



Andersen, Bjørn
Professor
Norwegian University of Science and Technology, NTNU
Department of Production and Quality Engineering
E-mail: bjorn.andersen@ipk.ntnu.no
Desk: +47 73 59 05 61
Fax: +47 73 59 71 17

Bjørn Andersen is a professor at the Norwegian University of Science and Technology, working within the areas of performance management, logistics, and project management. He also holds a position as Research Director at SINTEF Industrial Management, Productivity and Project Management. Within the field of project management, he has worked extensively with benchmarking of projects, especially large projects. Being part of the international research group of the IMEC program, he was involved in the analysis of several projects of the IMEC portfolio. Andersen is also a member of the Steering Group for the Concept research program conducting trailing research on the public quality assurance scheme for large investment projects in Norway.



Arge, Kirsten
Deputy head
Norwegian Building Research Institute
RTD department Housing, built environment and societies
E-mail: kirsten.arge@byggforsk.no
Desk: +47 22 96 58 09
Fax: +47 22 69 94 38

I'm an architect by education, and have worked both as a planner and architect, as project manager and for the last years as a researcher. I've done research and development work in two fields which may be relevant for the CONCEPT symposium:

- R&D-activities on the building process, with a focus on the early phases in the building process and the owner/user perspective. I've studied and/or practiced Strategic programming, Post-occupancy-evaluation, Work place design – all viewed as strategic tools for organizational change and development. Just now, developing an activity based model for project management for building owners/developers.
- R&D-activities on life cycle design of buildings, with a focus on adaptability and changeability over time



Austeng, Kjell
Asc. Professor
Norwegian University of Science and Technology, NTNU
Department of Civil and Transport Engineering
E-mail: kjell.austeng@bygg.ntnu.no
Desk: +47 73 59 47 43
Fax: +47 73 59 70 21

Associate Professor in the field of Project Management at NTNU, Department of Civil and Transport Engineering, Division of Project Management and Construction Engineering. Austeng has 15 years experience from the Construction Industry, and has spent the last 20 years with Research and Education in Project Management.

A main field of research and interests has been Uncertainty Analysis and Management. He has been moderator in a number of uncertainty analyses of projects, mainly projects within the Road and Railway sector, and has for years been an advisor for the Public Road Administration.

His research has mainly been related to the following initiatives; "Better decisions and Management in Building projects" (1993 – 1994), Project 2000 (1995 – 1999, member of the board), Norwegian Centre for Project Management (2000 –, member of the board) and Concept (2002 –). Austeng has carried out a number of courses for further education, mainly for the Public Road Administration and the Public Railway Administration.



Barshop, Paul H.
Director
Independent Project Analysis Netherlands
E-mail: pbarshop@ipaglobal.com
Desk: +31 70 335 0707
Fax: +31 70 335 0642

Independent Project Analysis is a research company that focuses on the functioning of project systems and individual capital projects. Paul Barshop is the Director of IPA's Netherlands Office. With a staff of 24, IPA Netherlands is responsible for serving clients in Europe, the Middle East, and Africa. Paul has conducted over 100 evaluations of capital projects and capital project systems. He has led research on the relationship between project outcomes and project drivers in the Arabian Gulf Region and the practices that improve project portfolio management. His current research is a study of the differences in project performance between European and US chemical companies. Paul has spoken at numerous conferences and has published articles with the Project Management Institute and European Chemical News.

Paul Barshop holds a Masters Degree in Business and a Bachelors Degree in Chemical Engineering. Prior to joining IPA, Paul worked for Shell Oil in the United States.



Berg, Peder
Deputy Director General
Royal Norwegian Ministry of Finance
E-mail: peder-andreas.berg@finans.dep.no
Desk: +47 22 24 41 35
Fax: +47 22 24 95 05

Peder Berg is responsible for the Government's program on improving the basis for decision making and execution of large public projects, including the management and development of the quality assurance scheme, which by governmental decision was made mandatory from Year 2000.

Acknowledging the importance of creating a research basis for organizational reform, the Concept Research Program was established in 2001 by a joint effort of the Ministry of Finance and the Norwegian University of Science and Technology in Trondheim. The Ministry has assumed the responsibility of financing the Program. The executive board is headed by Mr. Berg.

Mr. Berg is a co-founder and director at large of the Project Management Institute Norway, Oslo Chapter.



Berntsen, Stein
Project Analysis Manager
Dovre International AS
E-mail: stein.berntsen@dovre.biz
Desk: +47 51 50 01 17
Fax: +47 51 50 01 01

Stein Berntsen, Master of Science in Business, has 14 years of experience in project and program management. He has been involved in the business development and execution phases of large offshore development, civil construction, IT, organization development and research projects.

For the past 3 years, he has managed the Project Analysis department in Dovre International, and their quality assurance assignments for the Norwegian Ministry of Finance. He has also managed the Concept "Portfolio Management for Governmental Projects" project.





