

## Curriculum Vitae of *Great Candidate*

### Presented By Dawning Truth

#### Interviews Conducted By:

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**Note:** CV has been sanitised to protect privacy. Changes marked in *italics*.

This CV is for an Engineering Manager Role

This candidate is a strong fit to your criteria as outlined below. He is therefore strongly recommended for the role.

Attribute	Our Assessment
Strong at creating "order out of chaos". Can introduce and execute a strategic transformation plan, to drive optimisation and efficiency. Proactive rather than reactive thinker.	Very strong strategic thinker. Driven by performance, metrics and goals. Logical in his approach. Proactive thinker. <i>Current Company</i> is probably the best run companies in their industry. Also understands the issues of large scale geographically dispersed operations.
Leads as part of the team. Exceptional people skills. Reads people well. Manages own emotions well. Win-win collaborator. Mentor and developer of staff.	Uses charm to influence people. Collaborative leadership style, where he involves the team to ensure buy-in and the best possible decision.
Mental toughness. Can handle a large amount of stress and responsibility and thrive.	Currently has a large organisation of 500+ people reporting to him on a mission critical <i>xx</i> . Very results driven under pressure, will push through.
Wants to make a difference in the role. Stable career history.	Looking to move back into engineering. Stable history.

## Background Summary

1. How many years Industrial Plant Maintenance experience do you have? 17 years
2. How many years experience do you have specific to plant layout, modifications and machine integrations? 10 years
3. How many years experience do you have specifically maintaining automated machines such as PLC machines? 15 years
4. How many years experience do you have in a factory that manufactures food products such as Millie Meal and Flour? 3 years [Major FMCG Manufacturer]
5. What is your highest Academic qualification? Bsc in mech eng
6. Do you have a Government Certificate of Competency (GCC)? Yes
7. What is your current cost to company? Basic salary + all benefits (e.g. Medical Aid, Pension, Cell Phone, Petrol etc. R880 000 per annum
8. What is your desired cost to company? R930 000 per annum

## Personality Summary

**Driver/Expressive with an Underlying Analytical.** Highly results orientated. Driven by performance and metrics. Goal orientated. Very strong Strategic Thinker. Can be competitive. Expresses his opinion and very good with charming people to get to perform. Collaborative Leadership style. Natural leader. Analytical fact driven thinker.

**Doing** – First takes charge of the situation and then creates a climate for everyone to discuss activities, brainstorm and find best solutions.

**Determination** - First determines what is the right thing to do and if likely to succeed, then never gives up on realizing the goal.

**Observing Other People's Feelings** - Reads people feelings and careful not to hurt them. People are a key asset, therefore should be considerate to maximise productivity. Consultative management approach.

**Observing Own Feelings** – Get's frustrated if he does not get results. Will express feelings.

**Locus of Control** – Trusts the facts and the groups judgement. Believes in getting the team to put their heads together and then finding the best solution. Reality check the solution with the facts.

**Dealing with Stress** – Under pressure will push harder for results. Will express his frustration.

**Thinking Style** – Top Down and Bottom Up. Focuses on the Picture and then fills in the Technical Details. May also build the big picture from the technical details.

## Competency Based Answers

1. Give an example of when you went the extra mile. What did you do? Recently in *Current Company* there was equipment and comfort cooling problem this happened whilst I was on leave, I cancelled my leave and came back from kzn to resolve the problem by installing splits units to increase cooling capacity. This was completed within a week as we worked 24 hours on this project.

[Best Practice Answer – one of the strongest examples ever seen.]

2. You need to change the layout of the plant to include a boiler. What process do you follow to ensure the project is a success? There must be clear specification. You must have clear project plan in place resources per activity. This plan must have realistic time lines. Have a project manager to track progress on regular basis. Have a competent SHE person to ensure compliance to statutory requirements. Appoint approved person inspection authority who will issue certificates after the boiler has been re-erected. Involve production personal and maintenance personal. DO risk assessments for the project. Monitor cash flow to avoid over expenditure on this project.

