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- **Module:** 7109 – Prior Learning Assessment and Recognition.
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Module: 7109 – Prior Learning Assessment and Recognition.

7109 Portfolio.

1. Professional Learning Paper.
2. Annotated CV and Chronology.
3. Proof of Learning Documents.
4. Job Description.
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Module: 7109 – Prior Learning Assessment and Recognition.

Professional Learning Paper.

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Title: A reflection on the lessons learned when leading a global business through a period of economic crisis and change.

1. Abstract.

This paper is a reflection on my experience and professional learning during a corporate bankruptcy; this was a period of significant and unplanned change. The paper examines how knowledge was acquired; the events, missteps, feelings, corrections, observations, and lessons learned during this period, and finally, how this learning experience can be used in my DProf and professional practice; now and in future years.

The reflection explores four specific areas of my leadership learning experience during this time frame:

Change Management – Learning to manage during “forced organizational change”.

Ethics – Learning to lead when ethics and corporate culture clash.

Conflict – Learning to manage the conflicting agendas of staff, customers, suppliers, investors, and Boards of Directors during an economic crisis.

People – Learning to improve employee retention and drive staff succession and progression objectives during periods of widescale company downsizing (Lee et al., 2017).

Summary.

The initial reflection revealed six key lessons (detailed in this paper), including the role’s that transparency, tone, empathy, ethics, regional sensitivity, and trust played in the bankruptcy; however, my deeper reflection revealed the following four key factors that underpinned these lessons: Leadership Style and Execution, Leadership Process, People Management and both the value and limitations of Workplace Experience. These factors embrace the key learning outcomes of my reflection:

Learning Outcomes.

1. Change Management: Leaders of complex, large-scale corporate organizations must be able to simultaneously confront multiple unexpected events; all at a pace they have limited control over (Thompson Heames and Harvey, 2006).
2. Trust: Leadership style and execution play a significant role in creating organizational trust, but to be effective, this must be underpinned by “Tone at the Top,” driven from the Board room and senior leadership (Schwartz et al., 2005).

3. Leading and managing during bankruptcy and global change events demands a willingness to embrace crisis management vs. conventional corporate controls (Mazánek, 2015).
4. People: Successful leaders prioritize people management in crisis situations; they understand that the conventional rules of staff retention, motivation, and career progression do not work during factory closures or potential liquidations; they understand the importance that employee communication, empathy, tone, and regional sensitivity play in building management credibility during the bankruptcy process.
5. Experience: Organizations with Matrix Management structures understand the critical importance of placing experienced leaders at matrix intersects, but perhaps more importantly, they understand the value of building organizational experience using a process of learning through structured immersion¹.

Future.

Applying these learning outcomes is key to enhancing the advice I offer clients in my practice. The reflection also delivered significant benefit in the preparatory phase of my DProf thesis. My research interest centers on the management challenges of multinational corporations during periods of crisis; the reflection brought greater meaning and understanding to the issues and outcomes that leaders face and the potential resolution of these issues.

2. Methodology.

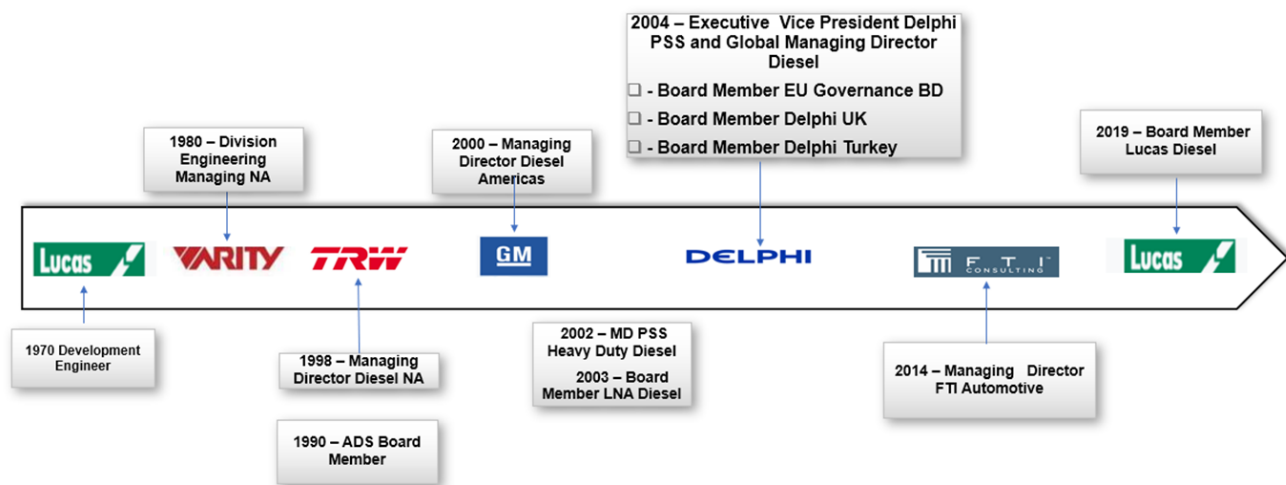
The paper's research sought understanding via both deductive and interpretive (mixed) methods. The methodology drove an interpretive realism ontology and a more objective epistemology. The methods draw on Phenomenology, Case Studies, and Action Research centered on experience, which strives to objectively reflect and interpret (Vaartjes, 2005). In presenting the material, a number of different options were considered, including Gibb's reflective cycle and Schoen's pre and post-event theory, however in the final analysis, a hybrid approach was used, and this reflected the input received from the works of (Kolb, 2014; Moon, 2013; Handy, 2011; Boud 2013; Day, 2002 and Schon, 2017). The paper was influenced by Webster-Wright (2010) and her view of experience driving learning, and the need to embed this in both business

¹ Structured immersion is term which defines the executive career advancement strategy used by many corporations; executives acquire experience in defined assignments by progressively taking on greater responsibility.

strategy and the organizations culture. Additionally, I found that while Peter Senge (2006) analysis of the changing role of leaders conflicted with the views of some, however, it resonated with my own observations and drove deeper reflection.

This paper is one element in the requirements for Module 7109. The paper links with the Annotated CV, Proof of Learning (POL), and Job Description elements, and for continuity and clarity uses the SEEC Descriptors of professional learning (Pokorny et al., 2017); which are included in the POL table on page 24, further clarity is offered by the career summary shown in Chart No 1. The combination of these four elements attempts to extract meaning and learning from the events that expanded my leadership roles. The paper also includes extensive references to draw on theory and scholarly works which were influential in the paper's research and writing.

Chart No 1.



3. Introduction.

3.1. Professional Learning.

My experience is that corporate professional learning strives to deliver capability and competency but, perhaps most importantly, understanding and awareness of the cause and effect that increasing responsibility brings with it (Boud, 2013). Some might call it experience, but I quickly learned that professional learning cannot teach experience; that can only be acquired. However, professional learning's ability to teach and guide close to, or at the "coal face" closes some of the experience gaps. My professional learning journey started with a military active service deployment in Asia, in an environment where conflict makes the learning immediate; and very focused. My career journey then took me into civilian life, traversing a 35-year career that included roles in

engineering, manufacturing, and global operations management, leading to a position on a regional board of directors for a 22 billion dollar corporation. My journey brought with it increasing scope, scale, and responsibility, starting from an engineering job, without staff or revenue targets to a position with responsibility for fifteen businesses, a staff of 500, and a multimillion dollar target. As I reflect, I was woefully ill-prepared for both the journey, and the pace of the transitions from engineering, regional and global management, to a board of directors. I was, however, very fortunate to be in a system where professional learning was not only encouraged but was actively facilitated, driven by a philosophy of structured immersion (Bennett et al., 1999).

3.2. Immersion – Economic Crisis and Change Management.

During the period 1999 – 2013, I worked for Delphi Corporation, a \$22B automotive company that had been part of General Motors Corporation. In 2004 I was promoted to Global Managing Director for a Delphi division.

In 2005 Delphi declared Chapter 11 bankruptcy, driven by the collapse of the global automotive industry; General Motors, Chrysler, and 150 suppliers all declared bankruptcy during this period (Estrada, 2010). My primary role before the bankruptcy was management and leadership of the division and its assets, including manufacturing, operations and fifteen regional companies. My leadership responsibilities included development of the executive team and global staff and the divisions revenue and profit performance. When the bankruptcy was announced, the corporation expanded my responsibility to include a seat on the European Regional Board of Directors, which had oversight for six billion dollars.

While the corporation initially forecasted that the bankruptcy proceedings would last less than 12 months, and the corporation would successfully emerge, the reality was that the process lasted three years. During the second year, there was substantial evidence that the corporation would be liquidated, with the probability that 100% of the assets would be closed and all of the executives, managers, and staff would be let go. The experience exposed me to the challenges of crisis management, which on reflection, shaped my future management style.

During the three years of bankruptcy, the company's fate became very public with various suitors and scenarios being considered, including liquidation. Finally, in 2007 a consortium of private equity companies put forward a proposal to acquire the debt and assets of the company. This proposal was submitted to the bankruptcy court and approved. Delphi exited bankruptcy on June 10, 2008.

Delphi went into bankruptcy as a \$22B entity and exited as a \$10B company. The actions taken avoided liquidation and massive layoffs, but the cost was still high. The corporation was forced to close five divisions, 38 factories, and separate 20,000 employees; and cancel its employee pension program. On reflection, the Chapter 11 bankruptcy process did what it was intended to do; it allowed a successful company under economic duress to restructure. The corporation subsequently rebuilt its revenue base to \$16B, and in 2012 was voted one of the most successful turnaround companies in the supplier community.

3.3 Immersion – Reflection: The Reality of Life at the “Coal Face”.

On June 22, 2005, at 4.30 pm, I received a call from the corporation advising me that the company would file bankruptcy at 1 pm the following day. My years in the USA and at the corporation’s European HQ had given me an insight into what a Chapter 11 bankruptcy filing meant, and my knowledge of the automotive industry, and the economic challenges of the USA and Europe, allowed me to understand what was to come at a much deeper level.

My initial feeling was of profound loss and disappointment, as one feels when a treasured article is broken, but these feelings quickly turned to responsibility, and an avalanche of questions; would the corporation survive, would I have to close plants, lay off my staff, and break customer commitments; how would we pay suppliers, what about the staff health and pension schemes. My feelings then quickly turned to the practical, I would have to meet with the executive team and the staff at 7 am the next morning and explain what had happened. How would they react, and how would I deal with that? There was very little time or desire for sleep that night, it was a night of a million questions and multiple scenarios, and at times I must admit, I felt a little overwhelmed. But as I drove to work in the early hours of the morning, I called my wife in the US, and broke the news to her. She asked about our ability to survive as a family, and I realized that this was the feeling that everyone I would meet would have, and that calibrated my arrival at the European HQ.

The meetings with the functional teams were challenging, these were the tactical and operational people, and their feelings reflected this. Many felt overwhelmed and were struggling with complex operational questions. As the day's announcements and activities came to a close, I returned to my office alone, and reflected on what I had seen and heard. This was one of the most challenging days of my career. I knew that this was not like many problems we had faced, and there was no quick fix; this would be painful and require stamina to get through it. I knew that the bankruptcy process is a marathon, not a sprint. I was also genuinely concerned about how well the message had been understood at a regional level, particularly in South America and Asia. On reflection, the stark corporate message was not shaped to address cultural or regional

sensitivities (Kwak et al., 2016). I can best describe my feeling as somber and very concerned.

3.4 Immersion – Reflection: The “Cause and Effect” of Change.

As we entered bankruptcy, I implemented a significant change in our global management structure and philosophy, moving the organization from a regional model to a centralized model, using a “hub and spoke” structure. This meant moving some decision making and some of the regional resources back to the HQ. The rationale and reasoning were that with the uncertainty and speed at which bankruptcy was evolving, we needed a team that could respond and act fast. This decision was coupled with the acknowledgment that some of the regional operations might not survive the bankruptcy. On reflection, while the change did deliver the focus and speed needed, it was not popular. In some areas, it reduced the regional team's autonomy and entrepreneurial spirit, which was particularly noticeable with the team in France. On deeper reflection, for some in the organization, moving decision-making and resources to a central team may have created a feeling of mistrust and a lack of transparency. While attempts were made to address this with open forum and “one-to-one” meetings, I see that the lack of trust and suspicion may have lingered in some areas. (Gustafsson et al., 2020).

Immersion – Deeper Reflection.

As I reflect on the bankruptcy, there are four key questions:

1. What went well, and what went poorly? On the positive side, the ability to engage staff, customers, and suppliers as an active body, allowed us to navigate through the bankruptcy, and emerge as a profitable viable corporation saving 100,000 jobs. On the negative side, I see that the initial lack of transparency and messaging may have undermined some of the actions and created higher staff attrition.
2. What could have been done differently? Moving from a regional to a central model took three months. On reflection, It is possible that the organization could have operated with a hybrid model, with European centralization and the USA controlling Central and South America; this may have improved overall plan execution.
3. How could we have mitigated the magnitude of the crisis? On reflection, implementing a SWOT team to manage competitor manipulation and supplier retention, may have reduced the length of the pre and post-bankruptcy process.

4. If another bankruptcy occurred, what would you do differently, and what would you carry forward?

My reflection flags three areas; first provide additional staff coaching to garner understanding that the bankruptcy process is a marathon, second build stamina into the organization; and third, continue to focus on “Tone at the Top” from the Board room to the factory management; underpinned by complete transparency.

4. Knowledge Acquisition - Where and How?

As I reflect on the complexity and challenges during 2005 – 2012; the economic downturn, bankruptcy survival and exit, and rebuilding the company; my reflection took an in-depth and critical look at knowledge acquisition in four key areas, Change Management, Ethics, Conflict, and People.

4.1. Change Management – Learning to Manage with Increasing Responsibility”.

As I look back, my experience was that in the corporate world, the professional career journey inevitably takes one through the ladder of increasing responsibility, from staff to supervisor, manager, leader, and beyond. At each stage, there is a detailed assimilation of every new role and its responsibilities, with focus on deliverables/expectations and performance measurements. The process brings with it professional learning and paves the way for role transition; however, I found that the process does not fully prepare one for the nuance and leadership qualities expected for each new role, and the need to quickly assimilate; “get up to speed”. I observed numerous examples of people who had failed because they did not understand or embrace the requirement of their new role. I saw charismatic leaders who struggled with roles that required detailed operational focus, and great project managers who struggled when their role required visionary leadership of organizations undergoing strategic change. (Agle et al., 2006)

Looking back, I learned early in the journey that management is “hands-on” and requires a focus and presence at a detail level; when details are overlooked, projects fail, and with them the business behind them (Schon, 2017). By observation, I learned that Leadership sets direction and strategy; it looks beyond the immediate; it serves to enable people; not to instruct or police them. As I reflect the lesson for me was that managers focus on the detail of getting work done; Leaders focus on enabling the organization and setting direction and strategy. I see now that a failure to understand the difference between management and leadership creates confusion in an organization, and when this happens the business is in trouble (Senge, 2006).

4.2. Ethics – Learning to Lead when Ethics and Corporate Culture Clash.

Throughout my career, one lesson stands out above all others; the importance of ethics and the responsibility to embed it within organizations and people, which is particularly important for business managers and leaders. But when ethics clashes with corporate culture and leadership egos', the results can be devastating (Handy, 2011). In 2001 the reality of this type of clash became self-evident, I observed this first-hand as the Enron Corporation was sued for \$40 billion by its shareholders, citing gross wrongdoing by its leaders and executive staff. The ensuing court case revealed a level of corruption that was staggering and ultimately led to the companies' collapse. From a personal standpoint, I was shocked, not just by the magnitude but by the level of involvement from executives. Their failure to adhere to and execute their corporate and fiscal responsibility cast a chilling shadow on corporate leadership, and on reflection challenged my own belief in the system. From a leadership standpoint, I am reminded of US Supreme Court Justice Potter Stewart's observation, "Ethics is the difference between knowing what you have the right to do, and what is right to do" (Seidman, 2004). One of my first observations was that when ethics fails in business, it undermines credibility of the organization, but most importantly, it undermines the people. The experience taught me that a professional organization cannot function without an embedded culture of ethics. Through corporate and formal education programs, I learned how to implement and manage global ethics and compliance programs, including Sarbanes Oxley (Miller, 2011), and became certified to audit global organizations, but I see now that the essence of what I learned and how I learned it, was derived from actually being embedded in an organization going through significant change; and as a member of the Board of Directors having responsibility and oversight for the outcome of that change (Boud, 2013). I see this now as a valuable lesson that I will apply in my practice.