Bjordal, Roar

Project Manager

Statsbygg - The Directorate of Public Construction and Property

E-mail: r bj@statsbygg.no

Desk: +47 22 24 28 00

Fax: +47 22 24 28 06

Mr. Bjordal holds a M.Sc.Eng from the Norwegian University of Science and Technology, Department of Building and Constructions. He has 16 years experience in the field of planning and construction of Water Power Plants, and 2-3 years experience from private company building and construction. Most recently he has been working with project administration in State owned companies, and he is currently project manager for the Norwegian Opera currently being built in Oslo.



Bredillet, Christophe N.

Professor and Director of International Postgraduate Programmes

Groupe ESC Lille

E-mail: c.bredillet@esc-lille.fr

Desk: +33 (0)3 20 21 59 72

Fax: +33 (0)3 20 21 59 74

Professor Christophe N. Bredillet, PgD in Project Management, MBA, Dr.Sc., MSc Eng EC Lille, Certificated Program Director IPMA Level A, CMP, CCE, has 18 years of experience in project and program management with several industries (banking, sporting goods, IDP and IT). For the past 12 years, he has been the program director of the MS, MBA and Doctorate in Project & Program Management at ISGI-Groupe ESC Lille.

The field of his research in PM is the design of learning systems (individual, team and organisational learning & knowledge management), the development of standards, Epistemology and the dynamic of evolution of the field. He is part of many research projects with organisations like World Bank, UNOPS, NASA, in partnership with other Universities (USA, Australia, and Japan) (for ex. lastly Creation of an International Observatory of PM Practices, Creation of a meta knowledge platform...) He is strongly involved in development of PM Professional Associations worldwide (PMI®, IPMA, PMCC). He is PMI® Global Accreditation Committee member. He is steering committee member of the Global Project Management Forum, of the Global Working Group Standards for IPMA, of Global Performance Based Standards For Project Management Personnel and of the international non-aligned "think tank" group named OLCI. He is member of the Board of Directors for AFITEP (the francophone PM association). He is founder and President of the PMI Chapter "Hauts-de-France".



Cliff, Graham

Senior Estate Surveyor
North West Development Agency
E-mail: graham.cliff@nwda.co.uk
Desk: +44 151 242 1074
Fax: +44 151 242 1079

Graham is a building surveyor by profession and is currently responsible in the Northwest Development Agency for building surveying and facilities management. Previously, Graham worked for Wirral Borough Council and was responsible for major refurbishment and improvement of the housing stock. Prior to that employment, he worked for Liverpool City Council on the special projects team for major repairs and non-housing stock.

The Northwest Development Agency is a government agency that is responsible for improving the North West Region of England both by direct development and gap funding schemes on a direct expenditure of approximately £200m per year. With matched private funding this can influence the construction industry within the Northwest up to £1bn per year.

Responsible for the rethinking construction agenda for the Northwest Development Agency, and given the current requirements by central government/constructing excellence agenda, Graham has been given the authority to influence by staff training and strategic partner training in the Northwest Construction Industry. Both the training and awareness seminars will ensure that contractual arrangements will be totally re-evaluated within the Northwest over the next two years.





Clinton, John

Director

Indeco

E-mail: john.clinton@indecoco.uk

Desk: +44 (0)1932 855077

Fax: +44 (0)1932 855255

John Clinton is a Director of Indeco. Indeco which was founded in 1983 and is recognized as an international authority in the development and management of large projects and in the development of project related organizations. Indeco is currently working with major international clients in Scandinavia, Europe, the Middle East and the USA.

Indeco has been involved in many large projects in infrastructure and in a variety of industrial sectors. In the oil and gas industry Indeco has acted as owner Project Director on many multi billion dollar refining and LNG projects. Indeco is currently working with a number of leading oil and pharmaceutical companies on the development of best practice across their global development programs.

In the railway sector Indeco was responsible for the initial development of the Railtrack major projects division at privatization. This division was responsible for the development and management of over a thousand projects a year. Indeco helped establish management structures, processes and systems and took over and directly managed to completion a number of major projects which had stalled

Indeco also participated in developing innovative contracting strategies for the multi billion pound Channel Tunnel Rail Link and in the planning of some of the largest combined real estate and railway projects in London. Indeco has also worked on major telecommunications development and was the Project Management Consultant on the first major private power station in the UK.

John is an experienced international management consultant with an extremely successful track record at director level in the international oil industry with both owner and contracting organizations. He has in-depth understanding of upstream and downstream activities, and is a pragmatically effective general manager capable of leading multi-cultural and multi-disciplinary teams. Prior to working with Indeco, John was Director and major shareholder in Beatrice Resources Ltd, a project management company specializing in the development of offshore oil and gas fields, developing the Ivanhoe and Rob Roy North Sea oil and gas fields.



