

RESUME

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Executive Summary:

I started my career in 1972 as Supervisor/Foreman in Defence Industries in Pakistan namely POF and HRF (Now Taxila Heavy Industry). I took part in the installation /start-up of HRF working with Chinese after completion of 2 years Diploma in Chinese Language for NIML Islamabad.

I move to Dubai (UAE) in Dubai Aluminium Company in 1979. It was 135,000 MT Aluminium Smelter under commissioning. I took part in start-up & commissioning of Green Mill (Part of Carbon Plant). DUBAL continued to grow from 135,000 MT to 850,000 MT Aluminium Smelter as I did to my career to become Carbon Manager & continued to hold this position till 2006.

During 1979-2006, DUBAL expanded from 135,000 MT to 850,000 MT included the expansion of Carbon plant which I was part of expansion as well as managing the operation individually in Green Mill , Baking, Rodding & eventually to the complete carbon plant.

In 2006, UAE leadership decided to build an another Aluminium smelter of 800,000 MT capacity at Al Taweelah Abu Dhabi, named EMAL (Emirates Aluminium Company) with a built in Power Plant and Port Facility.

I was transferred to EMAL as Snr. Manager Carbon, Lab & Port. Initial 1-2 years, the main focus was on Feasibility study, Feed, EIA, preparation of scope documents/packages, bids review, bids clarification, contract award & kick off meetings with selected vendors including raw material requirements & contract. Once the main package were awarded, the attention was shifted to Operation Readiness, which includes organization structure, manpower, ramp up preparation, recruitment, training of workforce (internal & external), Emal safety regulations with EHS, spare parts management and ordering, consumable tools management and ordering, preparation of SOPs, SAP, Service Level Agreements with interface departments.

Raw material quantity requirements during ramp-up, steady state operation, and technical review of raw material supply contract of Alumina, Coke, and Pitch along with supply chain and legal team.

In parallel, continue to take part in weekly/monthly meetings with vendors to clarify technical issues, participated in HAZOP study, 30%, 60%, 90% design reviews, reading and closure of operation comments on design & Factory Acceptance Test (FAT).

It was followed by participation in mechanical completion walk down, POV and commissioning of the plant followed by performance, reliability to achieve nameplate.

Formal documentation of handover/take-over of the plant, warranty management which continued till the expiry of the warranty period.

There were 5 managers reporting to me namely Carbon, Maintenance, Process Control, Port & Central Lab with a total manpower of around 580 employees. Manage Operation of Carbon, Lab & Port till 2015 to achieve steady state operation.

It was the biggest carbon plant that was ever built at one time including introduction of new concept in carbon such as RTO, vertical mill, and use of continuous mixture of 50 tph throughput. The Port was 800 meters, capable of berthing Capsize Vessel carrying Alumina, Coke & occasionally Fuel.

Since 2016 to date, I have taken the responsibility to upgrade Power, Steam and Port facility to provide utilities to 2 million tons of alumina refinery which is likely to commence operation in beginning of 2019.

Well known to almost all the technology suppliers, equipment, raw material supplier, spares / plant, suppliers, consultants & Aluminium circle. Participated in many conferences related to Aluminium Industry including TMS and published/presented technical papers.

Skills Summary

Operation Management

- Vast experience of operations & maintenance of heavy process industry such as Carbon, Lab & Port with high diversified plant & equipments.
- Establishment of KPIs and regular review not only to maintain but to optimise where the opportunity exists.

Project Management

- Big projects from feasibility study, functional scope preparation, bid evaluation, bid clarification, contract award, design review, FAT, SAT, POV, commissioning, ramp up, performance, reliability test related to Carbon, Lab & Port was involved as a key stakeholder (client). Total CAPEX of phase 1 > \$6 billion out of which carbon, lab & port was close to \$1 billion.

Safety & Environment Management

- I was the one of few members which took part in the preparation of safety & environment standard / procedure of Dubal in early days and later at Emal.
- Implementation of safety procedure & practice were key to my department and won many awards of significant accomplishment.

Human Management

- Believe in that human is the key asset to any organization. Manage 5 direct managers, a total manpower of 580 employees of multiple culture & nationalities.
- Employee's involvement, ownership, empowerment, training, motivation, recognition, rewards, career development, fairness and accessibility were key aspects & practices within organization. Attrition level was quite low.

Budget

- Preparation of yearly budget, its approval and regularly reviews with the executives. Regularly follow CCC concept to add value to organization bottom line. Department yearly budget was >300 MUSD including 35 MUSD on Labour.
- Preparation, justification & getting approval of CAPEX to sustain, improve (efficiency, productivity, safety) for 5 yearly bases. On time implementation of CAPEX to capture the benefits.
- Explore alternative materials (raw & spares) to optimise the cost without compromising quality & safety.

