About the Contributors

Yuri Raydugin, P.Eng., M.B.A. is an experienced risk management professional who developed and implemented successful risk management systems for several major oil & gas companies and dozens mega and major capital projects in North America, Middle East and Asia. He runs risk management of projects applying a variety of proven deterministic and probabilistic methods. Full and efficient engagement of project teams is a cornerstone of his risk management approach. Dr. Raydugin is an author of several publications on risk management including a best selling book Project Risk Management: Essential Methods for Project Teams and Decision Makers (2013), Hoboken, NJ: John Wiley & Sons. He is a member of Association of Professional Engineers and Geoscientists of Alberta (APEGA), Canada, and Saudi Council of Engineers (SCE), Saudi Arabia.

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Ruchi Agarwal is a doctoral researcher at University of Edinburgh Business School. Her thesis is on ‘Implementation of Enterprise Risk Management (ERM) practices’. She is Fellow of Insurance Institute of India (FIII) and certified with Advance Diploma from Chartered Institute of Insurance (ACII), UK. She has been actively involved in consulting and business analysis with top MNC’s in international markets and recently carried out interviews of over 50 CRO’ and published papers. Ruchi is currently undertaking research in strategic change, risk governance and project risk management.

Robert J. Chapman is an international risk management specialist and Director of Dr Chapman and Associates Limited (www.drchapman-assoc.com). He is author of ‘Simple tools and techniques for enterprise risk management’ 2nd edition, published by John Wiley and Sons Limited, ‘The Rules of Project Risk Management, implementation guidelines for major projects’ published by Gower Publishing and ‘Retaining design team members, a risk management approach’, published by RIBA Publications. He holds a PhD in risk management from Reading University and is a fellow of the IRM, APM and ICM and a member of the RIBA. He has provided risk management services in the UK, the Republic of Ireland, Holland, UAE, South Africa, Malaysia and Qatar on multi-billion programmes and projects. Robert has passed the M_o_R, APM and PMI risk examinations and provided M_o_R risk management training to representatives of multiple industries. He can be reached by email at robert.chapman@drchapmanassociates.co.uk

John Michael Humphries Choptiany was an Interdisciplinary PhD student at Dalhousie University in Halifax, Canada when this methodology was developed. He has a background in sciences, natural
resource management and decision making. He developed the FAO SHARP resilience assessment tool and currently works in international development on climate change and resilience projects.

**Colin Cropley** has over thirty five years’ experience of project management, project controls and risk management. He has recent experience in project and risk management software development, training and lecturing, in sectors including oil & gas, minerals processing, IT, power, & defence. He has conducted risk management processes, schedule and cost risk analyses and training for companies including BHP Billiton, BP Australia, Leighton Contractors, Oman LNG, Origin Energy, Santos, Tenix Defence, Thiess and Woodside Petroleum. Colin is a Chemical Engineering Graduate of The University of Melbourne and was Chairman of the Victorian Primavera Users Group from 1997 to 2009. He has been guest lecturing in project management at universities since 1991 and has delivered presentations at many project management related conferences, including PMI’s PMOz, PMICoS (Calgary 2010), AACEI’s Annual Meeting (New Orleans 2014) and the International Cost Engineering Council’s World Congress (Milan 2014). He is a member of PMI (Melbourne Chapter), AACEI, Australian Cost Engineering Society, Australian Risk Engineering Society, Society of Petroleum Engineers and Australian Pipelines & Gas Association.

**Lachlan Dreher**, prior to starting R4Risk in 2008, had worked for 18 years as a risk consultant with VRJ Risk Engineers, ModuSpec and Lloyd’s Register. During this time Lachlan worked in various roles, including technical leader for risk services worldwide and General Manager, managing a large team of risk consultants across Australia. Lachlan has been involved in a vast array of projects across a wide range of clients and industry sectors. He has an in-depth knowledge of process safety and risk issues and has worked closely with many clients to assist them to manage their Major Hazard risks and development of Safety Cases. Lachlan has presented many technical papers on risk at various conferences within Australia and overseas. He has provided technical input to legal proceedings as an expert witness and has extensive experience in dealing with various regulatory authorities. In addition, Lachlan has used the same fundamental risk approaches to assist clients in managing non-process issues as well, such as transportation and operational risk exposures.