Dalen, Dag Morten

BI Norwegian School of Management

E-mail: dag.m.dalen@bi.no

Desk: +47 67 55 73 91

Fax: n.a.





Drevland, Frode

Researcher
Norwegian University of Science and Technology
Department of Civil and Transport Engineering
E-mail: frode.drevland@bygg.ntnu.no
Desk: +47 73 59 46 42
Fax: +47 73 59 70 21

Frode Drevland is a Master of Science in Construction Engineering and Management, recently graduated from NTNU. As part of his master studies he spent one year abroad as an exchange student at U. C. Berkeley, where he in particular emphasized studying Lean Construction. Upon returning to Norway he carried on with the same topic in his thesis, looking at possibilities for implementation for one of the larger Norwegian contractors.

After graduating he was hired by the Department of Civil and Transport Engineering at NTNU where he is employed as a researcher. Currently he is working on a project with the Norwegian Public Road Administration establishing a database for collecting cost data from road projects for use in future cost estimates. He is also presently involved in the Concept Research Program.



Forthun, Colin

Adviser
Royal Norwegian Ministry of Finance
E-mail: colin.forthun@finans.dep.no
Desk: +47 22 24 43 18
Fax: +47 22 24 95 05

Colin Forthun, Cand. Polit., is an economist from the Department of Economics, University of Oslo. He has worked as a research assistant at the Department of Economics inter alia doing research on and performing econometric analysis. Published a Working Paper at the Ragnar Frisch Centre for Economic Research on the effect of income policies on unemployment.

He has worked in the Office of the Auditor General of Norway with the inquiry of cost exceedings in large offshore projects in Norway, and as a project leader for an evaluation of purchasing policies in the university sector. He has also worked in a consultancy company in Norway mainly as a project leader and performing cost-benefit analysis in the Directorate of Taxes. Now he works as an adviser in the Budget Department of the Ministry of Finance responsible for the budget of transport and communications sectors and topics concerning economic analysis.




Helgesen, Sture Berg

Senior executive officer
Royal Norwegian Ministry of Finance
E-mail: sture.berg.helgesen@finans.dep.no
Desk: +47 22 24 43 54
Fax: +47 22 24 95 05

Sture Berg Helgesen, Cand. Polit., is a political scientist from the University of Bergen, Department of Administration and Organization Theory. He has worked as a research assistant at the Norwegian Research Centre doing research on public management and performance auditing. He has published a Working Paper at the Norwegian Research Centre, "Implementing Management by Objectives and Results: the 1996 Financial Management Regulations in Norwegian Central Government Administration."

He started as a trainee in the Ministry of Finance also accomplishing working practice in the Ministry of Labour and Government Administration and in the Ministry of Justice. He now works in the Budget Department of the Ministry of Finance responsible for matters concerning the Ministry of Justice and construction and property affairs.





Helland, Vidar

Researcher
Norwegian University of Science and Technology, NTNU
Department of Civil and Transport Engineering
E-mail: vidar.helland@bygg.ntnu.no
Desk: +47 73 59 46 40
Fax: +47 73 59 70 21

Vidar Helland is newly qualified as a Master of Science in Project Management at the Norwegian University of Science and Technology. He also has a bachelor degree in structural engineering from Aalesund University College in 2001. During his education he has been working part time as a structural engineer. Helland's Master thesis focused on the front end of projects at one of the major contractors in Norway, and how to optimize this phase.

Recently hired as a researcher at NTNU, he is currently working on a project concerning Public Private Partnership (OPS).



Hjallen, Erling

Managing director
Prokonsult AS
E-mail: erling.hjallen@prokonsult.no
Desk: +47 32 77 21 11
Fax: +47 32 77 21 01

Educated as building and construction engineer, and is also a business graduate. Has long experience and practice from project planning, building and construction management from a larger building constructor. Has worked several years with development of computer systems for project cost estimating and planning hereunder also implementation of these systems in construction companies. Has for the last years been managing director in Prokonsult AS, and is working as a senior consultant within risk management on different expansion- and development projects.



Holmvassdal, Ole-Petter

Research coordinator
Norwegian University of Science and Technology, NTNU
Department of Civil and Transport Engineering
E-mail: ole-petter.holmvassdal@bygg.ntnu.no
Desk: +47 73 59 47 41
Fax: +47 73 59 70 21

Ole-Petter Holmvassdal has since Concept's start-up in 2002 been the coordinator for this research program at NTNU. His previous experience includes six years as a project engineer and consultant for Norwegian oil companies Statoil and Hydro.

Ole-Petter is an MBA from the Norwegian School of Management in Oslo, and an MSc in Petroleum Engineering from Imperial College of Science, Technology and Medicine, London.

From November 1 onwards, Mr. Ole Jonny Klakegg will take over this position as the program's Research Director.





Holte, Eilif

HolteProsjekt

E-mail: eilif.holte@holteprosjekt.no

Desk: +47 22 04 95 00

Fax: +47 22 04 95 50

Master of Science, age 62.