4.3 Conflict – Learning to Manage the Conflicting Agendas of Staff, Customers, Suppliers, Investors, and Boards of Directors during Economic Crisis.

Historically corporate structure was based on a functional model (finance, engineering, procurement, etc.), but while this made organizational sense, I observed that egos and personalities often forced the structure to devolve into silos, which undermined employees, leaving talented staff out of the mainstream, and denying the corporation access to their full potential. In latter years corporations have moved to a matrix management structure; while this resolves the issue of silos, the matrix structure is designed to encourage debate and does inject some conflict. On deeper reflection, my experience working in both structures is that the benefits of the matrix far outweigh its shortcomings, however during times of crisis and significant change, the matrix can

reduce the speed of organizational response and, in some instances, lend itself to manipulation; this was highlighted during the early part of the bankruptcy and resulted in frustration in the organization. The lesson learned for me was that crisis heightens the differences in an organization; the matrix drove conflict to improve the quality of decision-making, but if the organization allows the conflict to rise to the level of hostility the system breaks. On reflection, I believe that the key lesson was to have faith in the system, make it work by creating and promoting order and healthy debate (Kolb, 2014).

The matrix lessons and experience were of immeasurable value in my roles on both the European Board and the UK board. The magnitude of the Board decisions left no margin for error; acquisitions and divestitures demand laser-focused due diligence, hidden agendas, and ego's poison decision making; I see now that conflict sharpens the process, and trust and collaboration are essential. I learned that without trust, transparency, and a willingness to learn, the Board Room becomes a liability, this understanding is a critical element in my thesis research.

4.4. People – Learning and Understanding Employee Retention and Succession and Progression during Periods of Widescale Downsizing.

I learned that economic crisis abruptly changes the priorities for corporate leaders; Managing Directors whose focus had been team building and new products, were suddenly faced with factory closures, and layoffs. Delphi closed five divisions, 38 factories and laid off 20,000 staff.

I learned that bankruptcy produces two possible outcomes; the first is that the company restructures, resolves its cost and overhead issues and emerges from bankruptcy, and restores its position in the marketplace. The second is that the company winds down, lays off its entire workforce, and dissolves. Delphi was resolved to restructure and emerge; my role was clear. To achieve this, retention of staff, customers, and suppliers was a critical element; the issue was how to instill confidence that their future was secure; unfortunately, in bankruptcy, companies are not permitted to make binding future promises. This created a unique and challenging management problem, further exacerbated by the bankruptcy process.

The Lessons: During this period, the key lesson was managing people, many of whom were frustrated, disillusioned, and scared. What was the lesson, and how was it learned? I see now that the lesson was learned one person and one situation at a time; on reflection, the lesson had three elements; complete transparency, cultural sensitivity, and humility. In good times teamwork is willingly embraced and supported by most individuals; however, I found that during bankruptcy teamwork is far more complex.

The bankruptcy period challenged all the norms of employee management. Prior to bankruptcy, security of employment, promotions, training, work opportunities and benefits programs were what retained the staff, but the bankruptcy period removed all of these and replaced them with the uncertainty of liquidation, layoffs, canceled benefits and pension programs. Like many others, I asked myself the question, how do we share uncertainty with the staff? many answered this question by avoiding it and giving an overly optimistic view of the situation; often devoid of substance. I see now that the lesson of this period was that transparency and focus on the culture are essential.

Transparency: Bankruptcy drives factory closures and layoffs; the cold hard reality is without cost reduction, the ship will not float, and if it sinks, all hands (100%) are lost. I see now that surviving restructuring demands transparency; no matter how difficult the message, fairness must be visible in all of the actions, both for staff that remain and importantly for those who do not. For those that survive the bankruptcy, the example of how those that did not were treated becomes the vision of the company's culture; poor handling of staff exits inevitably poisons the culture (Ryan and Macky, 1998).

Culture: The key is people. The lesson I learned is that a successful bankruptcy exit without a solid culture and a willing workforce is often just a transition to insolvency. (Bogan and Sandler, 2012).

5. Reflection – Leadership Lessons and Observations: Understanding the Lessons; much Deeper Reflection.

As I reflect on the management and leadership lessons of my career, it is clear that there were four things that contributed in a significant way. I found that a deeper understanding of these was key to bring meaning to my overall reflection (Webster-Wright, 2010).

- Succession and Progression – The Career Pathway.
- Mentoring – The Support System.
- Focused and Specific Training – Preparation for the Role Expectations.
- Immersion: Real World Exposure and Application – Experience Roadway.

5.1. Succession and Progression.

To better understand the succession and progression process I reflected on my own career journey; at the end of one's career, one might be tempted to surmise that one would have "got here regardless of circumstance", but I see now that is a dangerous and flawed conclusion; one has only to look at the travelers in one's own journey; the talented people in school, university and business, and examine the outcomes of their career journey. These observations showed me that talent, drive, and ambition do not guarantee success; without opportunity, and a path forward (generally not entirely forged on one's own), success can be elusive. I see now, for those who have succeeded, there was always an element in their story that was not controlled by them, and I translate that to opportunity. As I reflect, for me, those opportunities came early in my career, a military role with active service engagement in Malaya, a management role driving global expansion with TRW, a leadership role during the bankruptcy in 2008. I see that opportunity has two ingredients, the first is the timing of the event, and your presence at exactly that point in time, the second is the systems and people that entrust you with a new role and greater responsibility; this for me, is the real opportunity. I found that it was important to understand and recognize that one does not control the first two elements; what you control is an acceptance to engage with the opportunity. I see that few can use the term "self-made"; reflection undoubtedly reveals the opportunity that made the difference. Which led me to a much more profound lesson; as I looked at others in my orbit and along the career journey, the "best of the best" may not have been where the organization chart deems success lies, and while opportunity may have passed them by, as leaders we have the responsibility to intervene and present them with new opportunities.

5.2. Mentoring.

The importance and relevance of training, and the value of mentoring was a constant in my career, for most of my career I was moving into positions which I was not fully prepared for, the term "out of my depth" comes to mind, much of this was driven by the timing of the opportunities and the corporations desire to build "controlled stretch" into the assignments. I see now that in most instances, formal education places one in a position where one learns as an observer; the classroom is not the battlefield of war, or the situational room of a factory, or the board room of a company in bankruptcy (Szoboszlai, 2015). In the classroom the curriculum and timetable are known and defined in a logical, methodical way to enhance learning. But in the theater of war and business, situational change and chaos often reign supreme. I found that for leaders, their support mechanism is usually their experience (they have been here before), but for the novice, that experience does not exist. I see now that mentoring fills that gap, and does it in "real-time", without agenda or a fixed plan; it answers the question, "what

are my options right now?" I was blessed with many mentors who freely shared experiences, they were not there to do my job or take responsibility, but they provided a sounding board and the opportunity to understand a broader slate of options.

My own role as a mentor started with informal coaching of staff in my own organization, but I quickly realized that while I understood some of the benefits of mentoring, the role required more formal training, I attended a number of mentoring and coaching programs in corporate life and eventually became a corporate mentor with Delphi, and on leaving Delphi became a mentor in the University of Florida for students in the overseas business, but my reflection confirms that there is still much to learn.

5.3. Immersion.

During this paper, I have reflected on and examined some of my career experiences and the key lessons. My career journey was a process with progressive immersion; as I reflect I see that the learning occurred in a way that each level of responsibility brought with it learning, which was then applied to both the current and next level of responsibility, I was fortunate to have learned in this way, to have learned in a haphazard way would have denied me the opportunity to put into practice what I learned, and to immediately receive confirmation and enhance the learning. And that is one of my most important observations, I see now that professional learning needs the opportunity to immediately be put into practice, or it just becomes the acquisition of knowledge.

6.0 Application and Next Steps.

How will I apply what I have learned through reflection? My thesis research and my practice aspirations intersect at the challenges that corporate leaders face in crisis situations. Reflection has given me greater insight into crisis management in multicultural companies, and this adds to my research and shapes its direction, further underpinning important global and organizational² elements of my thesis research. For my practice, I hope to share key lessons from my reflection, including the benefits of immersion, transparency, and that learning and ethics must be embedded in the culture driven by "Tone at the Top" (Schwartz et al., 2005). On final reflection, I learned that when employees see that top management cares and is committed, they will rally in the worst of times and work to solve the largest problems, even bankruptcy or insolvency.

² Matrix structures.

7.0 References.

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Module 7109 Prior Learning Assessment and Recognition.

Portfolio

- Section 1 – Professional Learning Paper.
- Section 2 – **Annotated CV and Chronology** (pages 21 and 22).
- Section 3 – Proof of Learning Documents.
- Section 4 – Job Description.
- **CV Addendum - No 1** (pages 30 – 36).

DProf 7109 PMM (Mike) Rayne – Annotated CV and Chronology Summary

Corporate Career Positions

- 2019: Lucas – Board Member / Advisor to the CEO.
- 2015: FTI Consulting – Managing Director.
- 2004: General Motors / Delphi – Global Executive VP.
- 1998: TRW - Managing Director.
- 1990: Lucas Automotive – Div Engineering Manager.



Board of Directors Positions

- Global.
 - Lucas Board.
 - Delphi EU Regional Board.
 - Delphi UK, Delphi Turkey Boards.
 - Hartridge Ltd & ADS Boards.

Public Activity

- 35 Industry Speeches.
- 20 Published Articles.
- Teaching – Advanced Technology Program and SAE Engineering Academy.

Professional Credentials

- Chartered Engineer – CEng.
- Chartered Environmental Engineer - CEnv.
- Fellow of the Institute of Road Transport Engineers.
- Fellow of the Society of Operations Engineers.
- Member of the Institute of Mechanical Engineers.
- Member Society of Automotive Engineers.
- Awards: *Ortner Technical Award 1991.*
 - *McFarland Leadership Award 2003.*
 - *Delphi Leadership Award 2008.*
 - *Delphi Executive Mentorship Award 2012.*

Career Chronology

Company	Business Sector/ Profile/ Revenue	Position	Responsibilities	Scope of job function	Staff	Tenure	Residence
FTI	Consulting / Global /\$2B	Managing Director	Tier 1 Automotive and Industrial Clients. C suite advisory, plan development at division and regional level.	Regional NA / EU	Note 2	3 years	Global US HQ
GM / Delphi	Automotive / Global / \$25B	Sector Global Vice President	Global Business Division (Strategy, Operations, P&L and Region Development) for the division and its 13 sites in NA, Europe & AP. Member of the Delphi European Board of Directors	Global with HQ's in Paris, London & Detroit	500+	14 years	Global HQ in Paris, London, Detroit
TRW	Automotive / Global / \$20B	BU Managing Director	Business Operations, P&L & Manufacturing Plants in US, Mexico and Canada	Europe, North & South America	180+	4 years	Global US HQ
Lucas	Automotive / Global. \$2B	BU Manager Engineering	Three Engineering centers and a network of 3,000 agents	Europe and North America	100+	15 years	Global UK HQ



EXPERIENCE

Managing Director.

FTI Consulting.

January 2015 – 2019.

As MD, my primary roles included: Strategic Advisory for Tier 1 Automotive Companies that are developing global expansion plans. Due diligence for Private Equity companies conducting business assessments and budget and business plan evaluation. Advisory and Program management for global companies seeking acquisitions, joint ventures, and partnerships. My expertise and focus areas include Business Performance Improvement, Interim Management, and New Business Development via “Step Change Growth”, Cost Optimization via SG&A Reduction, Working Capital Improvement, and Lean implementation. (Note Specific FTI Client information is Confidential)

President RBS Consulting.

RBS Consulting.

April 2013 – Present. Regions: North America and Europe.

As President of RBS, I have focused on building a Management Consulting and Strategic Advisory company that specializes in Tier 1 and 2 companies in North America and Europe. The company has been successful in serving clients with Growth aspirations through M & A and Strategic Partnerships, Product Change Management, Organizational redesign, Market Share (TAM and SAM) Analysis, and Road Map Development. As President, I have taken on Board advisory and Board of Directors assignments, Including Lucas Diesel.(Refer to Job Specification)

Global Executive, GM, and Vice President Delphi PSS Division.

October 2004 – March 2013.

Global responsibility including the Americas (North, Central & South), Europe and Asia.

In my role as Vice President and Division Senior Executive, I had responsibility for P& L and global management for 15 businesses and a staff of 500+, located in the Americas, Europe, and Asia. I drove revenue growth of \$200M and profit improvement to 14% EBITDA and completed a strategic European acquisition and integration. I expanded market share and footprint in key emerging markets. My responsibilities included Board membership of the Delphi European Governance Board, responsible for a \$6B region. My regional responsibilities included Board membership of four Delphi subsidiaries and legal entities including USA, Turkey, UK and Hartridge.

I led Delphi PSS negotiations with Daimler, Volvo, and Mercedes for new platforms. I expanded the business with independent aftermarket customers, including European buying groups, North American distributors, the US Military, and B2B customers. I secured major OES contracts/business with the US Government.

General Manager North America Delphi DS.

January 2000 - 2004. Regions: USA, Mexico and Canada.

In my role as MD and Senior Executive, I was responsible for P&L in the USA, Mexico, and Canada. I was a member of the Delphi/TRW global integration team. I drove change management programs implementing consolidation in sales, purchasing, engineering, and operations. I led new business development with the US government securing multiyear military contracts. I was the Chairman of the ADS Manufactures Committee.

I took the Delphi PSS Commercial Vehicle business to #2 in its market sector with 30% revenue growth. I expanded the Delphi PSS product portfolio and introduced new technologies and manufacturing plants. I implemented Lean Manufacturing and certified facilities to ISO 9000. I developed a global Delphi franchise and built it to 1,400 members.

Module 7109 Prior Learning Assessment and Recognition.

Portfolio

- Section 1 – Professional Learning Paper.
- Section 2 – Annotated CV and Chronology.
- Section 3 – **Proof of Learning Documents** (pages 24 and 25).
- Section 4 – Job Description.
- **POL Addendums - No 1 through No 32** (pages 30 – 76).

Proof of Learning: Correlation between SEEC Descriptors and Career Learning.