**Saleem Gul** has several years of field experience in projects spread across countries such as USA, Canada, Guyana, and Pakistan. In addition, he is a British Council Certified Corporate Trainer and has been conducting the Project Management Institute’s (PMI) Project Management Professional (PMP) exam preparation training for the last 9 year. He holds a PhD in the Management of Complex Projects from the University of Southampton, UK. His research interests include: conflict and negotiations, complexity theory, modelling and simulation, qualitative techniques, and research philosophy. Presently, Dr. Gul is an Assistant Professor at the Institute of Management Sciences, Peshawar Pakistan.

**Stefan Hartlieb** is a project manager for IT, innovation and business development projects. His special focus is uncertainty in projects and project management.

**Kathleen Hass** is the leading expert in Strategic Business Analysis and Complex Project Management. She has written nine books, dozens of influential articles, and given lectures at corporations throughout the world. She is a professor of Strategic PM and BA Practices at Villanova University and a keynote speaker at conferences around the world. Kitty is a past Director on the IIBA Board, and is
on the BA advisory boards for Capella University and the University of California, Irvine. Her ground breaking work in Project Complexity has earned her recognition as a recipient of the PMI’s David I. Cleland Literature Award.

**John Hollmann** is the owner of Validation Estimating, LLC. He works with capital program senior managers and project leaders to improve practices in cost estimating, project control and cost/schedule risk quantification. John regularly reviews major international project estimates and conducts risk analyses in support of investment decision making. Mr. Hollmann is a frequent speaker at international conferences, has written numerous papers and was lead author of the AACE International (AACE) text; the Total Cost Management Framework. John is an Honorary Life Member of AACE and recipient of their Award of Merit. He also led the development of the AACE Decision and Risk Management Professional certification. Prior to founding Validation Estimating, Mr. Hollmann led the Cost Engineering Committee (CEC) metrics and research efforts at Independent Project Analysis, Inc. John is a registered Professional Engineer and, via AACE, a Certified Cost Professional, a Cost Estimating Professional and Decision and Risk Management Professional.

**David T. Hulett**, Ph.D., FAACE, has been practicing quantitative project risk analysis since 1990. He has participated in the development of project risk management standards of the Project Management Institute and the Association for the Advancement of Cost Engineering (AACE) International. Dr. Hulett has consulted on many large projects in oil and gas (Petrobras, Petronas, ConocoPhillips, Kinder Morgan, Encana), chemicals (BASF, Petronas), construction projects (Architect of the Capitol, CalTrans, GAO) and aerospace (LAAFB). His clients are in the US, Canada, South America, Asia and Europe. He also provides training in project risk analysis including keystroke training for Primavera Risk Analysis and Polaris. Dr. Hulett held management positions at TRW, TOSCO, US Department of Energy and US Office of Management and Budget. He was an instructor in the Economics Department of Harvard University. His Ph.D. is in economics from Stanford and his A.B. is from Princeton University.

**Mark Jarman** has 35 plus years’ experience working as a risk management consultant. Mark has been integral to the development of risk engineering approaches, systems and tools for his own company (VRJ Risk Engineers) and then continuing this approach after the successful sale of the business to ModuSpec. He is enthusiastic and thrives in evaluating and setting strategies for determining a suitable path forward for solving risk management issues within a company. Mark has extensive experience in assisting clients and providing strategic direction in all areas of risk management. He is a world class provider of risk management services and process safety management activities. More recently, Mark has been employed by Lloyd’s Register in Australia and then in China to develop strategies for meeting clients risk requirements in the upstream and downstream industries throughout Asia. Mark has published many papers in seminars and conferences in Australia and overseas. Mark also prepared and delivered a number of successful training courses for risk and process safety management.

**Manoj Kumar** received his PhD in Mechanical Engineering from the Indian Institute of Technology, Delhi, India. He is presently working as Director, International Engineering Services, India. He has authored or co-authored over 80 research papers in journals and conferences.
Mohammed Malik holds B.Sc. Engineering degree in Electrical Engineering. He has earned professional certifications of PMP and PMI-RMP from PMI USA. Additionally, he holds certification of CCP as well as CFSP in the fields of Cost estimation and functional safety respectively. He has been in process industry and oil & gas sector for 20+ years. His experience covers plant maintenance, engineering design and project management. He has been a practitioner of project management in different roles ranging from Design Engineer, Project Engineer, Project Manager and Risk Manager. He had opportunity of facilitating 25+ project risk workshops around the globe with different EPC and FEED contractors in last three years.

Roy Nersesian received an MBA from Harvard Business School and a B.S. in Physics from Rensselaer Polytechnic Institute. He has been teaching in the Management and Decision Sciences Department of the Leon Hess School of Business at Monmouth University since 1985. He also taught energy modeling as an adjunct at the Columbia University Center on Global Energy Policy from 2000 to 2013. His latest book Energy Economics was published by Routledge Publishing in 2016.