Partner in HolteProsjekt. Candidate with broad experience from public and private projects, both as part of the project team and member of project steering committee. Particular interests are building economy, including better cost estimating and -control through analytical processes in the early phase.



Kilde, Halvard

Managing director

Metier Scandinavia AS

E-mail: halvard.kilde@metier.no

Desk: +47 24 12 45 00

Fax: +47 24 12 45 01

MSC in Mechanical Engineering from the Norway University of Science and Technology, Trondheim. Kilde is managing director of Metier Scandinavia AS and has a wide theoretical and practical experience from project management. He is industrial professor II at the Norwegian School of Management, BI, and has given lectures in project management for ten year. He was program coordinator and program manager for the large Norwegian research program "Project 2000". Kilde has project experience from O&G, IT/Telecom and industry in general.



Klakegg, Ole Jonny

R&D Manager


Prosjekt-og teknologiledelse AS (PTL)

E-mail: ole.jonny.klakegg@ptl.no

Desk: +47 72 59 70 00

Fax: +47 72 59 70 70

Civil engineer with 16 years of experience in research and teaching (Norwegian University of Science and Technology), and project management consulting, currently in charge of research in one of the main such companies in Norway (PTL). He has had carried out consultancy assignments in Norway and abroad in building, civil engineering, transport, health, defence, organizational development and telecom/computer technology. His special field is Management of uncertainty, but also Quality Management, Contract Management, Portfolio Management etc. Over the last 3 years, he has been responsible for PTL's assignments in quality assurance and risk analysis under the company's frame contract with the Norwegian Ministry of Finance. Klakegg has written a number of textbooks, reports and articles on Project Management, often focused on handling uncertainty. He has just been appointed Research Director of the Concept research project from November 2003 onwards.





Larsen, Stein Vegar

HolteProsjekt

E-mail: stein.vegar.larsen@holteprosjekt.no

Desk: +47 22 04 95 00

Fax: +47 22 04 95 50

Master of Science, Project Management Professional (PMP), age 33. Candidate with background from the oil industry, from detailed mechanical construction to economical evaluations of new field developments. Technical project management experience in the Norwegian offshore engineering market, both as customer and vendor in the industry. Project experience includes organization, administration and management of contract activities, including technical and commercial aspects, planning, co-ordination and quality control. Consultancy work in HolteProsjekt within Project Management, Risk Analysis and - Management and Quality Assurance.



Lichtenberg, Dr. Steen

Managing director

Lichtenberg & Partners

E-mail: steen@lichtenberg.org

Desk: +45 39 40 11 71

Fax: +45 45 76 87 37

Steen Lichtenberg, Doctor of Science (Copenhagen) is an internationally recognized project management authority, researcher, consultant and lecturer. Since 1970, Lichtenberg has pioneered the evolution of one of the new generations of management principles, generally known today as the 'Successive Principle' or the 'Lichtenberg Principle'

Author of numerous reports, articles, etc. His textbook on new project management has been a standard reference work in Scandinavia since 1978. A handbook in English has been published more recently in 2000. Former professor in project and construction management at the Technical University of Denmark, and a frequent visiting professor at several leading universities in the USA and other countries.

As an international consultant, Dr. Lichtenberg has been entrusted with several hundred public and private assignments within strategic management and project management in most business areas, including several projects in the 'mega' class. One of them being the successful Winter Olympic Games in Lillehammer. In addition, he has led numerous industrial development seminars.

Elected president for the International Project Management Association, IPMA, 1982-85.

One of the first members of Project Management Institute, PMI, and similar Scandinavian societies.

Prior to the above appointments, he worked for a decade in the construction industry gaining experience in various positions. Having gained an M.Sc.Eng. (Copenhagen), he pursued an extensive further education and completed a variety of post-graduate courses in economics and management. In 1974 he was awarded a doctorate for a thesis on new project management principles. In 1986 he received the distinguished gold medal from the Danish Brewery Association for his contributions to the Danish business sector. In 1993 he was awarded honorary membership of the International Project Management Association, IPMA.



Lloyd, Martin

Head of Property
Northwest Development Agency
E-mail: martin.lloyd@nwda.co.uk
Desk: +44 151 242 1064
Fax: +44 151 242 1079

Martin Lloyd is Head of Property for the Northwest Development Agency (NWDA), which is one of the 9 Regional Development Agencies (RDA's) covering England. The RDA's remit is to further the sustainable economic development and regeneration of the regions.

As Head of Property, Martin is responsible for the management of NWDA's assets, together with acquisition and disposal of new properties and direct development of a variety of commercial buildings.

Martin is on the Senior Management Group of NWDA and is based in the Liverpool office, but has a region-wide responsibility for property matters.