SEEC Descriptors.	Level 7 and Level 8.	Ref Point	Business Career 1980 - 2020	Board of Directors Roles 2004 - present	Consulting Career 2015 - present	Professional Organizations	Evidence: Addendum
Setting.	Operational Context.	Company- Delphi Corp	My career progression and workplace (Setting) was a \$22 Billion Global Corporation.	1. Delphi Corporation. 2. ADS. 3. Lucas LLC.	Company - FTI: \$2B Global Consulting Company.	Society of Operations Engineers. Institute of Mechanical Eng's. Society of Automotive Engineers Institute of Transport Engineers	2, 5, 9
	Autonomy and Responsibility for Actions.	Level in the Org	Div Managing Director and Executive VP responsible for 15 businesses with direct reporting to the CEO - <i>Note 1.</i>	Board Member EMEA Board reporting to the Chairman. <i>Note 1.</i>	Managing Director with direct reporting to the Sector Chief.	Served as ADS Industry Association Committee Chair	2, 3, 4, 5, 6, 10
Application of Knowledge and Understanding.	Knowledge and Understanding.	Function / Projects	Operational knowledge of all functions, Finance, Engineering, Operations, IT - <i>Note 2 & 1.</i>	Strategic, Operational, and Sector expertise in Global Powertrain.	Subject matter expert in the Highway, Marine, and Industrial Sectors.	Keynote Speaker for Society of Automotive Eng's	2-5, 10, 11, 12, 13, 14 18 - 25
Cognitive Skills.	Critical Thinking.	Detailed Example	Responsible for strategic planning and global expansion for the division. <i>Note 2 & 3.</i>	Responsible for the European region restructuring program. <i>Note 2 & 3.</i>	Evaluated complex corporate M&A issues and produced recommendations. <i>Note 3</i>	Served as a lecturer for the SAE Academy Advance Technology Program	2- 5, 6, 7, 10, 15 - 16.
	Problem Solving.	Detailed Example	Responsible for \$400M Div wide Chapter 11 Bankruptcy implementation. <i>Note 3.</i>	Integration of post Chapter 11 structure in Europe.	Advisor for Multi-National Corporations. <i>Note 3.</i>	Chartered Engineer CEng	2-5, 6, 7
	Synthesis and Creativity.	Detailed Example	Developed new global marketing and Franchise concept "Delph Service Center"	Assigned to Board Committee for MD and HD business plan.	Advisor for Tier 1 Corporations <i>Note 3.</i>	Developed the ADT program	2-5, 6, 7, 15 -16
	Analysis and Evaluation.	Detailed Example	Responsible for Acquisitions & Due Diligence - <i>Note 1,2 & 3.</i>	Progressed key acquisitions. <i>Note 3.</i>	Advisor for Global Companies. <i>Note 3.</i>	Subject matter expert - ISO Standards	2-5, 6, 7, 15 -16
Practical Skills.	Organization and Communication.	Role Detail	Direct leadership of 15 companies in Europe, North America, and Asia.	Board of directors special assignments. <i>Note 3.</i>	Led and managed consulting teams.	Served as organizer for the ADT Program	2-5, 18-22, 26 -31
	Interpersonal and Team Skills.	Role Detail	Direct Leadership of 500+ staff, including Executives and Managers.	Board of directors special assignments. <i>Note 3.</i>	Led and managed consulting teams.	Institute Continuing Development Programs	2-5, 8, 10
	Project and Development Skills.	Role Detail	Develop 12 new business lines.	Board of directors Special Role - <i>Note 3.</i>	Led and managed consulting teams. <i>Note 3</i>	Subject matter expert - FIE Standards	2-5, 8
Behavior & Values.	Ethical Awareness and Application.	Detailed Example	Implemented Sarbanes Oxley. In five companies - <i>Note 4.</i>	SOX. <i>Note 4.</i>	Lucas Ethics Committee. <i>Note 4.</i>	Conference Seminars	Refer Note 5
	Responsibility and Leadership	Detailed Example	Developed Division staff career progression structure.	Implemented Mentoring Program.	Lucas Succession Committee. <i>Note 3.</i>	Conference Seminars and Webinars	2-5, 8

Note SEEC Descriptors are applied to:

- Business Career (column 4)
- Board of Director's Service (column 5)
- Consulting Career (column 6)
- Professional Org (column 7)

A List of Addendums with a “page locator” is contained in Chart No 2 (on the following page).

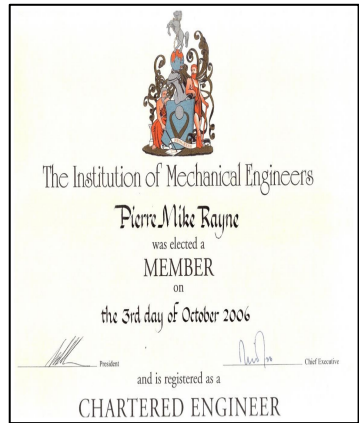
Note 1: Responsibilities -Financial (P & L), Strategy, and Operations for a Division with 15 businesses, 50 Executives, and 450+ staff. Proof - Testimonials and reference letters from Delphi Division Presidents, Board Chairman, and Corporate Executives.

Note 2: Responsibilities included Business Plan and Strategy development. Mergers and Acquisitions; Commercial, Engineering, and Manufacturing Leadership. Proof - Testimonials, Professional credentials CEng, FSOE, FIRTE. Board of Directors Reports. Industry activity as a Subject Matter Expert.

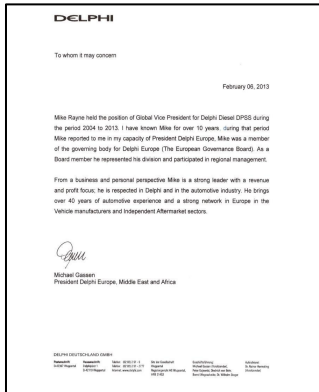
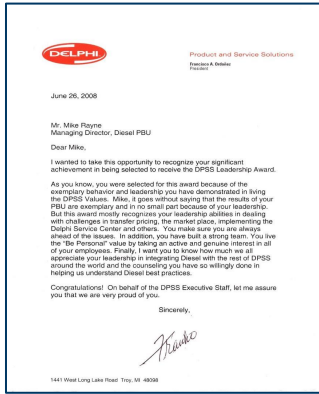
Note 3 – Refer to Addendums. Some Corporate information is strictly confidential, but context can be discussed in an interview.

Note 4 - Implemented Sarbanes Oxley (SOX) in eight global businesses. SOX is a Federally mandated Internal Controls and Ethics System. Proof refer Note 3

DProf Module 7109 – Proof of Learning Documentation: Addendums



Addendum	Proof of Learning Document Content and Source	Page No
No 1	Chronology Prior 2000	30
No 2	Letter from the President of Delphi - Ref Business and Personal Performance.	39
No 3	Letter from the President of Delphi - Ref Leadership.	40
No 4	Letter from the President of DPSS: Ref Business and Operational Performance.	41
No 5	Letter from Delphi European Board Chairman Ref Board Service.	42
No 6 -7	Board Directors Official Reports. Entity DPSS - 2,600 employees. Operations annual revenue is £670 Million. Source UK Government.	43-45
No 8	Lucas Diesel Board Document. Source Lucas CEO.	46
No 9	Industry Board of Directors Roles and Chair Positions – Board Credentials.	47
No 10	Professional Credentials. Letters from Professor Challen & Mr K Perry SAE Executive.	49
No 11	Fellow Society of Operations, Fellow Institute of Road Transport Engineers.	50
No 12	Chartered Engineer CEng and Certs. Source UK.	51
No 13	Euro Engineer. Source FEANI.	52
No 14	Member Institute of Mechanical Engineers. Source Institute IMechE.	53
No 15 - 16	Professional Development Plan - Source MR.	55-56
No 17	Coaching and Mentoring – Source Delphi Corporation.	57
No 18 – 25	Subject matter expert. Source samples of professional engagements including Keynote Speeches and engagements as a visiting lecturer. Source Institutes and Societies.	60-67
No 26 –30	Samples of inclusion in industry and professional publications. Source Publications.	69-73
No 31 – 32	Board of Directors Guidance Sarbanes Oxley and UK Companies Act 2006	75-76

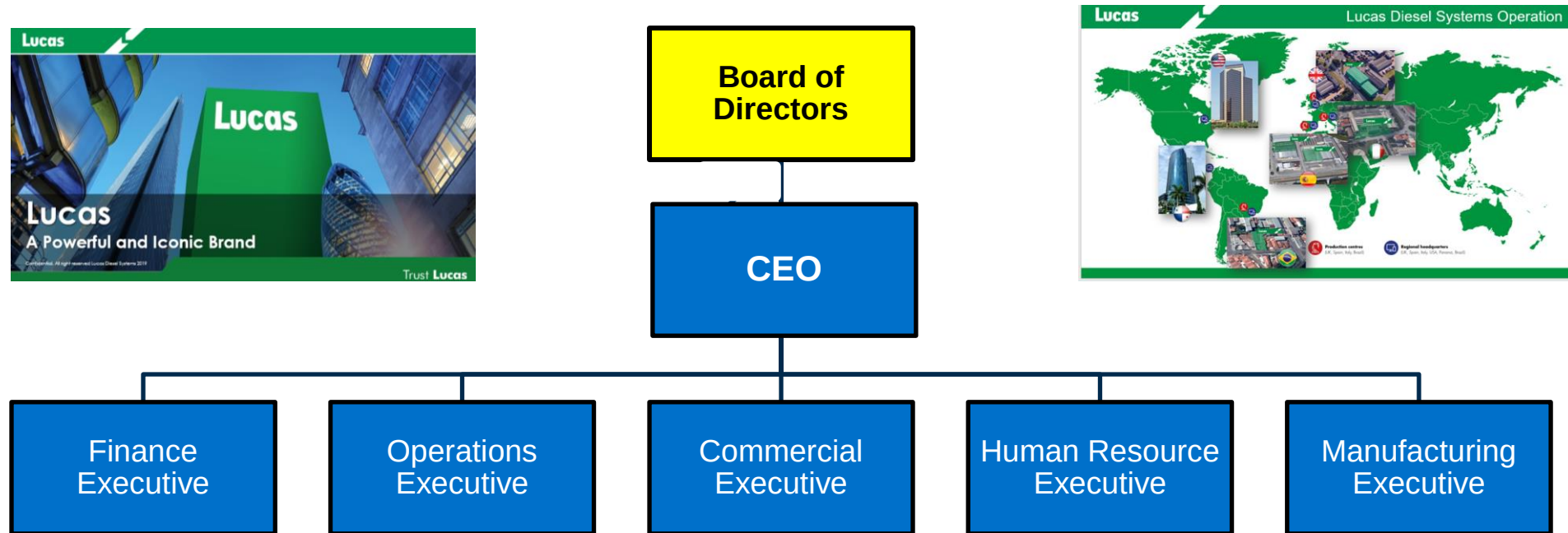


Module 7109 Prior Learning Assessment and Recognition.

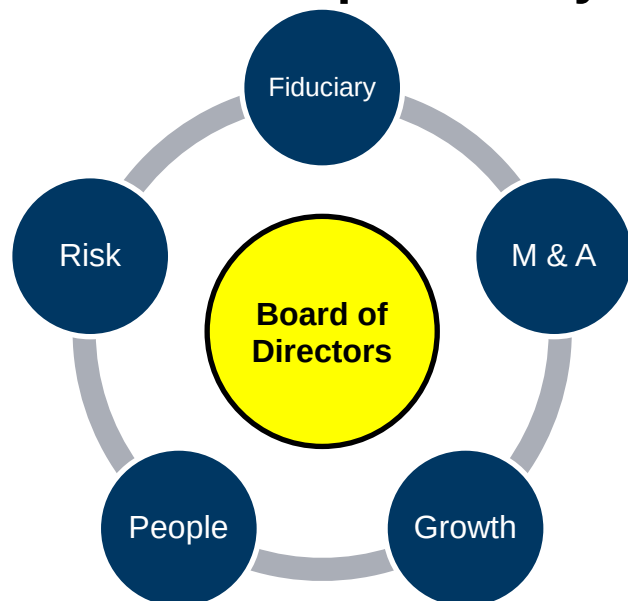
Portfolio

- Section 1 – Professional Learning Paper.
- Section 2 – Annotated CV and Chronology.
- Section 3 – Proof of Learning Documents.
- Section 4 – **Job Description** (pages 27 and 28).
- Addendums - No 31 and No 32 (pages 75 – 76).

Lucas Board of Directors



Board Responsibility

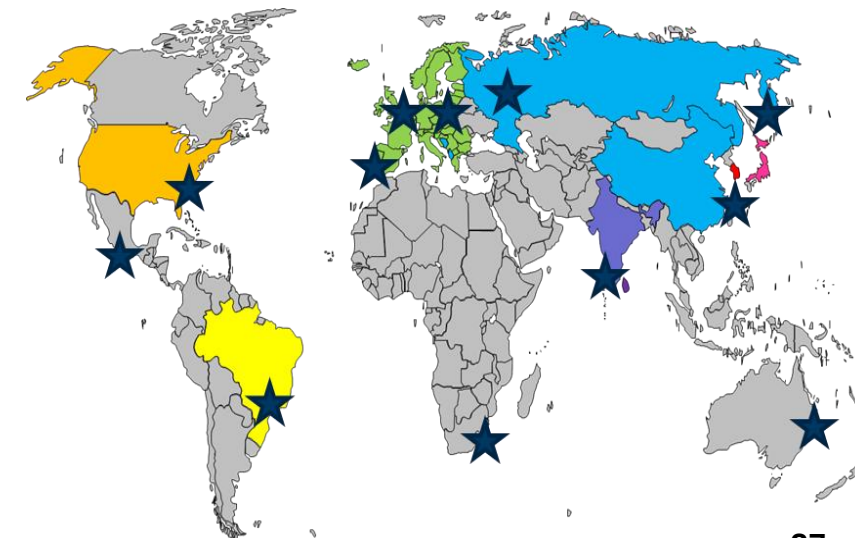


Scope



Automotive Market

Scale





Title: Member of the Board of Directors of Lucas – 2019 - Present

Job Description:

Reporting to the Chairman and Stakeholders. In conjunction with the Board, my primary and overarching responsibilities are to ensure that the company meets all legal and ethical standards and that the company meets its fiduciary and resource responsibilities; including compliance with Sarbanes Oxley (addendum 31) and the UK Companies Act of 2006 (addendum 32). As a Board Member, my responsibilities also include advising the CEO on strategic and tactical issues and serving on key Board committees, including Governance and Global Business Planning. My additional responsibilities include oversight of key projects, including acquisitions and partnerships. My duties and responsibilities are carried out via global site visits and “face-to-face” meetings with officers and commercial partners. My duties require intimate knowledge of the global automotive industry, its companies, executives, financial forecasts, and market trends. As part of these duties, I am often called on to develop and deliver speeches to investors and special interest groups; and maintain a presence at key industry conferences. I remain current with a Comprehensive Personal Development Plan (*Addendums 15 and 16, pages 55 and 56*).

Roles and Responsibilities:

- ☐ Corporate Governance, Ethics, Audit, and Internal Controls. (*Addendums 31 and 31, pages 75 and 76*)
 - My role includes oversight of the company’s compliance with all regulatory bodies (Sarbanes Oxley, UK Companies Act, and EU Members Legislation). My role includes establishing and monitoring “Tone at the Top”. I fulfill these obligations via internal and external reviews of both facilities, staff, and reports.
- ☐ Committees.
 - I support the Policy, Audit, Compensation, HR, and Succession Planning Committees, holding regular reviews and staff meetings.
- ☐ Strategic Plan Review and Approval
 - I actively participate in strategy sessions designed to set the strategic direction for the corporation; my focus at these sessions is to establish both policies and audits. I review long-and short-term goals and plans on a quarterly basis.
- ☐ Risk. Assessment.
 - I conduct regular reviews of internal and external risk assessment studies and bring these to the Board and CEO’s attention during advisory meetings.
- ☐ Financial and Fiduciary Oversight and Plan Approval.
 - I exercise oversight of financial performance and operating metrics. I review and approve annual budgets. I review key supplier and customer metrics. I conduct quarterly reviews of regional business key metrics (Revenue, EBITDA, Cash, and Receivable.)
- ☐ Executive Progression and Succession Plan Review and Approval
 - With committee members, I conduct regular reviews of the company’s progression and succession plans. I conduct biannual High Potential staff reviews.
- ☐ Investor Reporting.
 - I support the investor reporting function with market intelligence and industry trends.
- ☐ Merger and Acquisition Review and Approval
 - As a Board member, I Approve all Mergers and Acquisitions.

Module 7109 Prior Learning Assessment and Recognition.

ADDENDUMS.

Portfolio

- Section 1 – Professional Learning Paper.
- Section 2 – **Annotated CV and Chronology.**
- Section 3 – Proof of Learning Documents.
- Section 4 – Job Description.
- Addendum - No 1 through No 32 (pages 30 – 76).

ADDENDUMS - Sections 2 to 4

Annotated CV and Chronology - Addendum No 1. Pages 1 – 7

CURRENT POSITION– Member of the Lucas Board of Directors.

PREVIOUS POSITIONS – Global Vice President at Delphi Automotive. Managing Director at FTI Consulting.