[Best Practice Answer]

3. What factors need to be considered when creating a maintenance schedule? You look at criticality of the equipment in the production line .You do analysis of the impact should this equipment fail. You then do failure mode analysis. You the come up with maintenance strategy to establish the type of skills required to maintain it, how often should it be maintained and what sort of condition and monitoring strategy should be followed (vibration analysis temperature monitoring and oil analysis). Maintenance Schedule should include frequencies, task list, task duration and who should do the task.

[Great Answer]

4. How do you go about evaluating potential subcontractors? One will look at their experience in the field, their technical experience and references.

[Strong Answer]

4. What factors need to be considered when creating a maintenance budget? This should be a combination of zero base budgeting principle and historical information i.e. actual expenditure versus the budget. If you plan to have major overhauls on equipment, this should be injected in the budget.

[Strong Answer]

6. What is the key to getting the most out of your maintenance team? They should clearly understand the bigger picture and how they influence the bottom line. There should be clear goals that are understood by all team member i.e. why are doing what we are doing. They should be involved in maintenance decision making so that they have sense of ownership and have passion to what they are doing. Lastly there should have conducive working environment so that they pull as a team and perform optimally.

[Best Practice Answer]

## Case Study

**NOTE: The organisation, who is hiring for this role, is in much better shape than the case study organisation. The case study is intended to test your strategic capability by pushing you to the limits. Answer as if the situation was a real-world challenge that you had to deal with.**

You are hired as the New Maintenance Executive for Milton Foods. They manufacture food products such as Millie Meal and Flour. You have full accountability for plant planning, design and maintenance.

*The facts are as follows:*

- You have 65 staff reporting to you. This includes mechanical maintenance staff, electricians, tool-makers, automated machine programmers (PLC) and industrial engineers.
- There is a mix of cultures. Some of them have been in their roles for 20 years and are set in their ways. Others are new eager and keen, but have very little real-world practical experience.
- The factory is semi-modernised. In other words some of the equipment is more than 20 years old and parts are no longer available. Other equipment is modern Siemen's state of the art equipment, which is very complicated to operate.
- Equipment is a mix of mechanical machines and automated machines. It includes massive boilers, large scale pumps and mixing equipment which relies on centrifugal forces. Further there is packaging equipment, cranes, and a range of transport equipment such as forklifts.

*Challenges:*

- Traditionally the organisation has used a reactive approach to maintenance. If a part breaks they fix it. If a part is not available the factory goes down, while they run around trying to source a new part.
- There have been 2 serious breakdowns in the past 2 weeks, and the CEO is asking tough questions. The plant lost 2 days of production at R 10 Million per day.
- Your plant consists of 60% vintage equipment, for which there are no spares available. You don't have the budget to replace this equipment.
- There are currently no maintenance systems in place (Manual or IT Systems). You have a limited view on actual maintenance costs. It is very difficult to get down to details, the information just isn't there. You don't know what it costs you to maintain your equipment.
- The organisation is saddled with bureaucracy so everybody ignores business procedures, controls and governance.

- Over the years various attempts have been made to implement LEAN and ISO in the plant. This has been partially successful, but serious quality issues still remain. Essentially the approach has been a paper exercise with little serious focus being put into quality improvement. Your department is considered a major cause of quality issues. Your predecessor was fired for these issues.
- A large number of key staff are semi-skilled for their roles. They can do their jobs, but lack technical depth, and the wisdom to do things in a smarter way. Many of them have N3's and N4's. There are few degreed people but they lack practical experience.
- There is infighting in the organisation both within your department and between your department and other departments. This affects team cohesion and productivity.
- The plant currently has a maintenance budget of R20 Million per year. 80% of this maintenance bill goes to cover salaries. You need to maintain R200 Million worth of equipment.

### **Your Task:**

Prepare a presentation which explains how you are going to turn the maintenance operation around, and make it world class. On a scale of 1 to 10 the current status of maintenance in the organisation is 3/10. You need to get the plant to a 9/10 in five years.

