.

The concept study was completed in accordance with the Anglo American investment standards as well the Debswana IDM (Investment Development Model).

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## TKG MINERALS (PTY) LTD

**Positions held as consultant: Keir & Associates – Senior Project Manager – Mar 2012 – Aug 2018**

- This was in international project with the construction site in Jeddah, Saudi Arabia and the process designers in Europe. My responsibilities included the management and coordination of the main process designer and the designers of the filtration equipment as well as several other ancillary systems supporting the main process.
- Keir & Associates scope included the design and construction of all the infrastructure required in the plant including, but not limited to power generation, process cooling, water supply, power reticulation, earthworks, civils and all structures.
- Being an international project, I dealt with contractors and suppliers from Sweden, Denmark, France, Saudi Arabia, Austria, Turkey, India, Germany, South Africa and Italy to name a few.

## **Green Team International: Client Engineer in the capacities of**

### **Project Engineer**

### **Engineering Manager**

### **Project Integration Engineer**

- Client Representative with oversight duties on the design, procurement and construction of Styldrifft 1 Shaft and Wesizwe Bakubung Shaft. In this role I oversaw all work construction packages being managed by the EPCM contractor as well as ensuring that the EPCM contractor met all of its targets in the preparation of the work packages with respect to drawings, specifications and all procurement documentation.
- A major change of scope was completed during my time on this project in which I was heavily involved.
- Several contractors in these projects were from China and India among others.
- Trade-off studies
- Cost modelling
- Life cycle cost modelling
- Operational readiness planning
- Integration of multi-disciplined EPCM contractor, construction contractors and client
- Due Diligence Studies

## **Managing Director (TKG Minerals)**

- Marketing
- Tax administration
- Company management

### **Project Manager**

- Work with clients and stakeholders to define project goals and overall success criteria for projects to align with client overall business objectives
- Manage internal costs and formulate strategies to control expenditure to ensure project profitability
- Create an environment conducive to open communication for the project team to effectively communicate risks, opportunities and decisions

- Establish simple yet effective project governance guidelines
- Create strategies to maintain project communication including the creation and management of project documents
- Prepare communications and report to stakeholders at various levels of management
- Managed relationships with project stakeholders, contractors and the project team
- Identify and manage risks project risks as well as risks to the project
- Identify skills shortfalls and ensure training is conducted to ensure required skills are maintained and developed
- Ensure all client (project) objectives are met and that projects are delivered on time, within budget and to the required quality
- Develop project organization charts to establish lines of accountability and reporting
- Advise on project resourcing requirements
- Responsible for the development of inputs into project cost estimates, scheduling, workforce estimates, monitoring, and controls
- Direct and coordinate the efforts of multi-disciplinary teams (internal staff, external consultants) to achieve the Client's objectives consistent with the scope of services to be provided

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## GREEN TEAM INTERNATIONAL

### **Project Engineer (consultant on client team) – Jul 2012 – Oct 2015**

- CBE formulation and review
- Document review & approval (Scope Documents, Tender Document, Specifications, Functional Specifications, etc.)
- Drawing review and approval
- Project coordination
- Project strategy
- Planning integration – used Microsoft Projects Extensively
- Commissioning Engineer
- Managed the preparation for the shaft equipping including headgear change-over, winders and shaft equipping for Styldrift's Main shaft.

### **Project Engineering Manager (consultant on client team)**

- Document / drawing review and approval
- Procurement oversight with review and sign off of all tender evaluations
- Multi-discipline Engineering coordination between client, EPCM, site and design office
- End-user and project team coordination
- Project integration & hand-over (to operations)
- Commissioning coordination between end user and EPCM contractor

- Teambuilding
- Vertical Shaft equipping oversight

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## FOX PROJECTS (PTY) LTD

### Project Manager – Union Declines Expansions – Jun 2010 – Mar 2012

- Coordinated project team and client activities
- Worked with APW (Anglo Project Way) – Have a good “working” knowledge of the methodology
- Interacted with client on invoicing, scope, progress, quality
- Managed project resources, timesheets and expenses
- Maintained project team morale
- Project administration
- Claims management (NEC)
- Package close-out (NEC)
- Change Management
- Management Process Improvement
- Risk Management
- Managed project Close-out of Spud UG2 Expansion; 4 B (Phase 3) Expansion; 4 South (Phase 3) Expansion; 3 South (Phase 1) Expansion.
- Managed contractors on site
- Managed all contractual processes with contractor
- Managed drawing office and managed drawing approval process
- Interfaced with all other engineering disciplines, client and site
- Interfaced project team with client team
- Formulation & implementation of project strategy

### EXCO Member (Project Principal: Delivery)

- Improved Cost tracking and reporting systems
- Formed business strategy
- Reviewed and wrote various Company policies and procedures
- Organogram formulation
- Acting COO
- Implemented several improvements to management systems
- Implemented systems and coached project managers
- Facilitated and ensured intra-department integration
- Set up project training
- Reviewed CV's
- Performed interviews of potential recruits

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## TWP PROJECTS (PTY) LTD

### **Project Manager – Impala 20 Shaft EPCM – Sept 2006 – Jun 2010**

- Coordinated project team and client activities
- Interacted with client on invoicing, scope, progress, quality
- Managed project resources, timesheets and expenses
- Maintained project team morale
- Project administration
- Managed several contracts using the NEC contract type

### **Lead Mechanical Engineer - Impala 20 Shaft EPCM**

- Wrote Design Criteria's, Specifications and Scopes of work.
- Prepared and adjudicated enquiries
- Managed contractors on site using NEC Contract type
- Managed all contractual processes with contractor
- Claims resolution
- Close-out
- Managed drawing office and managed drawing approval process
- Interfaced with all other engineering disciplines, client and site
- Expediting & quality control
- Interfaced project team with client team
- Formulation & implementation of project strategy
- Shaft design and equipping including reef intersect tower

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## KAEFER THERMAL (PTY) LTD AND ISC PROJECTS (PTY) LTD JOINT VENTURE

### **Cost Manager and Planner and Quantity Surveyor – Apr 2005 – Aug 2006**

My responsibilities Included

- Cost Management
- Quantity Surveying
- Planning
- Administration Management
- Human Resources

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## ISC PROJECTS (PTY) LTD (HEAD OFFICE)

### **Mar 2004 – Apr 2005**

## My responsibilities Included

- Estimating
- Cost Engineering
- Responsible person for ISCOR account. (I aided in turning the account around from almost losing the contract to being one of the preferred contractors.)
- Project Management
- Project Planning
- Public Relations
- Creating and maintaining QC Documents for site