Customer Management

- Customer / supplier concept outside organisation within organization & within each department was implemented & followed.
- SLAs were prepared/agreed/approved to ensure customer needs are well understand and recorded.
- Regular formal review with customer was done. Recording of customer complaints & action within specified timeline was implemented.

Continuous Improvement/Lean

- Suggestion scheme, Kaizan, 5S, and all such initiatives were imbedded in the organization/department. My department was always front runner and won many such awards on monthly & yearly basis.

Experience Detail:

1) 2007 – to 2016

Sr. Manager Carbon, Lab and Port (Emal)

- i. Pioneer member of Emal team, which participated in the development of Feasibility study, FEED followed by preparation of bidding document of Paste plant, Baking, Rodding, Ship unloader, Conveying systems, Central Laboratory and many such in Carbon, Lab and Port, key member in the evaluation of the bid, making recommendation followed by kick off meeting, design review, HAZOP, FAT. Carried out risk assessment at construction/POV, ramp up, steady state operation.
- ii. It is biggest carbon plant ever built
 - a. Paste Plant
 - Capacity 50 tph × 3
 - Vertical mills
 - RTO
 - b. Baking Furnaces
 - 64 Sections / furnace × 2

- 68 Sections / furnaces ×1
- R&D & Invothrem firing system
- NKM Cranes – 8
- Anode Conveyors

c. Rodding Plant

- 44 Seconds cycle time
- Hot bath removal facility

d. Port

- 800 meters length
- Suction Unloader with 800 tph capacity × 2
- 5KM long enclosed conveyor gallery × 2
- 3 Alumina Silo × 70,000 MT Capacity
- 2 Coke Silo × 250,000 MT Capacity
- Alumina reclaims system to reduction phase 1
- Alumina trucking system to phase II
- Handling around 100 ships of Capsize

- iii. Under taking plant commissioning, ramp-up, and stabilization of all areas in Carbon, Lab and Port during 2009-2010.
- iv. Prepared plant Operation Readiness Plan (ORP) and implemented which includes: Manpower recruitment ramp-up, Training of the workforce, preparation of SOP, acquiring of all consumables & tools, preparation of budget, cash flow, production plan, Emergency and contingency plan & workaround, deployment of workforce during POV and number of other activities which made the plant start-up extremely well.
- v. Actively participated in the preparation of long term contracts for major raw material supplies of Alumina, Coke, Pitch, ALF₃.
- vi. Worked closely with ADPC to make Emal port operational through number of workaround. Key member from Emal side to participate in negotiation and contract preparation.
- vii. During 2011 (as an example) implement number of Business excellence initiatives in Carbon, Lab and Port and achieved number of medals.
 - Zero LTA.

- 100% participation in suggestion scheme.
 - 5 times winner of 5S competition.
 - 4 times winner of EHS employee of the month.
 - Successfully launch KAIZEN.
- viii. Reporting to me were 5 Managers namely, Manager Carbon, Manager Process Control, Manager Maintenance, Manager Port & Raw Material handling and Head of Technical Laboratory with a total workforce of over 580 employees.
- ix. The main KPIs to achieve were
- a. Production
 - i. Green, bake, Rodded anode – 650,000/year
 - b. Raw Material Import/unloaded
 - i. Alumina 2.6 million tons/year
 - ii. CP Coke 550,000 tons/year
 - iii. Coke tar pitch 120,000 tons/year
 - c. Lab Analysis
 - i. Raw Material 116,000 samples/year
 - ii. Metal 1000 samples/year
 - iii. Water 23000 samples/year
 - iv. Environment 1000 samples/year
 - d. Inventory
 - i. Alumina + Coke >20 days
 - ii. Anodes > 20 days

2) Operation (1979 – 2006)

Dubai Aluminium Company Ltd. (DUBAL)

I Worked on different positions, member of Greenmill start-up team in 1979, Production Supervisor, (Greenmill & Baking Kilns), Superintendent (Greenmill & Rodding), General Superintendent (Carbon & Rodding) and Operations Engineer (Carbon & Dock).