Martin has worked in both the public and private sectors and is a Graduate of Bristol Polytechnic and a Fellow of the Royal Institute of Chartered Surveyors. He has worked in the surveying profession for over 20 years and has worked in Bristol, Birmingham and London.



Lorentzen, Hagbarth Vogt

Terramar AS
E-mail: vogt.lorentzen@terramar.no
Desk: +47 67 11 15 00
Fax: +47 67 11 15 01

Mr. Lorentzen has 25 years of experience from the consultants industry. 20 of these years working with management and administration as head of department and managing director. More specifically he has 10 years of experience from the definition and development phase and building of water and sewage piping and pumping systems in housing estates. He has a total of 20 years of experience from planning and executing projects (construction, purchase, ICT and reengineering projects), including preparations and analyses of the early phase, process analyses, project revisions, uncertainty analyses, and quality assurance of large public investments.

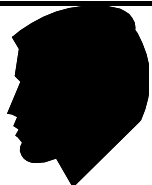


Lædre, Ola

Research Assistant/PhD Student
Norwegian University of Science and Technology, NTNU
Department of Civil and Transport Engineering
E-mail: ola.laedre@bygg.ntnu.no
Desk: +47 73 59 47 39
Fax: +47 73 59 70 21

Ola Lædre holds a Master of Science from the Department of Civil and Construction Engineering, NTNU, where he graduated in 1995. In 1997 he finished a one year study of Psychology at the Department of Psychology, NTNU. Ola Lædre started his professional career working as a official responsible for dealing with building permit applications. Thereafter he worked as a project manager in a construction firm. In 2000 he became research assistant at the Department of Civil and Construction Engineering. He started his PhD study in January 2002.

Lædre was deeply involved in a research and development project where the Norwegian Public Roads Administration and the Norwegian National Rail Administration experimented with new contract models in construction projects. Now he is studying what impact front-end assessments have on choice of contracts in civil engineering projects. His PhD work was initiated and is followed up by the Norwegian Center for Project Management (NSP). Lædre works with approaches closely related to those of the research program Concept.



Miller, Roger

Professor
Ecole Polytechnique de Montréal
E-mail: roger.miller@polymtl.ca; miller.roger@uqam.ca
Desk: (514) 340-4711 #5953
Fax: (514) 340-4173

Key note speaker at the Concept Symposium. Roger Miller is co-author of the book: "The strategic Management of Large Engineering Projects" where 60 large projects from e.g. USA, Turkey, Venezuela and Norway have been analyzed. The authors have developed an experience-based theoretical framework that enables understanding and ability to respond to the complexity and uncertainty inherent in such projects.



Myrbostad, Asmund

Senior Advisor Hospital Planning
SINTEF Unimed
E-mail: asmund.myrbostad@sintef.no
Desk: +47 73 59 24 53
Fax: +47 73 59 25 17

Master in Economics. Several years of experience from Hospital management, project leader for ICT-development projects in hospitals, and director for front-end planning of the New University Hospital of Trondheim, Norway. Senior advisor in SINTEF Unimed, delivering services to project organizations, hospital owners and governmental agencies. The focus has been on activities in the early stage of planning (health services demands, hospital structures and functional solutions, factors influencing demands for space, process analyses and functional organization, financing and the cost of running, building costs etc). Project leader for the Norwegian Network for Hospital planners and member of the EU Health Property Network.



Nummelin, Johanna

Research Scientist
VTT Building and Transport
E-mail: johanna.nummelin@vtt.fi
Desk: +358 9 456 4869
Fax: +358 9 456 4815

Ms Johanna Nummelin (MScTech) has graduated from Helsinki University of Technology and works as a Research Scientist in VTT Technical Research Centre of Finland. Her main fields are cultural issues in project management, real estate economics and real estate financing. She has been working at VTT from year 2001 when she made her master's thesis about ownership roles in the real estate business. At VTT she has participated on several research projects e.g. improving the relationship between real estate owners and cities (OSKITO), e-commerce logistics for homes (EU - project HOMEDOOR) and cultural differences in multinational construction projects (GCP). Before this she has worked in R & D projects in one of the Finnish Social Housing companies SATO and Institute of Real Estate Economics in Finland (KTI). At the moment she does her postgraduate studies concerning the use of formal methods to optimize the influence of cultures (in large multinational construction projects).



Olsson, Nils

Researcher and PhD student
The Norwegian University of Science and Technology
Department of Civil and Transport Engineering
E-mail: nils.olsson@bygg.ntnu.no
Desk: +47 73 59 47 43
Fax: +47 73 59 70 21

Academic and Professional Attainment

Master of Science in Industrial Engineering from Chalmers University of Technology, in Göteborg, Sweden, 1986-1993. Exchange student at the Norwegian Institute of Technology 1991-93.