CREDENTIALS - Chartered Engineer CEng, Chartered Environmental Engineer CEnv. **Professional Affiliations:** Fellow Society of Operations Engineers, Fellow Institute of Road Transport Engineers, Member Institute of Mechanical Engineers IMechE, Member Society of Automotive Engineers. European Union EUR ING

SUMMARY

I am a Global Senior Executive with a proven record driving revenue growth, and market expansion in North America, Europe and Asia Pacific. My career has progressed from operational leadership to Board responsibility. I have developed strategies that increased revenue, profit and shareholder value for industry leaders Delphi, TRW and Lucas Industries. My direct responsibilities included a \$500M P&L, and management of global operations in 12 countries. I have focused on transforming declining businesses into profitable operations; developing emerging technologies to seize competitive advantage and reorganizing operations for better performance and profitability and identifying and securing acquisitions and strategic partnerships.

AREAS of EXPERTISE

Revenue and Profit Growth, I Change Management I Restructuring I Interim Management I Board of Directors I Mergers I Acquisitions I Integration I Restructuring I Growth in Emerging Markets I Business Development I Lean I Organizational Redesign I Engineering I Manufacturing.

ACHIEVEMENTS

Business Expansion – Launched new Delphi DPSS businesses in Russia, China, Brazil and USA.

Performance Improvement - Restructured eight business units driving financial and productivity improvements.

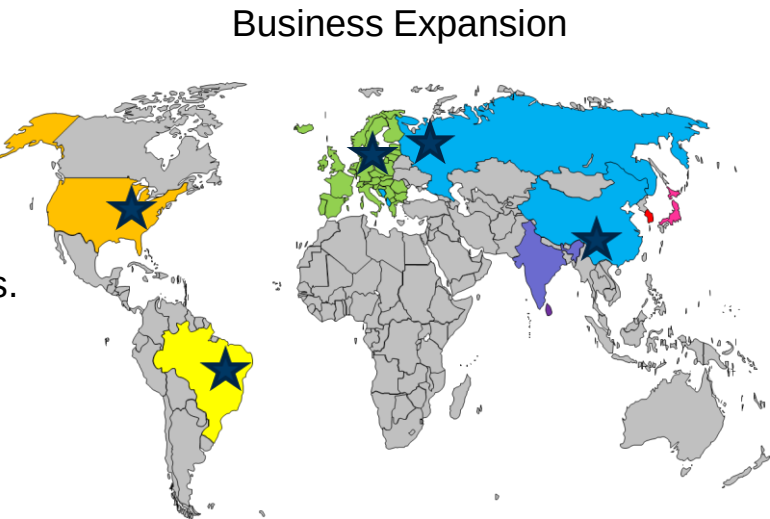
Mergers and Acquisitions – Acquired Hartridge Ltd a leading global equipment manufacturer.

Employees - Developed and implemented staff Succession and Progression and Mentoring programs on six sites.

Infrastructure - Implemented new corporate audit system (Sarbanes Oxley) and global IT system (SAP) on nine sites.

Manufacturing – Developed new manufacturing capability for car and truck fuel systems in EU and North America

Corporate - As a Member of the Delphi European Board oversaw Chapter 11 bankruptcy exit for a \$6B region.



AWARDS

- ☐ Society of Automotive Engineers: McFarland Award
- ☐ Delphi Presidents Business Award - 2008.
- ☐ Ortner Award - 1993.
- ☐ Delphi Mentoring Award – 2012.

**Reference: Data extracted and updated from PMM DPSS records. Source DPSS PBP*

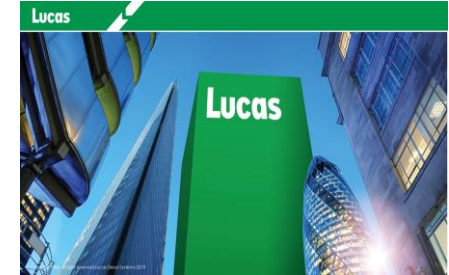
Annotated CV and Chronology - Addendum No 1. Page 2 of 7

Annotated Curriculum Vitae. 2013 to Present

Company Lucas: 2019 –Present. (4 yrs)

Role: Board Member. Lucas Board of Directors

- ❑ Fiscal Responsibilities – I exercise oversight of financial performance and operating metrics; review and approve annual budgets; review key supplier and customer metrics and conduct quarterly reviews of regional business key metrics (Revenue, EBITDA, Cash, and Receivable.)
- ❑ Governance, Ethics, and Internal Controls – I ensure compliance with all regulatory bodies (Sarbanes Oxley, UK Companies Act and EU Members Legislation). I establish/reinforce “Tone at the Top” and review internal and external annual audit reports.
- ❑ Strategic. I provide advice to set the strategic direction for the corporation by establishing both policies and audits and review long- and short-term goals and plans.



Company FTI Consulting: 2015 –2018. (4 yrs)

Role: Managing Director.

- ❑ Strategic Advisor Responsibilities: I provide advisory services and support for Business Performance Improvement, Interim Management, New Business Development via “Step Change Growth” and Cost Optimization via SG&A Reduction, Working Capital Improvement, and Lean Implementation.
- ❑ Key Assignment Highlights:
 - ❖ Advisory role for Fortune 100 company developing market strategy for North America.
 - ❖ Due diligence for Private Equity company engaged in automotive sector acquisition
 - ❖ Lead Advisor and Program management for a global corporation launching a new division.

Company RBS Consulting LLC: 2013 – Present.

Role: President

- ❑ Management Consulting and Strategic Advisor specializing in Tier 1 and 2 companies in North America and Europe. My focus areas include Growth through Strategic Partnerships, Product Change Management, Organizational Redesign, Market Share Analysis, and Road Map Development.

Annotated CV and Chronology - Addendum No 1. Page 3 of 7

Annotated Curriculum Vitae. 2004 to 2013

Company: Delphi Corporation. 2004 – 2013 (9 yrs)

Roles: Vice President Delphi PSS Division.

Board Member Delphi European Governance Board.

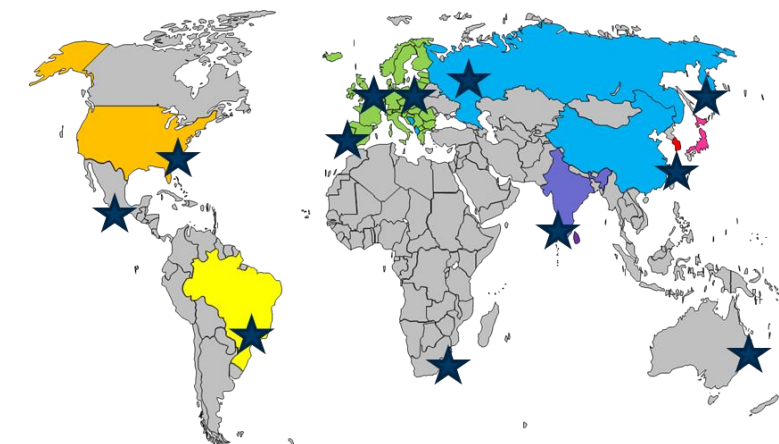
My General Management and Vice President Responsibilities included:

- ☐ *Division Management Responsibility* – (inset right ->)
- ☐ *Fiscal Responsibilities* – Profit and loss responsibility for 15 companies with a staff of 500+.
- ☐ *Operational Responsibilities* – Sales, engineering, quality, distribution, and marketing.
- ☐ *Strategic Responsibilities* – Launching new businesses in China and Eastern Europe.
- ☐ *Corporate Board Responsibility* - Delphi Chapter 11 filing in EMEA and the acquisition of Hartridge Ltd:
 - Division Audit and Ethics programs.
 - Divestiture and acquisitions.
 - Division five-year plan development approval and execution.
- ☐ *Special Customer Responsibilities* – Negotiation for Volvo, PSA, and GM Europe.
- ☐ *Business Growth*– Responsible for the global launch of a \$200M Common Rail Product line.
- ☐ *Engineering and Manufacturing* – Developed and introduced the reverse-engineered Series 60 electronic unit injector program.
- ☐ *Staff* – Implemented Succession and Progression and Mentoring Programs on 12 sites.
- ☐ *Quality and Systems* – Implemented new quality and IT systems on 9 sites in Europe and NA:
 - QS 9000 global quality system.
 - SAP Corporate mainframe IT operation and management system.

My Board of Directors Roles and Responsibilities included:

- ☐ *Board Member Delphi European Board* – Responsible for a \$6B region with 30 factories:
 - Board managed the Chapter 11 process 2005 - 2008 including divestiture and acquisitions.
 - Oversight of the European expansion in Eastern Europe and Russia.
- ☐ *Board Member Delphi UK* Responsible for fiscal and audit oversight:
 - Oversight of \$12M site investment.
- ☐ *Board Member Delphi Turkey* - Responsible for fiscal and audit oversight:
 - Oversight of Central Asia strategy and implementation.

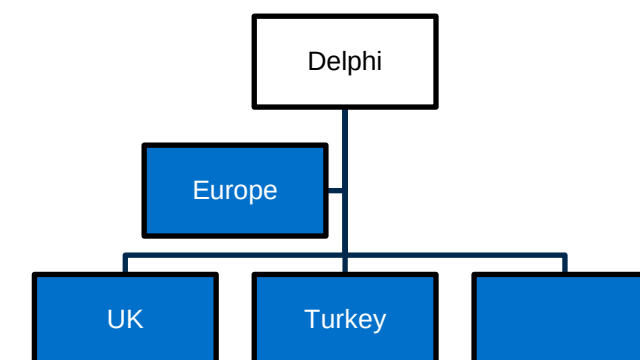
Division Management Responsibilities



Fiscal, Operational and Strategic Responsibility

- North America (USA, Mexico, Canada).
- Europe (UK, France, Spain, Germany, Poland, Italy)
- South America – (Brazil, Argentina, Chile)
- Central Europe / Russia – (Russia, Belarus, Hungary, Romania)
- Asia – (China and Korea).
- Central Asia – (Kazakhstan)
- Australia

Board Member Responsibilities



Annotated CV and Chronology - Addendum No 1. Page 4 of 7

Annotated Curriculum Vitae. 2000 to 2004

Company Delphi Corporation: 2000 – 2004 (4 yrs.)

Role: Managing Director Delphi DS North America.

My roles and responsibilities included:

- Senior Executive responsible for P&L in USA, Mexico and Canada.
- Member of the Delphi/TRW global integration team.
- Drove change management program, implementing consolidation in sales, purchasing, engineering and operations.
- Led new business development with US government securing multi year military contracts.
- Chairman of the ADS Manufacturers Committee.

General Management and Regional Leader Responsibilities.

My roles and responsibilities included:

- ❑ *Fiscal Responsibilities* – Profit and loss responsibility for 4 companies with a staff of 180. Additional responsibilities included a \$10M North American restructuring program.
- ❑ *Operational Responsibilities* – Sales, operation, engineering, quality, distribution and marketing.
- ❑ *Strategic Responsibilities* – Restructuring operations in Canada and Mexico.
- ❑ *Corporate Responsibility* – Leading the Delphi DPSS Diesel / TRW integration.
- ❑ *Special Customer Responsibilities* – Negotiations for new contracts with the US Military.
- ❑ *Business Growth*– Responsible for global launch of \$200M Common Rail product line.
- ❑ *Engineering and Manufacturing* – Developed and introduced the reverse engineered Series 60 electronic unit injector program.
- ❑ *Staff* – Implemented Succession and Progression and Mentoring Programs in USA and Mexico.
- ❑ *Quality and Systems* – Implemented new operational IT system in North America.
 - Implemented international quality system(QS9000) in USA.
 - Implemented lean manufacturing system in USA.

Special Responsibilities.

- ❑ I took Delphi PSS Commercial Vehicle business to #2 in market sector with 30% revenue growth.



Strategic and Profit and Loss / Operational Responsibility

- America's Region
- USA,
- Mexico
- Canada
- Central America
- Brazil.



Annotated Curriculum Vitae. 1996 to 2000

Company TRW: 1996 – 2000 (5 yrs.)

Role: Managing Director TRW DS North America.

My roles and responsibilities included:

- Executive responsible for P & L in North America.
- Member of the TRW/LucasVarity integration team.
- Commercial responsibility for key OEM accounts, including Volvo, Caterpillar, and General Motors.
- Led revenue/profit growth plan achieving 15% growth.
- Implemented lean manufacturing in North America and implemented SAP and ISO 9000.
- Member of the ADS Board of Directors.



General Management and Regional Leader Responsibilities.

My roles and responsibilities included:

- ❑ *Fiscal Responsibilities* – Profit and loss responsibility for US operations in Detroit, New York, and Chicago. Additional responsibilities included a \$5M local restructuring program.
- ❑ *Operational Responsibilities* – Sales, operation, engineering, quality, distribution, and marketing.
- ❑ *Strategic Responsibilities* – Restructuring two manufacturing plants.
- ❑ *Corporate Responsibility* – Leading the Lucas / TRW integration.
- ❑ *Special Customer Responsibilities* – Negotiations with Caterpillar for major programs.
- ❑ *Business Growth*– Expanded Detroit plant to ramp up production by 20%.
- ❑ *Engineering and Manufacturing* – Developed and introduced the reverse-engineered Series 60 electronic unit injector program.
- ❑ *Partnerships* – Responsible for Holset US and Central America franchise negotiations.



Annotated CV and Chronology - Addendum No 1. Page 6 of 7

Annotated Curriculum Vitae. Career Roles and Responsibilities Prior to 1996

1980 – 1996

Summary.

During the period 1980 through 1996 my roles and responsibilities included:

- Technical Director/Chief Engineer, Lucas PSS. Responsibilities included local design and development teams.
- Full Responsibility for Launch of the PSS General Motors V6 Oldsmobile 5.7L Diesel.
- Responsible for the integration of a new Lucas plant in Greenville South Carolina, with Troy HQ.
- Launched General Motors V6 Diesel service program.
- Developed and implemented a nationwide service network of 500 independent specialists.
- Designed and implemented regional warranty and exchange unit program.
- Led joint General Motors and Lucas service operations of 50 engineers.
- Created remanufacturing operations in North America and Europe.
- Reduced costs and increased profit in Lucas DS.

Highlights / Milestones: During this period, my career milestones included:

☐ Technical Director / Chief Engineer:

- Launch responsibility for GM Oldsmobile 5.7-liter fuel system service program.
- Expanded global Lucas network.
- Developed Jaguar North America ECU facility.

☐ Principal Engineer:

- Led Project 4030 Full Authority Electronic Engine Management system launch.
- Led Lucas / CAV Hybrid vehicle (MIW) program.
- Led CAV commercial vehicle fully automatic transmission launch.

☐ Product Line Engineer:

- Assumed the Project lead role for the PSS “Motor in Wheel” program.



Annotated Curriculum Vitae.

Developing People. China Team Conference Shanghai



Module 7109 Prior Learning Assessment and Recognition.

ADDENDUMS.

Portfolio

- Section 1 – Professional Learning Paper.
- Section 2 – Annotated CV and Chronology.
- Section 3 – **Proof of Learning Documents.**
- Section 4 – Job Description.
- Addendums – No 1 through No 32 (pages 30 – 76).

Dprof Module 7109 – Proof of Learning Addendums 2 – 9.

Scope, Scale, and Level of Corporate Responsibility.

SEEC Descriptors: Operational Context, Autonomy, Responsibility, Leadership, Problem Solving, Critical Thinking, Knowledge (Note 3), **Organization, and Ethics**

- Addendums 2 – 5. Global Managing Director and Executive Vice president responsible for fifteen businesses (Note 1) and a staff of 500+
- Addendums 6 – 8. Member of the Board of Directors (Note 2) - Responsibility, 2,500 employees, six locations, annual revenue of GBP 670 million pounds
- Addendum 9. Industry Board of Directors Roles.

Note 1 – Due to corporate confidentiality, division performance data is not included; however, this information can be shared via an interview at the examiner's convenience.