*Include the following:*

- Your analysis of the situation and the opportunities for optimisation that you see
- Your 30 day stabilisation plan to deal with the current crisis
- Your 1 year plan to get the plant to a 6/10
- Your 5 year plan to get the plant to a 9/10

*Also include the following in your plan:*

- Skills upliftment plan
- How you will create a positive culture and work environment
- How you will get everyone to agree to the plan including:
  - Your bosses who don't like to spend money on maintenance.
  - Your staff who have been disappointed by the last 7 managers they have had in the role, who have all tried to do the same thing. And failed. Most of them lasted 6 months. The longest was 12 months.

They have already placed bets on how long you will last. As a result the staff don't take anything you say seriously.

- Your colleagues in production, who think the maintenance department is incompetent and should be outsourced.
- The unions who are threatening to strike as they want a 12% wage increase and your bosses only want to pay 4%. The maintenance team wants to strike during the peak production period of the year. BTW: You don't know where the funds for the increase is going to come from as maintenance budgets have been frozen for 2 years.
- Your compliance department who insist on turning even the most basic tasks into marathon activities.

Note: You can make reasonable assumptions

**Solution attached**

*Response Kept Confidential*

**Note:** We keep the Candidate's CV in its original format.

The way a candidate writes their CV tells you a lot about them. It also gives you a feel for how they work. How detail orientated they are. And how meticulous they are.

## Curriculum Vitae

of

**Great Candidate**

### CAREER HIGHLIGHTS

**Skills Summary:** BSC in Mechanical Engineering from the *Local University*; Registered Professional Engineer (ECSA); Skills in using a wide range of design, fabrication, and business solutions. Extensive experience as Plant and Project Engineer.

**Strengths include:** Highly motivated, disciplined and resourceful. Passion for the field of Mechanical Engineering. Ability to interact productively with people from diverse backgrounds. I am able to communicate and negotiate at all levels, have a wide general knowledge and am well-informed on current affairs.

### BIOGRAPHICAL DETAILS

<b>Full Name:</b>	Great Candidate
<b>Date of Birth:</b>	<i>xx Month 19xx</i>
<b>Gender :</b>	Male
<b>Marital Status:</b>	Single
<b>Dependants:</b>	None
<b>Health:</b>	Excellent
<b>Driver's Licence:</b>	Code 08
<b>Nationality:</b>	South African

## QUALIFICATIONS

<b>Qualification</b>	<b>Matric Certificate</b>
<b>Institution</b>	<i>High School</i>
<b>Year</b>	19xx
<b>Qualification</b>	<b>BSc in Mechanical Engineering</b>
<b>Institution</b>	<i>Local University</i>
<b>Year</b>	19xx-19xx
<b>Qualification</b>	<b>Registered Professional Engineer</b> [Engineering Maintenance/Projects and Design]
<b>Institution</b>	ECSA
<b>Year</b>	20xx
<b>Qualification</b>	<b>Government Certificate of Competency</b>
<b>Institution</b>	(GCC – Factory)
<b>Year</b>	20xx

## EMPLOYMENT HISTORY

<b>Company</b>	<b><u>Current Company</u></b>
<b>Position</b>	<b>Cluster Executive</b>
<b>Period</b>	<b>20xx – 20xx</b>

### Responsibilities

My current role involves strategic management of three regions  
(*Region A, Region B, Region C*)

### Duties involved the following:

Managing budget for the cluster.  
Responsible for the design team and project team.  
Ensuring maximum customer satisfaction for the client driven by xx.  
Ensuring maximum service delivery xx.  
Ensuring effective and efficient maintenance of customer's assets.  
Continuously identification of risks associated with the operation of customer's network.  
Ensuring the reliability of all auxiliary equipment associated with (ICT) equipment.  
These equipments range from *various equipment*.  
Responsible for xx service division i.e. *various areas* etc.  
Aligning the cluster strategic goals and objectives to company goals.

**Reasons for wanting to leave:** Wants to get back into Heavy Industrial Engineering while maintaining strategic perspective.