Professional Experience Summary

I have experience from the combined application of technical, administrative and financial aspects of business. Major focus has been on project risk, change management and productivity improvement. My industry experience includes: transportation, construction, IT, nuclear industry, offshore and shipping. In addition to my PhD work at NTNU, I work as a researcher for SINTEF. My PhD thesis will focus on project flexibility management





Pedersen, Jørgen Lindgaard

Associate professor
Technical University of Denmark
Department of Manufacturing Engineering and Management
E-mail: jlp@ipl.dtu.dk
Desk: +45 45 25 60 06
Fax: +45 45 93 44 67

I have during the last three decades worked as university teacher with background in a technical university with following three themes:
Economics of technical change, Technology assessment, Management of technology and knowledge

The main technology fields I have worked with can be sketched by following key words:
Biotechnology, Food systems in hospitals, Product specification systems, Open source software development, Precision agriculture

Important characteristics of technology:
Technology is to a high degree knowledge, Knowledge is a public good (non-rivalry in use, sometimes exclusivity in use), Technology is complex, Complexity means uncertainty, Always winners and losers with new technology

Political challenges:
How to distribute costs and benefits? The costs are underestimated and the benefits are overestimated in large projects



Pelkonen, Pekka

Ministry of Finance, Finland
E-mail: pekka.pelkonen@vm.fi
Desk: n.a.
Fax: n.a.



Rohde, Tarald

Senior Consultant
Norwegian Ministry of Health
E-mail: tarald.rohde@hd.dep.no
Desk: +47 22 24 86 07
Fax: +47 22 24 95 78

As senior consultant in the Norwegian Ministry of Health, my main responsibility is to participate in developing procedures for the approval of main public hospital projects. As a private consultant I have been evaluating different hospital projects and I have been part of groups developing new hospital projects. I was working with most parts of the New National Hospital projects during the whole process.





Rolstadås, Asbjørn

Professor

Norwegian University of Science and Technology
Department of Production and Quality Engineering

E-mail: asbjorn.rolstadas@ipk.ntnu.no

Desk: +47 73 59 37 85

Fax: +47 73 59 71 17

Asbjørn Rolstadås is Professor at Norwegian University of Science and Technology (NTNU) and Head of the Department of Production and Quality Engineering. Prof Rolstadås has had professional interest in project management for over 20 years. Being the initiator, his involvement has led to the development of an excellent project management education system at both University level and postgraduate level. Prof Rolstadås has participated in investigations of several projects in public sector and offshore industry. He was Program Manager of the research program Project 2000, and is today Centre Manager of Norwegian Centre of Project Management. His recent experience as project manager is based on a number of major projects funded by the European Union. Rolstadås is member of PMI Member Advisory Group for Standardization.



Rønning, Jon

Byggforsk - Norwegian Building Research Institute

E-mail: jor@byggforsk.no

Desk: +47 22 96 55 55

Fax: +47 22 69 94 38



Røstad, Carl Christian

Researcher

SINTEF Industrial Management

Department of Productivity and Project Management

E-mail: carl.c.rostad@sintef.no

Desk: +47 73 59 30 46

Fax: +47 73 55 13 26

Mr. Røstad graduated from the Norwegian University of Science and Technology in 1996. Mr. Røstad has been working together with researchers from SINTEF Industrial Management since 1997 and himself as a researcher since 2001. Mr. Røstad has been involved in projects ranging from logistics and productivity to project management in the construction industry, land-based industries and public transport. He is also the co-author and technical editor of the book Enterprise modeling - Improving Global Industrial Competiveness.

Until 2002, Røstad had the responsibility of arranging project management seminars through the Norwegian Centre of Project management. He has also worked with Norwegian Navy contractors and their project organization related to the development of combat systems



Salte, Lars

Chief internal auditor
Norwegian Defence Estate Agency
E-mail: lars.salte@forsvarsbygg.no
Desk: +47 23 09 36 05
Fax: +47 23 09 31 76

Mr. Lars Salte holds a Master in Economics from the University of Oslo and has a background from the Norwegian Defence College. He is currently Chief internal auditor at the Norwegian Defence Estate Agency. He has experience from the Ministry of Defence, Controller Unit. He has worked as the Chief Financial Officer in the Norwegian Lutheran Hospital. Mr. Salte also has experience working as the Head of the Statistics Department in Organization of Norwegian Municipals, and as a Senior Officer in the Norwegian Ministry of Transport. His main contribution to the Concept symposium is his knowledge from his working experience and his participation of audit of several large defence projects.



Samset, Knut

Professor
The Norwegian University of Science and Technology
Department of Civil and Transport Engineering
E-mail: knut.samset@bygg.ntnu.no
Desk: +47 73 59 46 41
Fax: +47 73 59 70 21

Professor in project management and director of the Concept research program. He has extensive experience in front-end management, quality assurance and evaluation of international projects as consultant and advisor to governments in many countries and international organizations such as the World Bank, OECD, and the United Nations.



Skaldebø, Håvard O.