Note 2 - Due to confidentiality, reports for the European Governance Board EGB, referred to in Mr. Gassen's letter, are not included, however. For information, the EGB Board governed six Delphi Divisions, 12 countries, and a revenue of \$6 billion dollars. Data for the UK companies I directed is in the public domain via (Gov.UK) and is therefore shown in this document.

Note 3 – Knowledge includes business (financial, commercial, technical and production operations, engineering, HR purchasing and sales/marketing), corporate (strategy, mergers, and acquisitions, global leadership, talent management), and Board (ethics, corporate, and investor strategy).

DProf Module 7109: Proof of Learning – **Addendum No 2**
Information from Delphi President with a Business Performance Review.



Extract from the President's letter Original Available

My name is Francisco A. Ordoñez, and I am the retired President of Delphi Product and Service Solutions (DPSS).

I offer this letter as a strong recommendation for Mr. Mike Rayne. Mike worked for me for 13 years. In the earlier years, Mike was the leader of our Diesel Aftermarket Operation in the USA and for the past eight years he has been Vice President Delphi Diesel Aftermarket on a global basis.

Mike is a very energetic executive with great leadership qualities. Mike is a team player and very reliable; "when Mike commits to a goal he always delivers" and pursues with positive energy, enthusiasm and teamwork. Mike took over the Global Diesel Aftermarket business eight years ago. The business unit was really not progressing at an acceptable level. Under Mike's leadership, the Diesel business took off in revenue, profitability and cash generation. He reorganized the Business to be more accountable for the results and much more customer focused. Every global region enjoyed success under Mike's leadership. Noteworthy, Mike led a major effort to grow the business in China and the Southeast Asia region which has had great results for DPSS.

Mr. Francisco A. Ordoñez
Retired President
Delphi Product and Service Solutions
297 Wilshire Drive
Bloomfield Hills, Michigan

To whom it may concern:

My name is Francisco A. Ordoñez, and I am the retired President of Delphi Product and Service Solutions (DPSS).

I offer this letter as a strong recommendation for Mr. Mike Rayne. Mike worked for me for 13 years. In the earlier years, Mike was the leader of our Diesel Aftermarket Operation in the USA and for the past eight years he has been Vice President Delphi Diesel Aftermarket on a global basis.

Mike is a very energetic executive with great leadership qualities. Mike is a team player and very reliable; "when Mike commits to a goal he always delivers" and pursues with positive energy, enthusiasm and teamwork. Mike took over the Global Diesel Aftermarket business eight years ago. The business unit was really not progressing at an acceptable level. Under Mike's leadership, the Diesel business took off in revenue, profitability and cash generation. He reorganized the Business to be more accountable for the results and much more customer focused. Every global region enjoyed success under Mike's leadership. Noteworthy, Mike led a major effort to grow the business in China and the Southeast Asia region which has had great results for DPSS.

Mike is very knowledgeable of the diesel aftermarket and possesses great marketing skills, which help him understand the customer, the competition and the product to a very high level. Under Mike's Leadership, he identified a need for expanding the business model of the Diesel Aftermarket to include Equipment and Services. He pursued the acquisition of Hartridge with a passion and delivered the business to DPSS despite numerous obstacles. Mike was the leader in the negotiations. Subsequently, Mike successfully integrated the business into the mainstream DPSS business.

In summary, I was very impressed with Mike during the time he worked for me. Mike is a very steady individual who is hard to rattle. He made it easy for me to concentrate on other aspects of the business which needed more attention and I could rely on him to execute the Business Plan of the global Diesel Aftermarket.

I am available for further discussion of Mike's capabilities at your request. Mike has my contact information.

Yours Truly,

Francisco A. Ordoñez

DProf Module 7109: Proof of Learning – Addendum No 3
Information from Delphi President with a Leadership Performance Review 2008



Delphi P & S(DPSS) Division Leadership Award Original Available

Dear Mike,

I wanted to take this opportunity to recognize your significant achievement in being selected to receive the DPSS Leadership Award.

As you know, you were selected for this award because of the exemplary behavior and leadership you have demonstrated in living the DPSS Values. Mike, it goes without saying that the results of your PBU are exemplary and in no small part because of your leadership. But this award mostly recognizes your leadership abilities in dealing with challenges in transfer pricing, the market place, implementing the Delphi Service Center and others. You make sure you are always ahead of the issues. In addition, you have built a strong team. You live



Product and Service Solutions

Francisco A. Ordoñez
President

June 26, 2008

Mr. Mike Rayne
Managing Director, Diesel PBU

Dear Mike,

I wanted to take this opportunity to recognize your significant achievement in being selected to receive the DPSS Leadership Award.

As you know, you were selected for this award because of the exemplary behavior and leadership you have demonstrated in living the DPSS Values. Mike, it goes without saying that the results of your PBU are exemplary and in no small part because of your leadership. But this award mostly recognizes your leadership abilities in dealing with challenges in transfer pricing, the market place, implementing the Delphi Service Center and others. You make sure you are always ahead of the issues. In addition, you have built a strong team. You live the "Be Personal" value by taking an active and genuine interest in all of your employees. Finally, I want you to know how much we all appreciate your leadership in integrating Diesel with the rest of DPSS around the world and the counseling you have so willingly done in helping us understand Diesel best practices.

Congratulations! On behalf of the DPSS Executive Staff, let me assure you that we are very proud of you.

Sincerely,

A handwritten signature in black ink, which appears to read "Francisco".

1441 West Long Lake Road Troy, MI 48098

DProf Module 7109: Proof of Learning – Addendum No 4
Information from Delphi President with a Business Performance Review 2010 - 2013



Extract from the President's letter Original Available

As President of Delphi Product & Service Solutions, it is my pleasure to offer this letter of recommendation for Mike Rayne.

Mike Rayne held the position of Global Vice President Delphi Diesel Aftermarket from 2004 to 2013. During this period Mike was responsible for the Diesel Aftermarket business P&L which included global operations in North America, South America, Europe and Asia Pacific. Mike developed a strategic plan to drive revenue and profit growth and deliver regional expansion, growing the Diesel network in 80 countries, including China, Korea, Russia and Eastern Europe. During this period Mike also negotiated and executed the acquisition of Hartridge, a global specialist manufacturing company. Prior to 2004 Mike held a number of senior positions in management, operations and engineering with assignments in Europe, North America and Mexico.

Mike's experience and accomplishments span 42 years; he is a respected leader within the Diesel industry and has always represented Delphi with utmost professionalism. My experience with Mike is that he is dedicated to excellence, has high moral character, and has a strong strategic focus. In respect to his leadership skills, Mike received the DPSS President's Award for Leadership in 2008. Mike's relentless pursuit of excellence for himself, the business, and his employees, has won him the admiration of his Delphi colleagues.



Product and Service Solutions
Lúcia Veiga Moretti
President

Dear Sir or Madam,

As President of Delphi Product & Service Solutions, it is my pleasure to offer this letter of recommendation for Mike Rayne.

Mike Rayne held the position of Global Vice President Delphi Diesel Aftermarket from 2004 to 2013. During this period Mike was responsible for the Diesel Aftermarket business P&L which included global operations in North America, South America, Europe and Asia Pacific. Mike developed a strategic plan to drive revenue and profit growth and deliver regional expansion, growing the Diesel network in 80 countries, including China, Korea, Russia and Eastern Europe. During this period Mike also negotiated and executed the acquisition of Hartridge, a global specialist manufacturing company. Prior to 2004 Mike held a number of senior positions in management, operations and engineering with assignments in Europe, North America and Mexico.

Mike's experience and accomplishments span 42 years; he is a respected leader within the Diesel industry and has always represented Delphi with utmost professionalism. My experience with Mike is that he is dedicated to excellence, has high moral character, and has a strong strategic focus. In respect to his leadership skills, Mike received the DPSS President's Award for Leadership in 2008. Mike's relentless pursuit of excellence for himself, the business, and his employees, has won him the admiration of his Delphi colleagues.

I am available for further discussion of Mike's capabilities at your request.

Sincerely,


Lúcia Veiga Moretti
President
Delphi Product & Service Solutions

5820 Delphi Drive Troy, MI 48068 USA

Information from Delphi European Board of Directors President with a Performance Review 2004 - 2013



European Board Review Original Available

Mike Rayne held the position of Global Vice President for Delphi Diesel DPSS during the period 2004 to 2013. I have known Mike for over 10 years, during that period Mike reported to me in my capacity of President Delphi Europe, Mike was a member of the governing body for Delphi Europe (The European Governance Board). As a Board member he represented his division and participated in regional management.

From a business and personal perspective Mike is a strong leader with a revenue and profit focus; he is respected in Delphi and in the automotive industry. He brings over 40 years of automotive experience and a strong network in Europe in the Vehicle manufacturers and Independent Aftermarket sectors.

Michael Gassen
President Delphi Europe, Middle East and Africa

DELPHI

To whom it may concern

February 06, 2013

Mike Rayne held the position of Global Vice President for Delphi Diesel DPSS during the period 2004 to 2013. I have known Mike for over 10 years, during that period Mike reported to me in my capacity of President Delphi Europe, Mike was a member of the governing body for Delphi Europe (The European Governance Board). As a Board member he represented his division and participated in regional management.

From a business and personal perspective Mike is a strong leader with a revenue and profit focus; he is respected in Delphi and in the automotive industry. He brings over 40 years of automotive experience and a strong network in Europe in the Vehicle manufacturers and Independent Aftermarket sectors.

Michael Gassen
President Delphi Europe, Middle East and Africa

DELPHI DEUTSCHLAND GMBH

Postanschrift:
D-42367 Wuppertal

Hausanschrift:
Delphiplatz 1
D-42119 Wuppertal

Telefon: (02 02) 2 91 - 0
Telefax: (02 02) 2 91 - 2777
Internet: www.delphi.com

Sitz der Gesellschaft:
Wuppertal
Registergericht AG Wuppertal,
HRB 21453

Geschäftsführung:
Michael Gassen (Vorsitzender),
Peter Gojewski, Diedrich von Behr,
Bernd Wegscheide, Dr. Wilhelm Stöger

Aufsichtsrat:
Dr. Rainer Hermeling
(Vorsitzender)

DProf Module 7109: Proof of Learning – Addendum No 6
Experience / Learning on Corporate Boards of Directors in the UK – Original Available

Report Extracted from Companies House UK Register (GOV.UK)



**Delphi Diesel Systems Limited
Company Information**

Directors

J A Parsons
D J Friday
P M M Rayne

Secretary

Mitre Secretaries Limited

Registered office

Mitre House
160 Aldersgate Street
London EC1A 4DD

Bankers

Citibank N A
Citigroup Centre
Canada Square
Canary Wharf
London
E14 5LB

Solicitors

CMS Cameron McKenna
Mitre House
160 Aldersgate Street
London EC1A 4DD

Auditors

Ernst & Young LLP
1 Colmore Square
Birmingham B4 6HQ

**Delphi Diesel Systems Limited
Directors' Report**

The directors present their report and audited financial statements for the year ended 31 December 2011

Results and dividends

The profit for the year, after taxation, was £59,254,000 (2010 £44,792,000) No dividends have been paid or proposed (2010 nil)

Principal activities and review of the business

Delphi Diesel Systems Limited supplies diesel automotive technology to car and commercial vehicle manufacturers and the independent aftermarket

Our customers include Volvo Group, Perkins, Renault, DAF, Hyundai, Nissan, Detroit Diesel, JCB, Caterpillar, Daimler, PSA and Ford and we continue to work closely with all of them to achieve customer satisfaction

	2011 £000's	2010 £000's	Change %
Turnover	407,649	340,054	20%
Profit on ordinary activities before taxation	65,126	46,291	41%
Average number of employees	2,573	2,545	1%

The company experienced a strong recovery in sales in 2011, growing 20% compared to 2010 There is a strong demand from the aftermarket part of business The company achieved £65 1m profit before tax, which represents 41% increase from 2010

Future developments

Based on interim figures for the first 7 months of 2012 we expect flat sales and lower profits than in 2011

Financial risk management

The company does not use derivatives to manage its financial risk The most important components of financial risk are interest rate risk, currency risk, credit risk, liquidity risk, cash flow risk and price risk Due to the nature of the company's business, and the assets and liabilities contained within the company's balance sheet, the only financial risk directors consider relevant to this company is credit risk. This risk is mitigated by the company's credit controls policies

Going concern

The financial statements have been prepared on a going concern basis which assumes the Company will continue in operational existence for the foreseeable future.

The Directors have reviewed the forecasts for future trading and the forecast cash requirements and have confirmed that adequate financing is available to enable the Company to meet its liabilities as they fall due The company is part of the Delphi group of Companies and is a party to cash pooling arrangements across the European group

**Delphi Diesel Systems Limited
Directors' Report**

Directors and their interests

The directors, who served throughout the year, are listed on page 1

None of the directors had any interests in any shares of the company or any other group company at the year end No director was or is materially interested in any contract subsisting during, or at the end of, the financial period

Political and charitable contributions

The company made no political contributions during the year

As part of the company's commitment to the communities in which it operates, contributions totalling £nil (2010 £1,750) were made during the year to local charities and community projects

Employment of disabled persons

The company gives full consideration to the possibility of employing disabled persons wherever suitable opportunities exist.

Employee involvement

Employee involvement is actively encouraged in all areas of the company and is seen as fundamental to our continuing success Regular and open communication is carried out to encourage participation and update all employees on company objectives and progress towards them

Research and development

The company continues to maintain a level of investment commensurate with its objectives of meeting the needs of the market place and enhancing its competitive position

Disclosure of information to the auditors

So far as each person who was a director at the date of approving this report is aware, there is no relevant audit information, being information needed by the auditor in connection with preparing its report, of which the auditor is unaware Having made enquiries of fellow directors and the company's auditor, each director has taken all the steps that he is obliged to take as a director in order to make himself aware of any relevant audit information and to establish that the auditor is aware of that information

Auditors

In accordance with s 485 of the Companies Act 2006, a resolution is to be proposed for reappointment of Ernst & Young LLP as auditor of the company

Approved by the Board of Directors
and signed on behalf of the Board 26/09 2012

P M M Rayne
Director
Registered number 3870587

DProf Module 7109: Proof of Learning – Addendum No 7

Experience / Learning on Corporate Boards of Directors in the UK – Original Available

Report Extracted from Companies House UK Register (GOV.UK)



Delphi Diesel Systems Limited
Company Information

Secretary
Mitre Secretaries Limited

Registered office
Mitre House
160 Aldersgate Street
London EC1A 4DD

Bankers
Citibank N A
Citigroup Centre
Canada Square
Canary Wharf
London
E14 5LB

Solicitors
CMS Cameron McKenna
Mitre House
160 Aldersgate Street
London EC1A 4DD

Auditors
Ernst & Young LLP
1 Colmore Square
Birmingham B4 6HQ

Delphi Diesel Systems Ltd
Strategic Report

Results and dividends
The profit for the year, after taxation, was £5.8m (2017: £12.4m).

Revenue has increased by 9% to £667m in 2018 compared to £605m in 2017 due to a general increase in market demands for Delphi Powertrain and Aftermarket products and the transfer of Delphi Lockheed Automotive Ltd customer base to Delphi Diesel Systems Ltd in Q2 2017.

The reduction in profit after tax of £6.6m year on year relates to £9.7m of expenses due to changes in estimation of the defined pension scheme cost, as required by the Hight Court judgement of 26th October 2018 to equalise male and female benefits, compared to a credit of £12.9m in 2017 due to the announcement of Sudbury plant closure.

During 2018 no dividends have been paid or are proposed (2017: £nil).

Principal activities and review of the business
Delphi Diesel Systems Limited ('the Company') supplies diesel automotive technology to heavy and medium duty commercial vehicle manufacturers and the independent aftermarket.

Customers include many of the world's largest original equipment manufacturers, such as Volvo Trucks, Renault Trucks, DAF, Caterpillar, Daimler, PSA and Ford and we strive to offer the best possible products and customer service.

