



## Rob Hammond

### Director

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<b>Areas of Expertise</b>	Advisory Services, Program & Portfolio Management
<b>Industries</b>	Digital, Heavy Infrastructure, Banking & Finance, Utilities
<b>Qualifications</b>	Bachelor of Agricultural Economics (Honours) Project Management Institute PMP Certified (lapsed) Graduate of Australian Institute of Company Directors (GAICD)
<b>Memberships</b>	Australian Institute of Project Management (AIPM) Australian Institute of Company Directors (AICD) Project Management Institute (PMI)

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### Key Experiences

Rob joined TBH in 1995 and specialises in major project delivery in the public and private sector including transport infrastructure, banking & finance, ICT and utilities. He is an expert in project controls and planning for large scale, complex or high risk projects. Rob became a Director in 2005 and served as Managing Director from 2012 to 2021. He now leads TBH's strategic advisory services combining commercial and project management expertise to support clients across the delivery lifecycle.

Rob has developed an understanding of the importance of clear, precise communication techniques to simplify complexity so that all stakeholders can understand their role in achieving the necessary outcomes. His ability to lead and foster collaboration in a team environment is a key strength.

Rob has served on the board of PMI Sydney Chapter over a number of years and is an active member of AIPM and AICD. He has presented papers to these organisations over the years.

Rob's work at TBH includes:

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## Due Diligence and Advisory Services

- Detailed analysis and viability assessment of proposed project investment as an independent advisor for financiers
- Identification of technical, commercial and delivery risks together with mitigation measures
- Financial and scenario modelling to determine impact on business case and strategic outcomes

## Planning and Forecasting (time, cost and resource)

- Development of detailed master integrated project schedules to model key logical interdependencies for major infrastructure projects
- Senior executive planning and advisory roles with a focus on commercial 'what if' analysis
- Introduction of advanced project management quantitative measures such as earned value, critical chain and quadratic programming to enhance decision making by senior management

## Project Audit and Recovery

- Forensic review of project progress and key factors limiting successful execution
- Development and implementation of project recovery plans and facilitation of executive level engagement
- Review of adherence to corporate and industry recognised project management methodologies and consequential remediation initiatives
- Led Post Implementation Review teams to capture lessons learnt and continuous improvement

## Portfolio Management/ Strategic Planning /Project Office

- Project portfolio modelling and optimisation for executive level management audiences
- Advisory services for enterprise project management systems assessment and integration
- Establishment/ enhancement of Project Management Offices in diverse range of environments and industries
- Management of cost, schedule and resources to ensure successful delivery in fixed price engagements

## Claims Preparation and Advice

- Provision of advice to executive stakeholders as to commercial strategy in negotiation and dispute situations
- Preparation and analysis of claims for time extensions, prolongation, disruption, acceleration and loss of productivity impact from time and cost perspective

Project Name	Client	Role	Year
Career Highlights			
ICT Projects			
iSeek Acquisition	Amber Infrastructure	Due Diligence	2020
TLC Modular Construction (Vietnam/ NZ)	Goldman Sachs	Due Diligence	2020
Macquarie Bank acquisition of AirTrunk	Macquarie Bank	Due Diligence	2019
Chennai Hyperscale Data Centre Investment Advisor	Natixis	Due Diligence	2018
Various Airtrunk Data Centre Builds – Syd, Melb, SGP, HK, Tokyo	Airtrunk	Due Diligence, Project Monitoring, Independent Certification	2017-2021
Airtrunk Hyperscale Data Centre Start Up	Goldman Sachs / TPG Capital	Due Diligence, Project Monitoring, Independent Certification	2016-2017
MTAP	Sydney Trains	Specialist Consultant	2015
National Broadband Network	NBN Co	Director in Charge	2009 - 2011
Commonwealth Bank Enhanced Telecommunications Project	Telstra	Director in Charge	2009 - 2011
Vodafone Hutchison Business Integration Programme	VHA Australia	Director in Charge	2009 - 2011
Vodafone 4G Rollout	Ericsson	Director in Charge	2008 - 2009
Credit Card Processing System Enhancement	EDS	Director in Charge	2007

Telstra Backbone Network Transformation (Titan Project)	Alcatel Lucent	Director in Charge	2005 - 2010
Westpac Bank Relocation Project (Our Great Place Project)	Telstra/ Westpac	Director in Charge	2005 - 2006
Vodafone 3G Rollout	Bechtel	Project control analyst	2004
Woolworths Transformation Project	Telstra / Woolworths	Master Planner	2003 - 2004
Qantas Distributed/ Integrated Services Transformation Programmes	Telstra/ Qantas	Director in Charge	2001 – 2007

#### Government / Major Corporate Projects

Federal Government Stimulus Package Taskforce Establishment	NSW Premiers Department	Master planner	2009 - 2010
Major Capital Project Reporting System Development (MCPRS)	NSW Premiers Department	Advisor	2009
NSW Police IT Project Portfolio Systems Enhancement	NSW Police	Director in Charge	2005 - 2007
Telstra / Kaz Business Integration Project	Telstra	Director in Charge	2007
Westpac Bank Property Services Reporting System Development	Westpac	Director in Charge	2007

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#### Other Projects

Portfolio Structuring Framework	SEQ Water	Director in Charge	2021
Smart Grid Smart City	Ausgrid	Director in Charge	2012 - 2014

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WBC Property Management System	Westpac	Director in Charge	2007
Chief Secretary's Building Refurbishment	Hansen Yuncken	Dispute Advisory	2004 - 2006
Lane Cove Tunnel Design Development	Parsons Brinckerhoff	Claims analyst	2004 - 2005
Illawarra Waste Water Treatment Plant	Mallesons Stephen Jaques	Claims analyst	2003
Nestle Australia Headquarters Construction	Australand	Project control analyst	2003
Five Mile Bluff Natural Gas Pipeline (Tasmania)	Duke Energy	Claims Analyst	2003 - 2006
Sydney Olympics International Broadcasting Centre	Walter Constructions	Project control analyst	2000