The main function of the department (Anode Plant) was to produce 300,000 good quality carbon anodes per annum and supply to our internal customer reduction

department to use for electrolysis process to produce 683,000 tone of Aluminium. I was the Head of the department and my principal accountability were:

- ⇒ To produce good quality anodes, uninterrupted supply to reduction department and maintain healthy inventory for the security of the operation.
- ⇒ Monitor the consumption of major raw material and ensured sufficient stock is maintain. Consumption of coke was around 280,000 tones and pitch around 55,000 tones.
- ⇒ Closely work with maintenance to ensure optimum equipment availability though preventive maintenance and status monitoring.
- ⇒ Ensuring the safety and security of man and machine through strict adherence to safety policies and procedures. Promote safety awareness at all level.
- ⇒ Establish high standard of environmental protection and ensure all such systems were operating to optimum level. Achieved 7 years without LTI in Greenmill.
- ⇒ Prepare major and capital expenditure to ensure that assets are upgraded to meet the new challenges.
- ⇒ Participate in all projects i.e. PEP, CIT and Business Excellence.
- ⇒ Encourage participation in Suggestion Scheme. First department to achieve 100% participation in the Scheme in 1996.
- ⇒ Prepare annual budget and ensure department operates within budget. Set, monitor and control the unit cost. (Annual budget AED 40 – 45 million).
- ⇒ Ensure employees are trained to their potential to improve productivity and quality – 143 employees.

3) Projects/Plant expansion

During my tenure as Carbon Head of department, major expansion of the plant took place taking the production capacity from 150,000 anodes/year in 1995 to 330,000 anodes in 2004. This includes:

- ⇒ Addition of second paste production lines to double green production capacity.

- ↪ A second ball mill system.
 - ↪ Upgradation of the first (original) paste production line.
 - ↪ Two new baking furnaces of Alcan Alesa technology including FTPs, FTA and anode conveying.
 - ↪ Refitting of two existing close furnaces to open type furnace.
 - ↪ Complete refitting of Rodding Plant, taking its capacity from 400 anodes in 3 shifts operation to 900 anodes in 2 shifts operation.
 - ↪ Worked with majority of carbon technology, equipment and material suppliers.
- ❖ In addition to my operational roll, project responsibility included:
- ↪ Raise purchase enquires and purchase order as required.
 - ↪ Technical review of specifications, layout, flow diagrams, mass balance and tender documents.
 - ↪ Coordinate with the different contractor/technology supplier during execution of the project.
 - ↪ Plan shutdowns and production to allow execution of the work.
 - ↪ Ensure safety of work force and security of plant operation.
 - ↪ Review operation and maintenance manuals, function design specification.
 - ↪ Receive, review and distribute as built documents including operation and maintenance manual.
 - ↪ Participate in progress review meeting and monitor the progress.
 - ↪ Carry out performance and reliability test on new plant to ensure contractual obligation were met.
 - ↪ Arrange training for the work force to ensure safe and efficient operation of the new plant.

4) Operations Engineer

As an Operation Engineer, Reduction Materials (Carbon & Docks), my responsibility were to upgrade, modernise and optimise the current assets to stay with latest technology and reduce the operational cost. Some of the projects involved with:

- ↪ Suction unloader 3 at the Dock.
- ↪ Pot demolition facility.
- ↪ Liquid pitch facility.
- ↪ Dynamic progress optimisation with a recurring saving of Dhs. 5.14 million/year. (2005)
- ↪ Enhancement in rodding operation with a recurring saving of 6.3 million/year (2006)
- ↪ Preparation of 5 years CAPEX and ensure execution through engineering and or in house.

5) Forman workshop

(Pakistan)

4 years as “Foreman” in inspection of Vehicles and engineering equipment.

❖ Manufacturing of part and components through turning, milling, grinding, welding and inspection. The workshop was consist of lathe, milling, grinding, shapers, welding and drilling machines. Monitor progress at each stage, allocate manpower, ensure specification are stickely adhere to and finally dispatch to the supply section.

Qualifications

- ❖ Diploma in Associate Mechanical Engineering from Government Polytechnic Institute Rawalpindi, Pakistan (1970).
- ❖ Higher Secondary School Certificate – 1967
- ❖ Certified Lead Assessor of ISO 9001 (1996), ISO 14001 (1997) and OHSAS 18001 (2003).
- ❖ Diploma in Chinese Language.
- ❖ Certificate of Achievement Organization Development by Queen’s School of Business (1997).

- Computer skill**
- ❖ Leadership and Team Building by Oxford Development Group (1991)
 - ❖ MS Word, MS Excel, MS PowerPoint, MS Project.

Other activities

- ❖
 1. Member of 'Hawk' project feasibility team.
 2. Written 3 technical paper on Carbon and presented in TMS.
 3. Member of ISO 14001 & OHSAS 18001 certification team.
 4. Member of Dubal team for "Dubai Quality Award".
 5. Lead departmental team on number of sports competitions.

Personal Information:

- Name** ❖ **RAJA JAVED AKHTAR**
- Date of Birth** ❖ April 1, 1951
- Material status** ❖ Married with 3 children
- Nationality** ❖ Pakistani

Reference:

Will be provided on Request.