	2018 £000's	2017 £000's	Change %
Turnover	667,480	605,217	10%
Profit on ordinary activities before taxation	9,742	11,654	-16%
Net assets	221,386	176,654	25%
Average number of employees	2,394	2,420	-1%

Performance

Turnover - £667,480 M
Profit - £221, 386 M
Employees - 2,394

DProf Module 7109: Proof of Learning – **Source for Addendum’s No 6 & 7**
Experience / Learning on Corporate Boards of Directors in the UK – Original Available

Companies House

Pierre Malcolm Middleton RAYNE

Total number of appointments 3

Company Director 3
Type: Person
Full forename(s): MR PIERRE MALCOLM MIDDLETON

Surname: RAYNE

Former names:

Service Address recorded as Company's registered office
Country/State Usually Resident: UNITED KINGDOM



DELPHI TECHNOLOGIES LIMITED (03870587)

Company status **Active**
Correspondence address **Mitre House, 160 Aldersgate Street, London**
Role Resigned **Director**
Appointed on **8 September 2006**
Resigned on **1 January 2013**
Nationality **British American**
Country of residence **United Kingdom**
Occupation **Managing Director Delphi Diese**



HARTRIDGE LIMITED (05048767)

Company status **Active**
Correspondence address **Mitre House, 160 Aldersgate Street, London, United Kingdom, EC1A 4DD**
Role Resigned **Director**
Appointed on **7 May 2011**
Resigned on **1 January 2013**
Nationality **British American**
Country of residence **United Kingdom**
Occupation **Vp Managing Director**

RADCLIVE HOLDINGS LIMITED (06550114)

Company status **Dissolved**
Correspondence address **Mitre House, 160 Aldersgate Street, London, United Kingdom, EC1A 4DD**
Role Resigned **Director**
Appointed on **7 May 2011**
Resigned on **1 January 2013**
Nationality **British American**
Country of residence **United Kingdom**
Occupation **Vp Managing Director**

Companies House UK Register (GOV.UK)

News & Press: Member News

Mike Rayne - New Member Of The Board Of Directors Of Lucas Diesel Systems

Tuesday, August 6, 2019

Posted by: Lauren Groves

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Lucas Diesel Systems has just announced the addition of Mike Rayne as a new member of its Board of Directors.

Oscar Villafranca, CEO of the company, said: "Having Mike as a member of the Board is a great asset, his extensive experience in all areas of the automotive sector is truly remarkable. In addition, his extremely wide-ranging career includes Executive Management positions in the USA and Europe with Lucas, LucasVarity, TRW and Delphi". He was Global Managing Director and Regional Vice President for Delphi Diesel Aftermarket from 2004 – 2013 and served on Delphi's European Governance Board. Mike has a long history of support for ADS including service on the ADS Executive Committee, ADS Board and was Chairman of the ADS Manufacturers Committee.

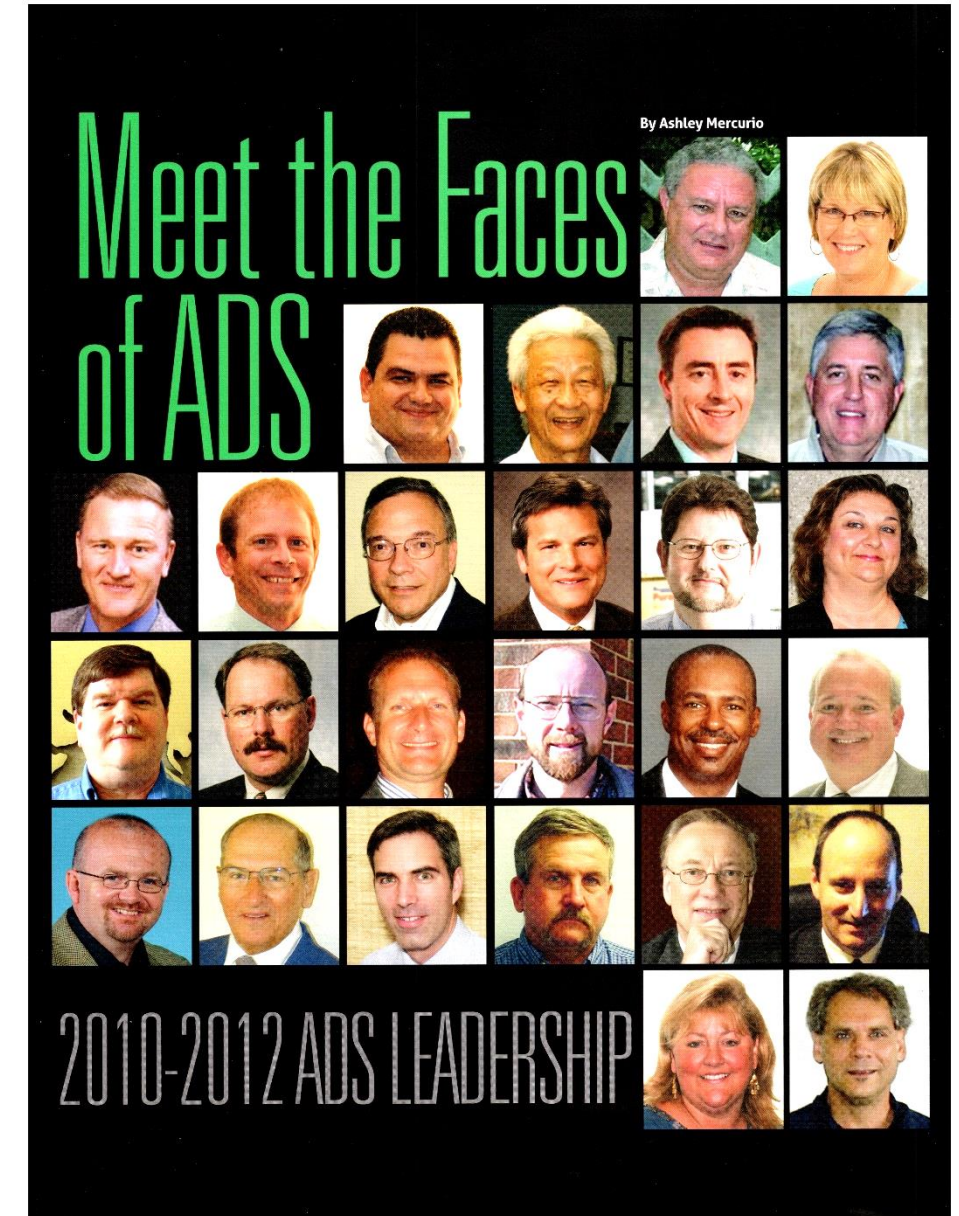
Lucas Diesel is focused on the Diesel sector and continues to grow successfully, with production centres in the United Kingdom, Spain, Italy and Brazil and headquarters in the United States, Panama, Brazil, the United Kingdom, Spain and Italy.

DProf Module 7109: Proof of Learning – Addendum No 9
Industry Board of Directors Roles 1998 - 2012 – Originals Available

Corporate and Private Board Membership and Duties

■ ADS Board of Directors

- Board Member: 1986 - 2003
- Executive Committee Member: 1999 - 2001
- Chairman Manufactures Committee: 1995 - 2012
- Ornter Foundation Member: 2000 - 2012



DProf Module 7109 – Proof of Learning Addendums 10 - 16

Professional Credentials and Certification; Industry Contribution.

SEEC Descriptors: Knowledge and Understanding, Analysis and Evaluation, Project Development Skills, Professional Development Plan (Note 1 and 2).

■ Addendums 10 - 14 – Chartered Engineer, Euro Ing, Fellow of the Institute of Road Transport Engineers, Fellow of the Society of Operations Engineers, Member of the Institute of Mechanical Engineer, Member of the Society of Automotive Engineers, Chartered Environmentalist.

■ Addendums 15 & 16. Professional Development Plan.

Note 1 – Due to corporate confidentiality, division performance data is not included; however, this information can be shared via an interview at the examiner's convenience.

Note 2 – Plan includes business (financial, commercial, technical and production operations, engineering, HR purchasing and sales/marketing), corporate (strategy, mergers, and acquisitions, global leadership, talent management), and Board (ethics, corporate, and investor strategy).

DProf Module 7109: Proof of Learning – Addendum No 10

Professional Credentials and Certification; Industry Contribution - Originals Available



SAE World Headquarters
400 Commonwealth Drive
Warrendale, PA 15096-0001 USA

Phone: (724) 776-4841
www.sae.org

May 23, 2005

Mr. Mike Rayne
Managing Director
Delphi Diesel
Spartan Close, Warwick
CV 34 AG. United Kingdom

To Whom It May Concern:

I am pleased to offer my highest recommendation for Mike Rayne who has been a member of the Society of Automotive Engineers since 1985. During that period of time he has actively participated in a broad array of SAE activities including organizing and speaking at SAE TOPTEC symposia, lecturing in the Diesel Engine Technology Engineering Academy, providing keynote speeches at SAE conferences, participating as an expert in the "Future of Diesel Light Trucks in North America" interactive telephone/webcast, and advising on other diesel-related courses. In 2003, Mike was formally recognized for his efforts by receiving the prestigious Forest R. McFarland Award, an honor bestowed upon those who demonstrate exemplary service to the activities of the Engineering Meetings Board, including Professional Development.

While I have known Mike for a number of years, my personal knowledge of his SAE activities relates largely to his participation in the Diesel Academy, an intensive week-long short course designed to provide a forum for automotive engineers to acquire knowledge of diesel engine and fuel system design. For the past five years, Mike has participated consistently in the Diesel Academy as a valued subject matter specialist working alongside industry experts to ensure that the most timely and accurate information is disseminated.

Mike truly believes in the value of high quality engineering professional development and his unwavering support of SAE's activities are a solid testament to that belief. SAE and the overall mobility engineering community are fortunate to be able to leverage Mike's commitment, experience, and talents. Here at SAE International, we are most grateful for everything he continues to provide and afford him the highest level of respect.

Please feel free to contact me if further detail is required. I look forward to continuing a strong SAE relationship with Mike Rayne.

Sincerely,

J. Kevin Perry, Ed.D.
Managing Director
SAE Professional Development

Shoreham Services
Professor Bernard J Challen
M.Sc., C.Eng., F.I.Mech.E., F.I.E.E., F.S.A.E., M.I.O.A.
Engineering Consultant

Attn: To whom it may concern

12 June, 2005

re: Michael M Rayne

Engineering activities – SAE Diesel Engine Academy

One of the most important features of professional engineering practice is the sharing of experience with others. The Society of Automotive Engineers does this through various events from traditional conferences to more focused activities dealing with a technology and examining the context and content in detail. These rely on the participation of knowledgeable and enthusiastic engineers who can share their experience in a structured and informative manner so that participants benefit directly and enjoy an enhanced awareness of the topic.

Mike Rayne has contributed to the SAE Diesel Academy in a particularly valuable way for a number of years, sharing both the fundamental technical knowledge as well as the information required to put this in context. The details of the design and application of diesel fuel injection systems has been presented in a clear and meaningful manner, allowing the historical developments to be seen clearly as well as the understanding of the present market conditions and the likely future evolution.

All this complex and inter-related technology Mike has managed to consistently present in a clear and enjoyable manner, maintaining both technical accuracy and a high level of interest and relevance. He has demonstrated professional competence in these events and been of great support to the industry.

Bernard J Challen

Orchard Lodge, The Avenue, Shoreham-by-Sea, Sussex, England BN43 5GJ
Telephone: (+44) 01273 462045 Facsimile: (+44) 01273 452977 Email: BJChallen@Shoreham-Services.com
Shoreham Services is a partnership between B J Challen and M Challen MA VAT Reg. No. 587 5557 79

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- *Fellow of the Society of Operations Engineers FSOE*
- *Fellow of the Institute of Road Transport Engineers FIRTE*



DProf Module 7109: Proof of Learning – **Addendum No 12**
Professional Credentials and Certification; Industry Contribution - Originals Available

***Chartered Engineer
Certificate No 051563
Original Available***



EURO ING Certification – Original Available



BESCHEINIGUNG ÜBER DIE VERLEIHUNG DER BEZEICHNUNG EUROPA INGENIEUR
CERTIFICAT D'ATTRIBUTION DE L'APPELLATION D'INGENIEUR EUROPEEN
CERTIFICATE OF AWARD OF THE DESIGNATION OF EUROPEAN ENGINEER

EUR ING

Nationales Büro / Bureau National / National office of : **United Kingdom**
Nationales Register / Registre National / National Registration No: **UK/SOE/10037** Date: **10/05/2006**

Persönliche Daten / Renseignements personnels / Personal data :

Name / Nom / Family Name : **RAYNE**
Vorname / Prénom / First Name : **Pierre**
Geburtsdatum / Date de naissance / Date of birth : **2/07/1946** Geschlecht / Sexe / Sex : **Male**



FEANI-Register EUR ING / Registre FEANI EUR ING / FEANI Register EUR ING No: **29068** Date: **2/06/2006**

President of FEANI

Chairman of the European Monitoring Committee of FEANI

W. Fuchs

João Duarte Silva

January 2005

Engineering is International

International Activities of the Engineering Council UK

Becoming a registered engineer or technician is just the beginning if you are someone with an eye to living or working abroad. Now, more than at any time before, the opportunities are there to use your hard-earned CEng, IEng or EngTech to get your foot in the door in the European – or global – jobs market.

The Engineering Council UK's international department is working on improving recognition for UK professional engineers abroad in a number of ways. Some of the potential benefits for registered engineers and technicians are detailed below. For more information on these items, please visit the international section of the EC^{UK} website, www.engc.org.uk/international

Within Europe

FEANI - EUR ING title

The EUR ING title¹ – a Europe-wide title awarded by FEANI, the European Federation of National Engineering Associations, which has member organisations in 25 countries – helps foreign employers to recognise engineering competence and high standards, when individuals have come through very different education and training systems.

Recognition of Professional Qualifications within the European Union

Also with Europe, the European Commission has issued Directives for 'fast-track' admission to the profession in EU Member States. UK engineering professional qualifications that are recognised under the Directives are CEng, IEng and EngTech.² Any engineer in a Member State country can apply to another Member State to have their status recognised, with a view to access to practise as a professional engineer.

A special statement of status under the relevant Directive is available to Incorporated Engineers. This can be ordered from the EC^{UK} Registration department at a modest cost of £35. Order forms are available on the EC^{UK} website, www.engc.org.uk/products

Beyond Europe

Further afield, the International department of the Engineering Council UK is also helping engineers who want to become part of the global marketplace.

Recognition of Education

Washington Accord

Under the Washington Accord – an agreement which recognises University degree course accreditation processes – anyone who has an accredited engineering degree (in this UK, this means accredited for CEng registration) will have their qualification recognised in the other Washington Accord countries. Current members of the agreement are Australia, Canada, Hong-Kong China, Ireland, New Zealand, South Africa, UK and USA. This means that becoming a professional engineer in these countries is easier, since the academic requirements have been fulfilled.

Sydney Accord and Dublin Accord

The Sydney Accord and Dublin Accord are similar to the Washington Accord, as they recognise accredited education programmes for IEng and EngTech respectively. Sydney Accord members are Australia, Canada, Hong-Kong China, Ireland, New Zealand, South Africa and the UK; Dublin Accord members are Canada, Ireland, South Africa and the UK.

¹ The EUR ING title is currently only available to CEng registrants.

² Directive 89/48/EEC covers CEng and IEng. Directive 92/51/EEC covers EngTech.

DProf Module 7109: Proof of Learning – **Addendum No 14**
Professional Credentials and Certification; Industry Contribution - Originals Available



DProf Module 7109: Proof of Learning – Addendum No 14a

Chartered Engineer Peer Review Process – Original Available

Institution of Mechanical Engineers
PATRON: HER MAJESTY THE QUEEN



Mr P M Rayne
Spartan Close
WARWICK
CV34 6AG

22 June 2006

Membership Number: 80071422

Dear Mr Rayne

I am pleased to advise that your application for membership of the Institution has now reached the stage where you are invited to attend a professional review interview.

The interview is a peer review process and the panel of interviewers will normally consist of a Fellow and a Corporate Member of the Institution. It is our aim to conduct the interview in a friendly and informal manner with discussions lasting approximately 45 minutes.