**Company**  
**Position**  
**Period**

**Major FMCG Manufacturer**  
**Plant Engineer**  
**20xx – 20xx**

**Responsibilities**

I joined *Major FMCG Manufacturer* in *Johannesburg* as plant engineer

**Duties involved the following:**

Responsible for both engineering and projects for the plant.  
Identification of projects for the plant.  
Developing a scope of work.  
Ensuring effective execution and commissioning of projects.  
Aligning engineering strategy to company strategy.  
Ensuring compliance to SHE standards.  
Maintenance of ISO 9000 and ISO 1400.  
Managing material stores for the plant including management of critical spares.

**Reasons for leaving: Opportunity to work at a strategic level**

**Company**  
**Position**  
**Period**

**Major Heavy Industry Manufacturer**  
**Plant Engineer (Gauteng)**  
**20xx – 20xx**

**Responsibilities**

Appointed Plant Engineer for *xx* plant in Gauteng

**Duties involved the following:**

Responsible for both engineering and projects for the plant.  
Identify projects for the plant.  
Developing a scope of work.  
Ensuring effective execution and commissioning of projects.  
Aligning engineering strategy to company strategy.  
Ensuring compliance to SHE standards.  
Maintenance of ISO 9000 and ISO 1400.  
Managing performance of technical staff and ensuring their developments.  
Managing engineering budgets.  
Planning of major shutdowns for the plant.

**Reason for leaving : Received opportunity to obtain excellent exposure in the *xx* industry**

<b>Company</b>	<b><u>Consumer Goods Manufacturer - Natal</u></b>
<b>Position</b>	<b>Project Engineer then Maintenance Engineer</b>
<b>Period</b>	<b>19xx – 20xx</b>

### **Responsibilities**

I was involved in their expansion projects, specialising in xx machines.  
This involved approving drawings for xx mill machines.  
Verification of specifications to suit production requirements.  
Liaising with suppliers to ensure on time delivery of projects.  
Planning and supervision of contractors during the installation stage to ensure compliance to specs and to occupational health and safety.  
Commissioning of equipment's and proper handing over of projects to operations.

In 20xx, I was appointed as maintenance engineer for the xx mill section.  
This involved day to day maintenance.  
Developing maintenance strategies for the plant.  
Planning, with regard to preventative maintenance and reactive maintenance.  
Ensuring maximum plant availability.  
Ensuring maximum plant throughput by ensuring equipments' reliability.

### **Reasons for leaving : Exciting career prospect**

<b>Company</b>	<b><u>Manufacturer - Natal</u></b>
<b>Position</b>	<b>Engineer in Training</b>
<b>Period</b>	<b>19xx – 19xx</b>

### **Responsibilities**

Joined *Manufacturer* as an Engineer in Training working under a Professional Engineer.

### **Duties involved the following:**

Executing day to day engineering maintenance.  
Conducting trouble shooting on production equipment.  
Equipments that I worked on include amongst other, pump, valves heat exchanger, clarifier, boilers.  
Working with condition and monitoring team to ensure maximum plant availability.  
Involved in planning engineering shutdowns.  
Supervision of Contractors during maintenance shutdowns.  
I was involved in identifying continuous improvements projects.  
Design and upgrade equipments to increase plant through puts.

19xx - Appointed as junior project engineer for the plant.  
Feasibility studies of proposed project.  
Doing conceptual designs including scoping of the projects  
Involved in tender adjudication to ensure competent supplier is appointed.  
Involved in commissioning of projects and ensuring that drawings, manual and training are available

### **Reasons for leaving : Exciting career prospect**

## **CAREER OBJECTIVE**

During the course of my professional experience over the past 1x years, I have developed excellent project management, people and networking skills. Through dedication, tenacity and excellence I have the ability to align my behaviour with the needs, priorities and goals of the organisation I am working for.

Throughout my career, I have created opportunities to grow and gain experience and seek an exciting and challenging role where I am able to contribute my entrepreneurial work ethic and professional skills to an organisation, as I embark on the next phase of my career.

***Great Candidate***

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