

## Section 1 – Senior Professional Roles

### Shirley Parsons Project Services – Senior Associate - January 2020 to date.

Due to my peer acknowledged experience and expertise in construction quality management, I am now engaged as a Senior Associate with Shirley Parsons Project Services Ltd undertaking senior quality consultancy and managed service projects within the construction sector.

### Tideway Central – September 2016 to Jan 2020– Contract value - £1.3 billion – FLO JV

**Contract Scope** – Tunnels and shafts between Carnworth Road and Chambers Wharf - the co-ordination, management, design, construction, supply, installation, inspection, testing, caretaking of the works and system commissioning of the works and system commissioning – the project consisted of 10 separate project teams/locations.

I was approached by the Corporate Quality Manager of Laing O'Rourke (who worked on Crossrail) to undertake the role of Project Head of Quality on the Tideway Central project – I was employed by Ferrovial and reported to the Deputy Project Director

I was responsible for the budget, development, recruitment and ongoing management of the project quality and certification team which was a staff of 11 at peak

I was responsible for :-

- liaison with the Client for all quality and certification matters
- the development of the internal management procedures, assisting in the selection, appointment and audit of specialist suppliers/subcontractors
- ensuring that controls have been set up and implemented for the construction works
- the implementation of the self-certification system
- the production of all record packages required to demonstrate the compliance of the works to the Client.
- attending Senior Management Meetings
- development and implementation of the monthly Quality Performance Index process by which individual project's KPI performance was benchmarked

Key achievements

Development and implementation of an electronic Non-conformance management system - the Tideway project initially operated a manual paper based system for the management of the non-conformance process which was thought to be inefficient for such a major project. As a leader of the Tideway Quality Alliance, working in collaboration the Client/Contractor quality teams, I developed an electronic system based on a bespoke module within the Asite Electronic Data Management System. This was in line with best practice used on Crossrail.

Development and implementation of an electronic Self-certification management system - the Tideway project initially did not have a defined self-certification process and each contractor operated their own systems which again was thought to be inefficient for such a major project. As a leader of the Tideway Quality Alliance, working in collaboration the Client/Contractor quality teams, I developed an electronic system based on a bespoke module within the Asite Electronic Data Management System. The development of such an electronic system was a first on UK major projects and a great improvement on the paper based systems used at Crossrail.

The Tideway Quality Alliance (an informal collaboration between Main Works Contractors and the Client) was entered for the CQI Quality Team of the Year Award 2019. This was the first time I had been involved in such an application which involved collaborating with others to compile the initial application and then, when selected to progress, to put together a presentation to the CQI Award Panel which formed part of a formal interview with the Panel followed by a Q&A session. Whilst we did not win the Award, being selected as one of the 4 finalists was a significant achievement nonetheless since this Award was open to quality teams throughout the world.

As the JV was an Anglo-Spanish joint venture, a significant part of my role was to train and mentor individuals from very different back grounds and cultures in the use of the project management systems to promote an effective and efficient project quality culture.

The contract required the JV to become independently certified to ISO 9001:2008. I achieved this by liaising with the body who certified one of the JV parent companies working with them to extend this certification to the JV's management system.

### **Crossrail – June 2010 to August 2016– Contract value - £8 billion**

**Contract Scope** – construction of the new railway infrastructure from Westbourne Park Junction in the West to Abbey Wood in the South East and Pudding Mill Lane Junction in the East. I was Client Delivery Quality Manager for the whole Central Section.

I was approached by the a member of the Crossrail Client Quality Team to become the Area Quality Manager for Tunnels, Portals and Shafts, reporting to the Area Director.

Following an internal organisation change, I was promoted to Lead Delivery Quality Manager with responsibility for the management of the quality and certification functions for all construction works, reporting to the Crossrail Delivery Director.

I was responsible for the budget, development, recruitment and ongoing management of the project quality and certification team which was a staff of 29 at peak.

I was responsible for :-

- oversight of the Crossrail Contractors quality management performance
- the development of the Crossrail quality management processes
- attending Senior Management Meetings
- developing the structure and content of Client/Contractor Quality Focus Meetings and chairing on a monthly basis
- development of the Quality Focus Meeting reporting dashboard
- development and implementation of the monthly Quality Performance Index process by which individual contractor's KPI performance was benchmarked
- development and implementation of the quality section of the quarterly Project Assurance Framework which acted as a deep dive into the individual Contractor's compliance to the Works Information – this was used for bench marking and continual improvement measurement. This was unique to the Crossrail project.

In 2012, I led the development of the Crossrail/CQI Quality in Construction course which enabled 70 construction industry professionals to achieve MCQI status, roughly doubling the number of MCQI qualified individuals in the construction industry at that time. This course was acknowledged by the CQI, Crossrail and the construction industry as a great success in promoting quality in the UK construction industry.

In 2016 due to budgetary constraints I had to manage a significant team re-organisation to restructure my team from its peak of 29 people down to 13 quality and certification staff. Post reorganisation, I had to use my communication skills to explain the new structure and amended roles and responsibilities, not only to to my remaining team, but also to the various Contractor organisations in order to maintain the key focus of the quality function on the project whilst recognising the reduced organisation. The motivation and inspiration of the reduced team members to maximise performance was a key driver of my remaining time on the project.

### **East London Line – Jan 2007 to April 2008 – Contract value - £360 million**

**Contract Scope** - Dalston Junction to New Cross - design and build of track, signalling, telecommunications and electrification, the construction of two large new bridges, 4 new stations and a new depot at New Cross. I was responsible for the contractor quality management of the whole contract.