Mr William Morris will be present on behalf of the IMechE, to ensure the interview is conducted fairly and appropriately and he will be pleased to help you in any way he can. Please arrive at the venue at least **ten minutes beforehand** so he can meet you and brief you on the procedure.

It is your competence and commitment as a mechanical engineer that is being assessed. You are required to demonstrate these attributes through the evidence you have provided to us. You will be asked to give details of future plans for maintaining professional competence, and we ask that you please bring your **Development Action Plan** with you to the interview. It is the role of the interview panel to confirm there is sufficient evidence of competence to recommend you to the Professional Review Committee.

To help you prepare for the interview, I enclose a set of guidance notes and a map of the location.

Interview Date: 27 July 2006
Interview Time: 09:45hr
Venue: The University of Warwick
Boardroom 1 International Manufacturing Centre Coventry
CV4 7AL

It is important that you telephone me or contact me by email or facsimile to confirm your intention to be present at interview or to reschedule to another time. **If you have not contacted me within one week of the date of this letter, the above appointment will be cancelled.** This will lead to a delay in your application whilst an alternative interview date is arranged.

I look forward to hearing from you within one week of receipt of this letter.

Yours sincerely

Mary Younie
Membership Applications Department
Tel: 0207 090 1069
E-mail: m_younie@imeche.org.uk

1000 Bridge Way
Wagstaff House
London EC2A 4PU
Tel: 0207 090 1069
Fax: 0207 090 1067
Email: m_younie@imeche.org.uk
www.imeche.org.uk

Dear Mr Rayne

I am pleased to advise that your application for membership of the Institution has now reached the stage where you are invited to attend a professional review.

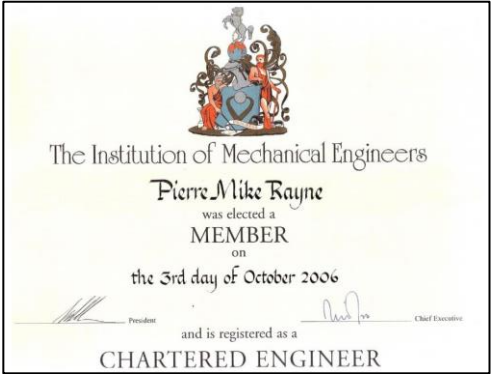
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To help you prepare for the interview, I enclose a set of guidance notes and a map of the location

Interview Date: 27, July 2006
Interview Time: 09.45hr
Venue: The University of Warwick
Boardroom 1 International Manufacturing Centre Coventry
CV47AL.



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DProf Module 7109: Proof of Learning – Addendum No 15
I Mech E and Chartered Engineer Development Plan – Original Available

Continuous Education: Comprehensive Development Plan: Commitments and Timing

Focus Area	Organization Expectation	Gaps in Learning / Understanding	Previous Experience / Training	How will the expectation be achieved ?	How the expectation be evaluated ?	Timing	Note
Professional Knowledge.	Current on all new Commercial, Technical and Regulatory issues impacting Lucas.	1. 2020 / 2021 NA, EU and Asian regulations. 2. BREXIT.	Training programs with Delphi and FTI.	1. Seminars and Conferences (ref conference list). 2. Research (ref reading list).	Board and CEO review.	Q3 2021 - 2022	1
Board of Directors Roles.	Leadership of sub committees and input to steering groups.	Issues in China and South America which will impact the Finance, Audit and HR subcommittees.	1. Delphi assignments in China and Brazil. 2. Board strategy reviews. 3. CEO review.	1. Local assignments in Shanghai and Beijing. 2. Local assignments in Sao Paulo and Curitiba. 3. Research (refer reading list).	1. CEO review. 2. Subcommittee leadership. 3. Market expansion in China & SA.	Q3 & Q4 2022.	
Global Industry Trends.	Depth and breadth of knowledge on current and future global industry trends.	Deep knowledge of economic and business drivers in: 1. Central Asia. 2. Telematics sector.	1. Executive programs at GM, Delphi, Lucas & TRW. 2. Professional Programs delivered by Industry. 3. Seminars.	1. Harvard program. 2. Market and technology studies. 3. Research (refer reading list). 4. Industry conferences. 5. Travel to key markets and companies.	Board special reports and peer reviews.	Q1 2021-2023.	1
Geopolitical Trends.	Competent to advise Board on new markets including Asia and SA.	Industry developments in key market.	Seminars and Conventions during the period 2008 – 2012.	1. Conventions (refer list). 2. Research (refer reading list). 3. Seminars.	1. Board. 2. CEO. 3. Mgmt Team.	Q3/4 2021-2023.	1
Global Interpersonal Skills	Ability to evaluate leadership, staff, customers and suppliers in Asia.	China, Korea, Brazil and Argentina.	Global Leadership role in Delphi and TRW.	Emersion in key markets with focus on China and Brazil.	TBA.	Q3 – 2021 - 2022.	
Legal and Audit.	Update on Audit Regulations.	2021 NA, EO and ROW regulation changes.	Delphi and FTI experience with Tier I companies. Experience with Sarbanes Oxley.	Seminars.	Seminar completions.	Q1 2021.	

DProf Module 7109: Proof of Learning – Addendum No 16
I Mech E and Chartered Engineer Development Plan – Original Available

Continuous Education: Comprehensive Development Plan: Commitments and Timing

Focus Areas	Organization Expectation	Gaps in Learning / Understanding	Previous Experience / Training	How will the expectation be achieved ?	How will the expectation be evaluated ?	Timing	Note
Analytical Tools.	Ability to advise the Board on “Predictive Failure Analysis” technologies.	1. Developments in “Hub and Spoke” models. 2. GM and Ford infrastructure plan.	1. Assignments with Fortune 500 companies including Daimler and Volvo. 2. Training and Convention delivered by the Society of Automotive Engineers. 3. Technical & Commercial Papers.	1. Industry training courses from the Institute of Mechanical Engineers. 2. Technology paper review. 3. Conference attendance.	1. CEO. 2. Lucas Technical and Commercial Directors.	Q1 2022.	1
Organizational Familiarity.	Committee Chair for emerging regions and new product developments.	Current business and economic climate in Central Asia and South America.	1. Establishing new companies for Delphi in China, Central Asia and Russia during the period 2008 - 2012 2. Common Rail product launch in Europe and Middle East 2007.	1. Market and economic research in defined market. 2. Regional emersion in Central Asia and South America.	1. CEO. 2. Board Commercial Committee.	Q4 2021.	
HR - Succession Planning.	Participate in the company Succession and Progression selection.	Continuing interface with the company's global talent.	1. Experience with major corporations in leadership and Board of Directors roles. 2. Participating as a mentor in business and private sectors.	1. Human Resource and Leadership training. 2. Direct interface with Lucas regional talent.	CEO, Board and Investors.	On going.	
Notes							

1. Refer Addendums

Coaching and Mentoring.
SEEC Responsibility and Leadership.

■ Addendum 17 – Delphi Coaching and Mentoring Award.

Note 1 – Delphi Corporation has a professional coaching and mentoring program. I actively participated in this program during my years leading the division.

DProf Module 7109: Proof of Learning – Addendum No 17

Delphi Corporate Mentoring Award – Original Available

Delphi Mentoring Award 2012

Special Training and Assignments

■ Mentoring – Delphi and University of North Florida

■ Coaching.



Apollo EMPLOYEE COMMUNICATIONS

2012 GLEN D. HALL MEMORIAL MENTORING AWARD

Seventeen employees recognized for outstanding mentorship

PUBLISHED: June 10, 2011

Nearly 400 nomination forms were submitted around the globe for this year's Glen D. Hall Memorial Mentoring Award. Of the 271 employees nominated, 17 individuals have been selected to receive the prestigious Crystal Award for their commitment to mentorship and their inspiration of others. The awards will be presented this week as part of each division's Excellence Week celebrations. Certificates of recognition signed by Rodney O'Neal, CEO and President, were presented to other qualified nominees.

Delphi's Human Resources organization established the award in 2006 in memory of the late Glen Hall, a 15-year Delphi employee who exemplified mentoring and caring throughout his life. It is intended to recognize salaried employees whose contributions to mentoring relationships have a positive impact upon individual development and Delphi's overall performance. Candidates are nominated anonymously by their fellow employees, and winners are chosen based on the worthiness of their contributions as Delphi mentors.

GLEN D. HALL
DELPHI

Memorial Mentoring Award

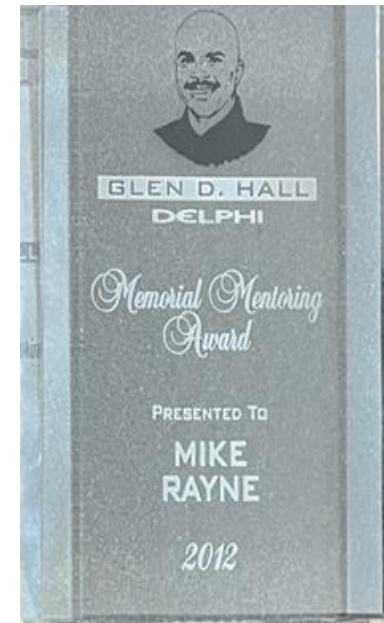
Courtesy Delphi

"The response to this year's nomination process was strong and shows that mentoring and the professional development of our employees continue to be top priorities," O'Neal said. "I applaud these individuals for committing their time and experience to help other employees increase their contributions to Delphi's future success."

2012 Glen D. Hall Memorial Mentoring Awardees

Delphi Product & Service Solutions

Adriano Valverde Technical Development Coordinator, Brazil
Shane Curley Director SE Asia and Sales Director Asia Pacific, Australia
Mike Rayne Vice President Global Diesel Aftermarket, United Kingdom



DProf Module 7109: Proof of Learning – **Addendum's No 18 - 25**
Sample of Professional Engagements as a Subject Matter Expert – Originals Available

Industry Presence.

SEEC Descriptors: Knowledge and Understanding, Analysis and Evaluation, Communication.

- Addendums 18 – 25. – Subject matter expert. Source samples of professional engagements, including Keynote Speeches and engagements as a visiting lecturer.
- Addendums 2 – 6. Division Leader and MD Roles *(Note 1)*.

Note 1 – Due to corporate confidentiality, division performance data is not included; however, this information can be shared via an interview at the examiner's convenience.

DProf Module 7109: Proof of Learning – Addendum No 18
Sample of Professional Engagements as a Subject Matter Expert – Originals Available



DProf Module 7109: Proof of Learning – Addendum No 19
Sample of Professional Engagements as a Subject Matter Expert – Originals Available



SAE INTERNATIONAL Presents ...

Diesel Technology For the New Millennium TOPTEC®

April 21-22, 1998
Hyatt Regency Woodfield
Schaumburg (Chicago), IL

TOPTEC HIGHLIGHTS

- Overview of Current and Future Diesel Regulations
- Engine Manufacturers' Perspective:
 - Navistar International Transportation Corporation
 - Cummins Engine Company
 - Detroit Diesel Corporation
 - Caterpillar, Inc.
 - FEV Engine Technology, Inc.
- Component Manufacturers' Viewpoint:
 - Zoller Pistons
 - Lucas Varity
- Current Research in Diesel Emissions, OBD, and Aftertreatment Devices

A two-day TOPical, TEchnical workshop (TOPTEC) presenting the latest developments and on-going research in diesel engine technology.

Special Feature!

Join us for a tour of
Navistar's Melrose Park Facility

Register by Thursday, April 9 for Special Early Bird Fee!

Sponsored by the SAE Continuing Professional Development Group



DProf Module 7109: Proof of Learning – Addendum No 20
Sample of Professional Engagements as a Subject Matter Expert – Originals Available

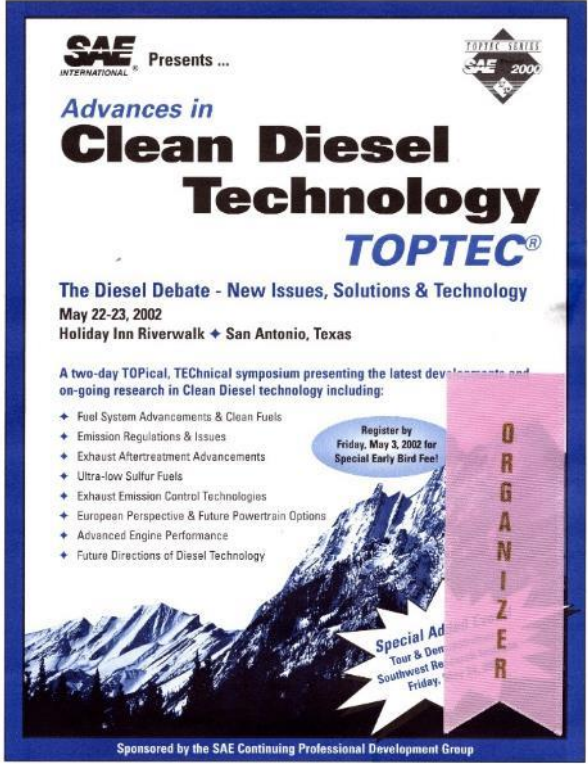


DProf Module 7109: Proof of Learning – **Addendum No 21**
Sample of Professional Engagements as a Subject Matter Expert – Originals Available



DProf Module 7109: Proof of Learning – Addendum's No 22

Sample of Professional Engagements as a Subject Matter Expert – Originals Available



DProf Module 7109: Proof of Learning – Addendum's No 23
Sample of Professional Engagements as a Subject Matter Expert – Originals Available



NEWS FROM ADS THE ASSOCIATION OF DIESEL SPECIALISTS
9140 Ward Parkway / Kansas City, Missouri 64114 U.S.A. / (816) 444-3500

FOR IMMEDIATE RELEASE
August 29, 1991

Contact: Bob Stewart
(816) 444-3500

**A.D.S. HONORS MIKE RAYNE
WITH ORTNER MEMORIAL AWARD**

KANSAS CITY, MISSOURI, August 29, 1991 -- Mike Rayne, general service manager for Lucas Aftermarket Operations, Troy, Mich., has been honored by the Association of Diesel Specialists with the 1991 Henry Ortner, Jr., Memorial Technical Award. Rayne received the award Aug. 26 during A.D.S. 44th International Convention & Exhibit, held at The Mirage, Las Vegas, Nev.

The Henry Ortner, Jr., Memorial Technical Award is presented to an individual or company within the association's membership who has provided constant and diligent technical service both to the industry and A.D.S. Established as the Henry Ortner, Jr., Technical Service Award in 1982, the award honored the diesel industry pioneer who served as the association's first technical advisor. Following Ortner's death in 1988, it was renamed the Henry Ortner, Jr., Memorial Technical Award.