President
PMI Norway Oslo Chapter
E-mail: haa-skal@online.no
Desk: +47 97 51 44 32
Fax: +47 67 15 33 02

M.Sc. Industrial Engineering. 25+ years of experience in project controls and project management in construction of large industrial projects in Norway and internationally. Onshore and offshore. Management of automotive projects. Board of automotive R&D and business units. Manager of Project Office in major global owner organization. Quality assurance auditor of several large public projects in Norway. Extensive experience on facilitating uncertainty management sessions. Board member of PS 2000 (6yrs) and NFP (10yrs). Founding president of ACEI Norway and PMI Norway Oslo Chapter. Translated PMBOK into Norwegian. Certified PMP and CCE.





Skavang, Egil

Holteprosjekt

E-mail: egil.skavang@holteprosjekt.no

Desk: +47 22 04 95 00

Fax: +47 22 04 95 50

Bachelor of science, age 48. Candidate with background from the construction industry with emphasis on civil construction and project management consultancy. Project management experience in the Norwegian construction market, including construction development, erection and retail, R & D projects related to the construction industry, and projects within knowledge development and management. Managing director of consultancy company within project management. Project experience includes organization, administration and management of contract activities, including technical and commercial aspects, planning, co-ordination and quality control. Consultancy work in HolteProsjekt within Project Management, Risk Analysis and - Management and Quality Assurance.



Steenberg, Glenn

Project Manager

The Norwegian University of Science and Technology

Department of Civil and Transport Engineering

E-mail: glenn.steenberg@bygg.ntnu.no

Desk: +47 73 59 47 41

Fax: +47 73 59 70 21

Steenberg graduated in 2001 as a Master of Science from Department of Civil and Construction Engineering, NTNU. After graduation he served one year in the army as an assistant lecturer at the Army Academy Engineering College. Today he is working as a researcher in the department of Civil and Construction engineering within the field of project management.

Steenberg's Master Thesis was focusing on uncertainty analyses of large public projects. This interest brought him back to NTNU where he is involved in different projects for the Concept Research Program. He is also working as a project manager on a project for the Norwegian Public Road Administration, which objective is to develop a cost database for road construction projects.



Stormoen, Halvor

Managing director and owner

Hastor Management Coach

E-mail: halvor@stormoen.org

Desk: +47 63 99 17 66

Fax: +47 63 99 17 67

Sivilingeniør MNIF, Master of Technology, Master of Management

Owner of the Company Hastor Management Coach, dealing with team and management coaching, management for hire and risk analysis - see www.hastor.info

More than 30 years experience within Project Management, project development and Business Management. Positions: Director General, President and Executive President, Project Manager and Management Coach. Both Norwegian and international Companies, such as, Astrup Høyner (Orkla - Aker), Fagbygg, BPA and Statsbygg/ Entra Eiendom AS. Experience both from the private and public sector. Organizational changes, team processes and market changes.

Working with Risk analysis and Risk management using the Lichtenberg methodology (The successive Principle) for many years, analyzing Projects, portfolios and companies. Focus on the early phases of projects.



Strøm, Steinar

Professor
University of Oslo
E-mail: steinar.strom@econ.uio.no
Desk: n.a.
Fax: n.a.



Svendby, Erling

Service area leader Systems & Software
DNV Consulting
E-mail: erling.svendby@dnv.com
Desk: +47 67 57 99 00
Fax: +47 67 57 91 40

Erling Svendby, cand real, Det Norske Veritas AS. Erling has more than 25 years of experience working with project, quality and risk management. 15 years from ICT-development and consultancy in various positions from programmer to top management in the DNV owned company Computas. 5 years as responsible for DNV Certification in Norway. 5 years as management consultant and line manager in DNV Consulting offering "Managing Risk" services.



Thomas, Andrew

Operations Director
Centre for Construction Innovation (CCI)
E-mail: andrew.thomas@ccinw.com
Desk: n.a.
Fax: n.a.

Andrew has been a member of the regional board of Birse Construction Limited (Civils) for over 3 years and the appointment as Operations Director of CCI is on an industry secondment basis. Andrew's role at CCI is to lead and inspire the team and ensure that the strategic goals of the Centre are delivered to the benefit of the NW region. A key driver is to ensure that the Centres activities are focussed on driving forward the Rethinking Construction Agenda by helping the Industry improve the quality and manner in which it conducts its business, with an ultimate goal of developing a more socially aware and sustainable future.


Andrew's industrial experience and commercial acumen bring to the centre skills and experience which compliment the established and proven academic and research skills residing within CCI team and our University Partners.