I was approached by the Joint Venture to become the Project Quality Manager for this project .

I reported to the HSQE Manager

I was responsible for the budget, development, recruitment and ongoing management of the project quality and certification team which was a staff of 14 at peak.

I was responsible for :-

- liaison with the Client for all quality and certification matters
- the development of the internal management procedures, assisting in the selection, appointment and audit of specialist suppliers/subcontractors,
- ensuring that controls had been set up and implemented for the construction works
- and for the implementation of the self-certification system.
- managing the TfL Technical Assurance process for the JV
- the production of all record packages required to demonstrate the compliance of the works to the Client.

The contract required the JV to become independently certified to ISO 9001:2000. I achieved this by liaising with the body which certified one of the JV parent companies and working with them to extend this certification to the JV's management system.

<b>CTRL Section 2 – C576 - April 2003 to June 2006 – Contract value £120 million</b>
<b>Contract Scope</b> - design and construction of all the track and overhead line and subsequent testing and commissioning from Ebbsfleet to St Pancras for Section 2 of the CTRL project. I was responsible for the contractor quality management of the whole of the C576 contract.
I was approached by the Joint Venture to become the Project Quality Manager for this project – <b>Fellow Attribute 2</b>
I reported to the HSQE Manager
I was responsible for the budget, development, recruitment and ongoing management of the project quality and certification team which was a staff of 13 at peak.
I was responsible for :-
<ul style="list-style-type: none"> <li>• liaison with the Client for all quality and certification matters</li> <li>• the development of the internal management procedures, assisting in the selection, appointment and audit of specialist suppliers/subcontractors,</li> <li>• ensuring that controls have been set up and implemented for the construction works</li> <li>• and for the implementation of the self-certification system.</li> <li>• the production of all record packages required to demonstrate the compliance of the works to the Client.</li> </ul>
As the C576 Team was an Anglo-French joint venture, a key part of my role was to train and mentor individuals from very different back grounds and cultures in the use of the project management systems.
I was responsible for ensuring that the 181 self-certification packages required to release the end of construction milestone were signed off by the Client on time, thus avoiding significant contractual penalties.

## Section 2 - Details of other Career Roles and Qualifications

<b>Westfield-UK — April 2008 to June 2010</b>		
<b>Project Quality Manager</b>		
<b>Project</b>	<b>Contract Value</b>	<b>Description</b>
Stratford City Project	£1,400,000,000	Management of all quality assurance issues associated with the design and construction of a shopping centre/residential complex and associated infrastructure works.

<b>Bovis Lend Lease Consulting – June 2001 to October 2002</b>		
<b>Project Manager (Quality Assurance)</b>		
<b>Project</b>	<b>Contract Value</b>	<b>Description</b>
West Coast Modernisation Project - Client Team	£8,000,000,000	Management of all quality assurance issues associated with the Conventional Signalling and Capacity Enhancement schemes for phase 2 of the WCRM project.

<b>Laing Ltd - April 1999 to June 2001</b>		
<b>Quality Assurance Engineer</b>		
<b>Project</b>	<b>Contract Value</b>	<b>Description</b>
Laing/Railtrack Project Management Partnership	£20,000,000	Management of the design and implementation of the maintenance and renewals of the railway infrastructure on the Southern Region

<b>Jubilee Line Extension Project - April 1994 April 1999</b>		
<b>Client Quality Assurance Engineer/Materials Engineer</b>		
<b>Project</b>	<b>Contract Value</b>	<b>Description</b>
Contract C108	£100,000,000	Construction and Fit out of Canary Wharf Station
Contract C110	£100,000,000	Construction and Fit out of North Greenwich Station and associated Tunnelling
Contract C117	£20,000,000	Stratford Station Redevelopment

<b>Sir Robert McAlpine Ltd. September 1986 to April 1994</b>		
<b>Project Quality Manager Roles - March 1992 to April 1994</b>		
<b>Project</b>	<b>Contract Value</b>	<b>Description</b>
JLE Contracts 110 & 107	£130,000,000	Station and shaft Construction – Segmental Twin Bore TBM Tunnelling
Waterloo International LUL Works	£13,000,000	Construction and fit out of Escalator Shaft and Tunnels - I was also Temporary Works Co-ordinator and COSHH Controller on this project.
<b>Section Manager Roles – August 1989 to March 1991</b>		
The Marlowes, Hemel Hempstead	£60,000,000	Shopping Centre concrete frame construction and fit out
<b>Design Engineer Roles – April 1988 to August 1989</b>		
Temporary Works Designer	N/A	Design of various major temporary works schemes for construction projects throughout the country.
<b>Engineer/Section Engineer Roles September 1986 to April 1988</b>		
LEP House, London	£20,000,000	New Build Fit Out
New BP Headquarters, Hemel Hempstead	£12,000,000	Concrete frame construction

### **Qualifications**

University of Sheffield 1983 to 1986 - BEng (Hons) Civil and Structural Engineering Class 2:2  
Chartered Quality Professional & Fellow of the Chartered Quality Institute  
Member of the Institute for Collaborative Working  
Graduate Member of the Institution of Civil Engineers  
ISO 9000:2000 Lead Assessor certificate (now with 9001:2015 Transition certificate)  
ISO 14001 Environmental Auditor certificate  
BS11000 Collaborative Leaders certificate