Richard Plumery is a certified Earned Value Professional (EVP) with over 20 years of project management experience in both the private and public sector. Rich is on the AACE International Technical Board and the Chair of the Project Cost Control Subcommittee. Rich has worked with owner and contractor organizations to incorporate his Best Value approach both locally and internationally. Rich specializes in project performance measurement and management with experience ranging from EVMS validated systems on multi-billion dollar government projects to designing and implementing an EVMS “light” system for a client with no previous government or capital project experience. His recent projects include simultaneously managing gas plant projects for mid-stream clients with a cumulative total installed cost (TIC) value of over a billion dollars. Rich’s entrepreneurial experiences bring a unique risk-centric perspective to performance management and this led him to devise the “Best Value” approach to performance measurement.

Kailan Shang, CFA, FSA, PRM, SCJP, is Managing Director & Head of Research of Swin Solutions Inc. He is responsible for providing strategic consulting and business intelligence services for financial institutions. He has extensive experience on risk management, pricing and data mining. He is also active in research and has won several research awards including the CAS Emerging Issues Prize in 2011 and the JRMS Best Paper Award for Practical Risk Management Applications in 2016.

Gilbert Silvius (1963) is professor of project and programme management at LOI University of Applied Sciences in the Netherlands and senior research associate at the University of Johannesburg in South Africa. He initiated and developed the first MSc in Project Management program in the Netherlands and is considered a leading expert in the field of project management. Gilbert has published over a 100 academic papers and several books. He holds a PhD degree in information sciences from Utrecht University and masters’ degrees in economics and business administration. As a practitioner, Gilbert has over 20 years experience in organizational change and IT projects. He is principal consultant at Van Aetsveld, project and change management, and is a member of the international enable2change network of project management experts.
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Tom Townley worked 42 years in the construction industry for a company with leadership, vision and great values. After starting on various field projects including the Alaska Pipeline in 1975-6 he returned to the corporate office estimating department where he began looking for substance in historical data to support budget decisions. In 1982 he was certified by the American Association of Cost Engineers International (AACEI) as a Certified Cost Consultant (CCC). Tom continued to learn and improve using the empirical data substance and the business science skills to build simulation model applications within the organization. His most significant obstacle was being too far ahead of his time.

Geoff Trickey is a UK based Chartered Psychologist, Fellow of the Royal Society of Arts, Associate Fellow of the British Psychological Society and Affiliate Member of the Institute of Risk Management. He has been a passionate advocate of applied psychology over an unusually varied professional life. Test development and test publishing became a major focus of his career through his position with The Psychological Corporation (San Antonio) and as a result of a close association with Robert Hogan and Hogan Assessment Systems (Tulsa). Psychological Consultancy Limited (PCL), his own research-focused company, have published innovative psychometrics for the past 24 years. Through the publication of Risk Type Compass, PCL has become very involved with the risk management professions, delivering courses through the Institute of Risk Management, consulting widely on Human Factor Risk and developing strategies for risk culture change. He has published extensively on risk management issues and presented at more than 15 conferences in risk topics in America, the Middle East and across Europe.

Lev Virine is a manager of Intaver Institute Inc. He has more than 25 years of experience as a structural engineer, software developer, and project manager. In the past 15 years he has been involved in a number of major projects performed by Fortune 500 companies and government agencies to establish effective decision analysis and risk management processes as well as to conduct risk analyses of complex projects. Lev’s current research interests include the application of decision analysis and risk management to project management. He writes and speaks to conferences around the world on project decision analysis, including the psychology of judgement and decision-making, modelling of business processes, and risk management. Lev is author of two books and more than 50 papers on project decision and risk analysis.

Terry Williams, former Dean of Hull University Business School, worked in both the public and private sector, beginning as a Lecturer in Operational Research at the University of Strathclyde, while completing his PhD research. He moved onto YARD LTD (now BAE SYSTEMS), before returning to Strathclyde as a Lecturer in 1992, becoming Head of the Department of Management Science in 2001. He joined the University of Southampton in 2005, becoming Head of School in 2008. As a life-long Management Science/Operational Researcher, his specific research interests lie in modelling project behaviour. His research into this area is internationally renowned, both within the practitioner and academic communities. Professor Williams is also a Fellow of the Institute of Mathematics and its Applications, a Chartered Mathematician, a Fellow of the OR Society and a certified Project Manager (PMP).