Torgersen, Paul

Manager
Metier Scandinavia AS
E-mail: paul.torgersen@metier.no
Desk: +47 24 12 45 00
Fax: +47 24 12 45 01

MSC in Computer Science and Technical Cybernetics from the Norway University of Science and Technology, Trondheim. Torgersen is manager of the risk management services in Metier Scandinavia AS and is responsible for developing the risk assessment services in Metier. Working areas are project risk management consulting and education. He has worked for several clients in Norway, Germany and England, applying risk assessment techniques to aspects such as concept development, investment planning, project start-ups, estimating, budgeting, and project control. Torgersen has participated/been responsible of ten quality assurance commission on large public project for the department of finance in Norway.





Torp, Olav

Assistant Professor
Norwegian University of Science and Technology, NTNU
Department of Civil and Transport Engineering
E-mail: olav.torp@bygg.ntnu.no
Desk: +47 73 59 47 36
Fax: +47 73 59 70 21

Assistant Professor in the field Project Management at NTNU, Department of Civil and Transport Engineering, Division of Project Management and Construction Engineering. M.Sc in Civil Engineering. Has 10 years experience in Research and Education in Project Management. Since September 2002 he is leader of the Division of Project Management and Construction Engineering.

His research has mainly been related to the following initiatives: "Better decisions and Management in Building projects" (1993 – 1994), Project 2000 (1995 – 1999), Norwegian Centre for Project Management (2000 –) and Concept (2002 –). This research touches a various topics within Project Management. A main field of research and interests has been Uncertainty Analyses and Management. He has participated in a number of uncertainty analyses of projects, mainly public projects within the Road and Railway sector. Is, and has been, responsible for, and participating in, teaching a number of subjects in the M.Sc study. Subjects focus on building process, organization and economy in building and construction projects, project planning and control.



Veiseth, Mads

Researcher
SINTEF Industrial Management
Department of Productivity and Project Management
E-mail: mads.veiseth@sintef.no
Desk: +47 73 59 34 00
Fax: +47 73 55 13 26

Veiseth graduated from the Norwegian University of Science and Technology in 2002, and has been working at SINTEF Industrial Management, department of Productivity and Project management, since then. In addition to Project management, Veiseth has mainly been involved in projects within the construction and railway industries.

Veiseth is responsible for arranging project management seminars for the Norwegian Centre of Project management. He has also worked with project management in the construction industry and with burn out in project organizations.



Winder, Oliver PSM

Deputy Auditor-General for Australia
Australian National Audit Office
E-mail: oliver.winder@anao.gov.au
Desk: n.a.
Fax: n.a.

Oliver Winder was appointed as Deputy Auditor-General in February 2003. He was born in Kenya, and was educated in the United Kingdom. He holds a Bachelor of Arts in Accounting, is a member of the Australian Society of Certified Practising Accountants and of the Chartered Insurance Institute of Great Britain. He commenced his career in England in the insurance industry and worked in Scotland and Nigeria before moving to Australia in 1968. Oliver joined the Australian Public Service as Director Defence Service Homes Insurance Scheme in the Department of Veteran Affairs in 1975, before moving to the Department of Finance in 1979.

Oliver has held senior executive positions in Finance, Community Services and the Attorney-General's Departments. In August 1999 he was appointed as Deputy Commonwealth of Australia Ombudsman.

A decorative horizontal bar at the bottom of the page, consisting of a blue bar on top and a yellow bar on the bottom.



Wong, Chee-Keung

Deputy Director

Highways Department of the Hong Kong Special Administrative Region of the People's Republic of China

E-mail: ddhy@hyd.gov.hk

Desk: n.a.

Fax: n.a.

As Deputy Director, I assist the Director of Highways in the management and administration of the Department. My main responsibilities and activities comprise of (i) overseeing the work of three Regional Offices, the Structures Division, Lighting Division and the Tsing Ma Control Area Division and the overall control of 14 offices and units in the Headquarters; (ii) assisting the Director in controlling the department's overall administration, finance and resources, and in formulating policies for the construction, efficient operation and maintenance of the public highway network and responding to queries from the Legislative Council, Audit Commission, Independent Commission Against Corruption on the Ombudsman etc., that may have significant impact in the Department; (iii) monitoring the progress of highway projects in the Public Work Program and taking corrective action when necessary; (iv) formulating technical and administrative policies, standards, techniques and guidelines on highway engineering matters; and (v) managing and approving the deployment of all staff in the Department, and managing, finalizing and resolving disputes and claims and all outstanding matters in connection with the Tsing Ma Bridge contracts.



Östensson, Per

Deputy Director

Swedish Ministry of Finance

Budget Department

E-mail: per.ostensson@finance.ministry.se

Desk: +46-8-4051638

Fax: +46-8-4117014

I have been with the Ministry of Finance since 1998 with the responsibility to evaluate and finance investments in government owned enterprises and in the infrastructure area. Earlier experience include Ministry for Foreign Affairs where I was responsible for the financing of investments in the energy and environment sectors in Eastern Europe, the Swedish Trade Commission in Sydney, Australia and Managing Director for a Swedish communication company in Australia. I am also a board member of the Swedish Export Credit Corporation.