5 November 2016

Mr Chris Bais

Chief Executive Officer

PNG Power Ltd

Dear Mar. Bais

**Chief Operating Officer/ Director – PNG Power Ltd**

I refer to the advertisement for the positions of Chief Operating Officer and Director Business Planning and Development on you company website.

I wish to introduce myself as an electrical engineer with over thirty-five years of experience in the power sector. My career covers senior executive roles in engineering project management, portfolio management, business development, operations, people development and advisory in the energy sector.

In addition to my engineering degree, I gained Project Management Professional (PMP) credentials in 2007.

In the formative years of my career I gained specialist technical expertise in high voltage transmission systems. My responsibilities included planning, project management, engineering design, construction supervision and commissioning of high voltage substations and transmission lines on projects worth over $2 billion. Asian Development Bank (ADB) and World Bank funded these projects.

I have been a trusted advisor and consultant to the key utilities in New Zealand and Australia, the electricity regulator as well as the Energy and Environment Ministries in New Zealand.

As a Business Group Leader I have demonstrated a strong focus on the achievement of key business performance indicators such as profitability, growth of business, establishing client relationships and meeting stakeholder expectations.

Some highlights of my career including experience that is relevant to this position are:

* Business group leader/Project Director responsible for the performance and profitability of the group. Responsible for providing leadership in technical areas and project management for the group and for engineering including planning, design, tender negotiations/award over a large spectrum of energy projects. Group annual fee revenue > $6 million with tangible project capital value in the excess of $100 million.
* Strategic business planning including business development and marketing. Development of budgets, financial control and reporting for the group.
* Managed a large geographically spread teams. Responsible for recruitment, mentoring and training of new staff and graduates.
* Responsible for the planning, design and construction support of nine 400 kV grid substations, and associated transmission lines on multi-billion dollar ADB projects.
* Responsible for the construction and commissioning of the 400/132 kV substation associated with India’s first 2000 MW Super Thermal Power Project.
* Client relationship manager for key clients/stakeholders and business growth through building strong trust and establishing collaborative relationships.
* Promoting a safe work environment within the company and facilitating safety workshops for staff and ensuring group’s compliance with WSH and QA processes.

The table on the following page details a matrix with my experience, key criteria and accountability attributes for the role of a Chief Operating Officer/Director.

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| **Accountability Attribute** | **Experience** | **Key Criteria** |
| **Leadership** | * Business group leader (reporting to the Managing Director) responsible for the performance and profitability of the group. Significantly grew the business through increased group revenue and profitability. * As a collaborative leader I have actively encouraged teamwork and open communication at all levels. Responsible for recruitment, mentoring/training of new staff and providing leadership in technical areas and project management for the group. * Strong proponent of succession planning and have successfully groomed my team to progress further in their careers and supported the companies growth objectives. * As a champion for innovative technical solutions and project management practice, I have authored and presented several papers related to technical, project delivery and leadership issues at both national and international level. * Promoted a safe work environment within the company and facilitating safety workshops for staff and ensuring group’s compliance with OSH and QA processes. In house trainer for Safe Design with a focus on HV installations. | * Managing and providing high level technical guidance * Financial and commercial knowledge with managing capital portfolio * Develop and manage budgets * Safety practices * Achievement oriented * Cooperative * Role model, people management * Team oriented |
| **Operations and Project Delivery** | * Responsible for the planning, design and construction support of nine 400 kV grid substations, and associated transmission lines on multi-billion dollar ADB projects. * Responsible for the construction and commissioning of the 400/132 kV substation associated with India’s first 2000 MW Super Thermal Power Project. * Contributed towards the development of Transpower’s (New Zealand) 400 kV Grid Upgrade program as a substation specialist on the strategic planning committee * As a trusted design consultant to Transpower have delivered on a range of green and brown field projects across New Zealand. In addition to design the projects included asset management, formulation of standards, policies and guidelines for HV installations * I have been instrumental in identifying and addressing project/commercial risk issues on large multidisciplinary proposals, negotiating the same with the clients and the monitoring and control of residual risks | * Project delivery of assets and construction in a technical environment * Financial and commercial knowledge with managing capital portfolio * Managing risks and achievement of business outcomes * Team oriented |
| **Strategic/Tactical Asset Management Planning** | * Developed long term strategic electricity network development plans for utilities across Australia and New Zealand * Assisted the Electricity Commission (New Zealand) in the preparation of asses management plans and requirements for asset owners * Contributed towards the development of Transpower’s (New Zealand) 400 kV Grid Upgrade program as a substation specialist on the strategic planning committee * Assisted the Ministry of Environment (New Zealand) in the formulation of a policy statement and guidelines for transmission networks * I have been instrumental in identifying and addressing project/commercial risk issues on large multidisciplinary proposals, negotiating the same with the clients and the monitoring and control of residual risks | * Long term organisational strategy * Strategy focus * Team oriented * Managing organisational risk |
| **Stakeholder Relationships** | * Managed a portfolio of key clients as Client Relationship Manager. Established strong relationships through building of trust and delivering on commitments * Was appointed by the Minister of Energy in New Zealand to provide technical review of the Auckland power supply failure investigations | * Influencing and negotiating with a variety of stakeholders |

I have successfully coped with and thrived in diverse work cultures and environment across three countries: Australia, New Zealand and India. I have worked in both the private and public sectors.

My key motivator and driver are to be in a role that is challenging and stretches my capabilities.

I am a strong proponent of Innovation, Sustainability and Safety and as an industry expert have authored and present papers at key industry conferences locally and internationally.

My power sector experience in general management, projects/contract management, planning, engineering design, construction and commissioning on projects provides me with a strong background that can assist me in integrating the same with the requirements of either of these leadership roles.

A copy of my curriculum vitae is attached for your perusal. I would welcome an opportunity to have a discussion with you. Please do not hesitate to contact me should you need any further information. I do look forward to discussing my application with you soon.

Yours sincerely

Anurag Gupta

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| Encl: | Detailed CV |
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