A native of Great Britain, Mike Rayne's career with Lucas began in 1969, and he came to the U.S. in 1979 as the company's technical manager for

(more)

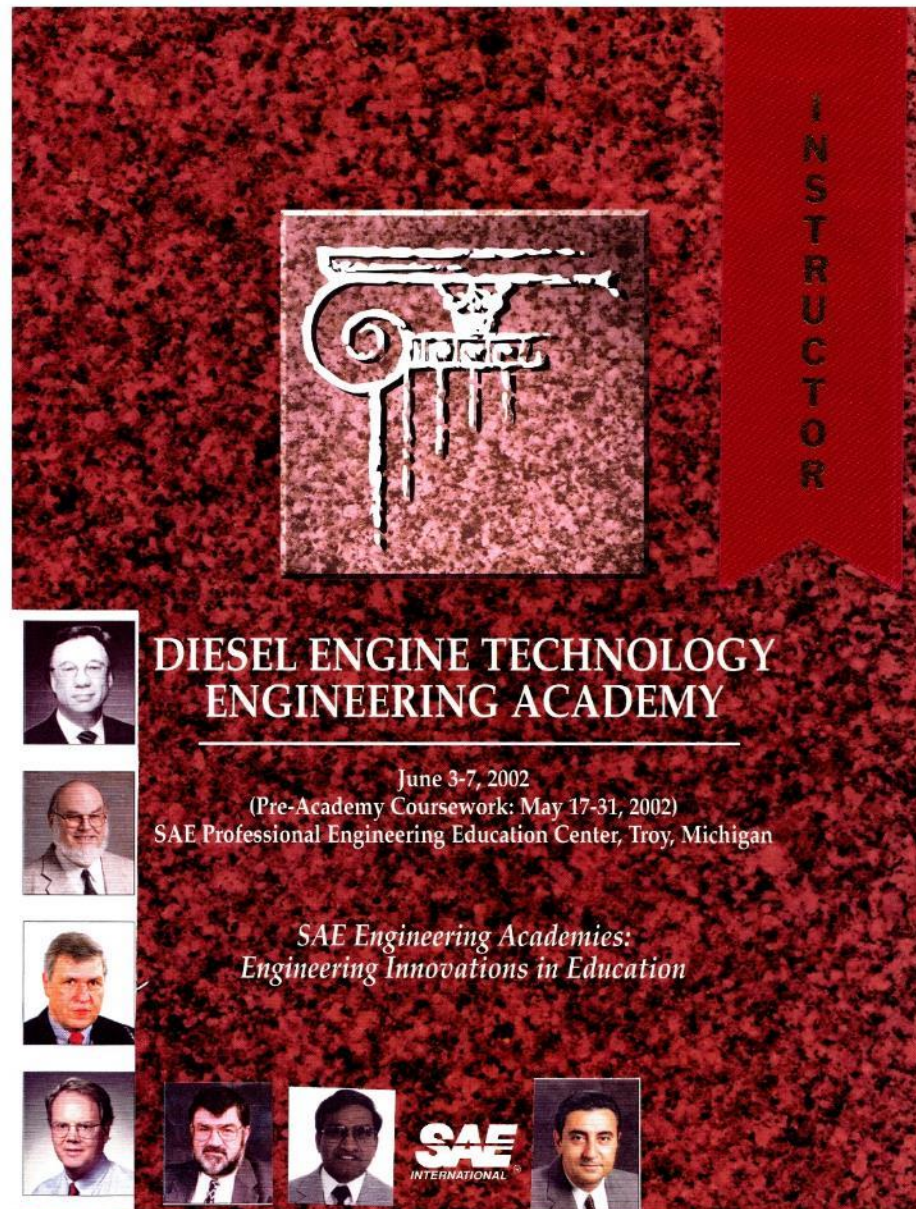
DProf Module 7109: Proof of Learning – Addendum's No 24

Sample of Professional Engagements as a Subject Matter Expert – Originals Available



DProf Module 7109: Proof of Learning – Addendum's No 25

Sample of Professional Engagements as a Subject Matter Expert – Originals Available



The brochure features a dark red background with a large, stylized white graphic of a diesel engine component. The text is arranged in a structured layout with several portrait photos of faculty members. The SAE International logo is prominently displayed at the bottom.

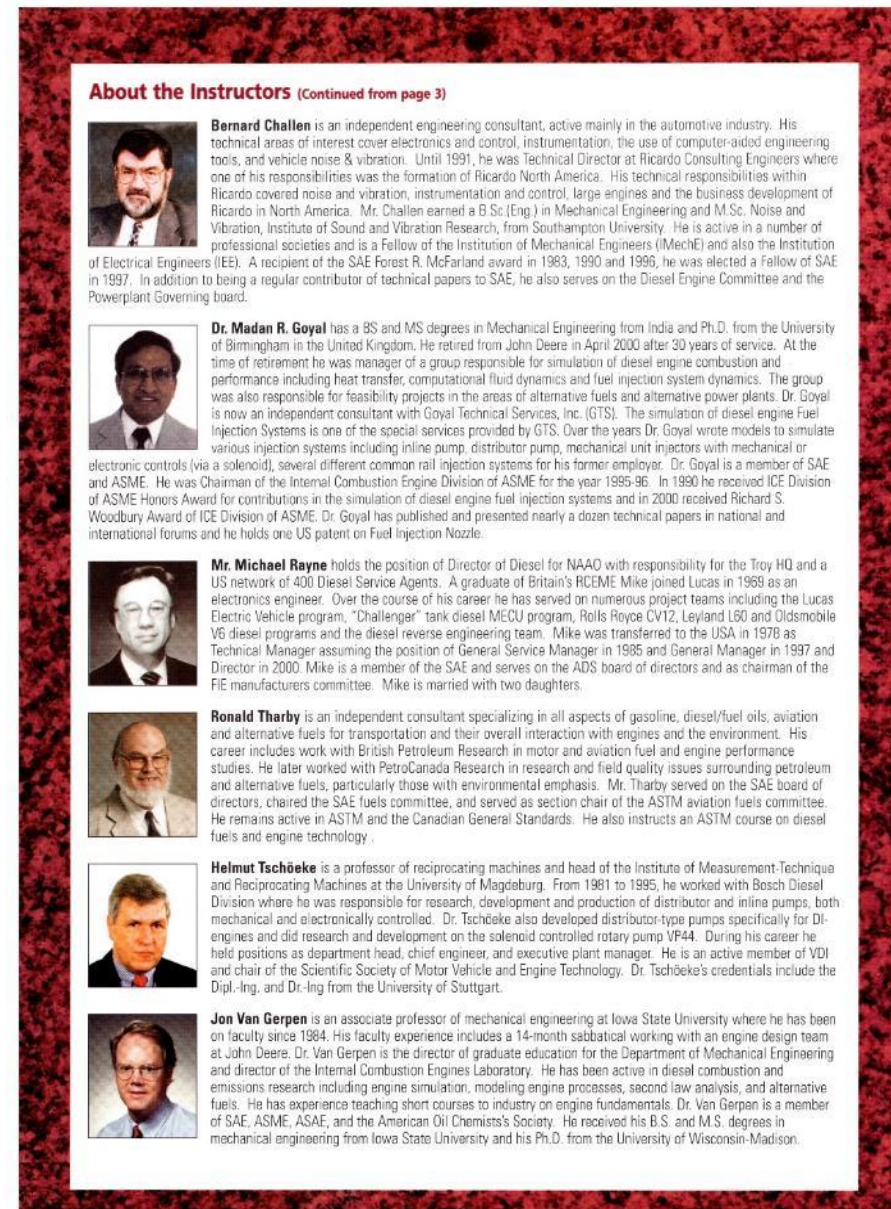
INSTRUCTOR

**DIESEL ENGINE TECHNOLOGY
ENGINEERING ACADEMY**

June 3-7, 2002
(Pre-Academy Coursework: May 17-31, 2002)
SAE Professional Engineering Education Center, Troy, Michigan

*SAE Engineering Academies:
Engineering Innovations in Education*

**SAE
INTERNATIONAL**



This page provides detailed biographies for the instructors, each accompanied by a portrait photo. The text is organized into a single column with clear headings for each instructor's name.

About the Instructors (Continued from page 3)

Bernard Challen is an independent engineering consultant, active mainly in the automotive industry. His technical areas of interest cover electronics and control, instrumentation, the use of computer-aided engineering tools, and vehicle noise & vibration. Until 1991, he was Technical Director at Ricardo Consulting Engineers where one of his responsibilities was the formation of Ricardo North America. His technical responsibilities within Ricardo covered noise and vibration, instrumentation and control, large engines and the business development of Ricardo in North America. Mr. Challen earned a B.Sc.(Eng.) in Mechanical Engineering and M.Sc. Noise and Vibration, Institute of Sound and Vibration Research, from Southampton University. He is active in a number of professional societies and is a Fellow of the Institution of Mechanical Engineers (MechE) and also the Institution of Electrical Engineers (IEE). A recipient of the SAE Forest R. McFarland award in 1983, 1990 and 1996, he was elected a Fellow of SAE in 1997. In addition to being a regular contributor of technical papers to SAE, he also serves on the Diesel Engine Committee and the Powerplant Governing board.

Dr. Madan R. Goyal has a BS and MS degrees in Mechanical Engineering from India and Ph.D. from the University of Birmingham in the United Kingdom. He retired from John Deere in April 2000 after 30 years of service. At the time of retirement he was manager of a group responsible for simulation of diesel engine combustion and performance including heat transfer, computational fluid dynamics and fuel injection system dynamics. The group was also responsible for feasibility projects in the areas of alternative fuels and alternative power plants. Dr. Goyal is now an independent consultant with Goyal Technical Services, Inc. (GTS). The simulation of diesel engine fuel injection systems is one of the special services provided by GTS. Over the years Dr. Goyal wrote models to simulate various injection systems including inline pump, distributor pump, mechanical unit injectors with mechanical or electronic controls (via a solenoid), several different common rail injection systems for his former employer. Dr. Goyal is a member of SAE and ASME. He was Chairman of the Internal Combustion Engine Division of ASME for the year 1995-96. In 1990 he received ICE Division of ASME Honors Award for contributions in the simulation of diesel engine fuel injection systems and in 2000 received Richard S. Woodbury Award of ICE Division of ASME. Dr. Goyal has published and presented nearly a dozen technical papers in national and international forums and he holds one US patent on Fuel Injection Nozzle.

Mr. Michael Rayne holds the position of Director of Diesel for NAAO with responsibility for the Troy HQ and a US network of 400 Diesel Service Agents. A graduate of Britain's RCME Mike joined Lucas in 1969 as an electronics engineer. Over the course of his career he has served on numerous project teams including the Lucas Electric Vehicle program, "Challenger" tank diesel MECU program, Rolls Royce CV12, Leyland L60 and Oldsmobile V6 diesel programs and the diesel reverse engineering team. Mike was transferred to the USA in 1978 as Technical Manager assuming the position of General Service Manager in 1985 and General Manager in 1997 and Director in 2000. Mike is a member of the SAE and serves on the ADS board of directors and as chairman of the FIE manufacturers committee. Mike is married with two daughters.

Ronald Tharby is an independent consultant specializing in all aspects of gasoline, diesel/fuel oils; aviation and alternative fuels for transportation and their overall interaction with engines and the environment. His career includes work with British Petroleum Research in motor and aviation fuel and engine performance studies. He later worked with PetroCanada Research in research and field quality issues surrounding petroleum and alternative fuels, particularly those with environmental emphasis. Mr. Tharby served on the SAE board of directors, chaired the SAE fuels committee, and served as section chair of the ASTM aviation fuels committee. He remains active in ASTM and the Canadian General Standards. He also instructs an ASTM course on diesel fuels and engine technology.

Helmut Tschöke is a professor of reciprocating machines and head of the Institute of Measurement Technique and Reciprocating Machines at the University of Magdeburg. From 1981 to 1995, he worked with Bosch Diesel Division where he was responsible for research, development and production of distributor and inline pumps, both mechanical and electronically controlled. Dr. Tschöke also developed distributor-type pumps specifically for DI-engines and did research and development on the solenoid controlled rotary pump VP44. During his career he held positions as department head, chief engineer, and executive plant manager. He is an active member of VDI and chair of the Scientific Society of Motor Vehicle and Engine Technology. Dr. Tschöke's credentials include the Dipl.-Ing. and Dr.-Ing from the University of Stuttgart.

Jon Van Gerpen is an associate professor of mechanical engineering at Iowa State University where he has been on faculty since 1984. His faculty experience includes a 14-month sabbatical working with an engine design team at John Deere. Dr. Van Gerpen is the director of graduate education for the Department of Mechanical Engineering and director of the Internal Combustion Engines Laboratory. He has been active in diesel combustion and emissions research including engine simulation, modeling engine processes, second law analysis, and alternative fuels. He has experience teaching short courses to industry on engine fundamentals. Dr. Van Gerpen is a member of SAE, ASME, ASAE, and the American Oil Chemists Society. He received his B.S. and M.S. degrees in mechanical engineering from Iowa State University and his Ph.D. from the University of Wisconsin-Madison.

Selected as lecturer for the Society of Automotive Engineers Advanced Technologies Academy.

The Academy is a two-week intensive program designed for automotive professionals.

The academy takes place in selected venues in both the USA and Europe

Academy Lecturers:

Professor Bernard Challen.

Doctor Maden Goyal.

Mr Ronald Tharby.

Professor Helmut Tschoeke.

Doctor Jon Van Gerpen.

Mr PMM Rayne.

Doctor Magdi Khair.

SAE Academy Brochure

Diesel Engine Technology Academy May 15, Troy, Michigan

DProf Module 7109: Proof of Learning – **Addendum's No 26 - 31**
Sample of Professional Engagements as a Subject Matter Expert – Originals Available

Industry Presence

SEEC Descriptors: Knowledge and Understanding, Analysis and Evaluation, Communication.

■ Addendums 26 - 31. – Article inclusion in Industry and Professional Publications.

DProf Module 7109: Proof of Learning – Addendum's No 26

Sample of Professional Engagements as a Subject Matter Expert – Originals Available

Professional Journals, Industry and Market Reports, Market Publications, and Forums

CAT
THE AFTERMARKET MAGAZINE WITH BITE

MARCH 2012

Strategy
How summer accessories and filters can get your cash tills ringing
»»» PAGES 25 AND 36

New gear
Tools and products to raise your turnover
»»» PAGE 43

CAT COUNCIL
We launch your aftermarket think tank
Real views on where our industry goes next
»»» PAGE 30

x4 BOSCH TO QUADRUPE TRAINING CAPACITY WITH NEW CENTRE
»»» PAGE 9

£0 HOW MUCH THE MOT TEST SHOULD BE DISCOUNTED
»»» PAGES 4, 11, 52

www.catmag.co.uk

DECEMBER 1995
For Engine Drive and Hydraulic Systems Engineering & Purchasing Management

DIESEL PROGRESS
ENGINES & DRIVES

MODERATING MACHINERY SALES

ENGINE MARKETS A MIXED BAG

FORECAST '96

THE FUTURE OF DIESEL SERVICE

THE ELECTRONICS REVOLUTION

PLUS: INNOVATIVE USES OF HORSEPOWER

CAR AND ACCESSORY TRADER FOR AFTERMARKET PROFESSIONALS

■ **THE BATTLE BEGINS**
Block Exemption has got to stay

■ **UNFAIR PRACTICES**
Consumer sales just got tougher

■ **PARTS DELIVERIES**
End of the road for the £1 mile

IGNORE DIESEL AT YOUR PERIL
Delphi's Mike Rayne diagnoses the repair market p26

TECHNOLOGY

Inner-city pollution with CO2 limits and congestion charges.

The second market driver is centered on connected vehicles and new technologies that will create a retail environment between the driver and a variety of goods and services, which includes everything from purchasing insurance and online entertainment to predictive failure analysis that facilitates improved vehicle service and repair. It's an exciting field that already involves expanded services rapidly emerging before our eyes.

AUTONOMOUS DRIVING
The third market driver is autonomous driving – perhaps the most topical and controversial subject the industry is dealing with, including federal and state legislation, and drivers' acceptance of self-driving vehicles. However, there has been significant investment in advanced driver assistance systems and the remanufacturing industry should prepare for its introduction. There are hurdles to be overcome, but the market has embraced the concept and service models are evolving which will directly impact remanufacturers.

OWNERSHIP
The fourth driver is vehicle ownership, which may be the greatest concern for traditional original equipment manufacturers ("OEMs") in terms of their vehicle production forecasts for 2025 and beyond. This opens a discussion on car sharing and transportation choices in general, including leading ride sharing companies.

While there are certainly challenges, risks and threats, there are also great opportunities, for example, the connected car. The key to figuring out which technologies and trends to embrace is the timing of adoption – entering a market too early consumes capital with little return, while entering too late allows the competition to drive down price. Nowhere is this debate more relevant than in the powertrain sector.

CHANGES ARE DYNAMIC
The changes we have discussed are dynamic since we live in an increasingly congested world. If we look at the number of megacities, and the size of those cities, it's becoming increasingly obvious that inner-city pollution can only be addressed by restricting or reducing emissions from vehicles that operate in our cities, and that the industry continues to make significant improvements in gasoline and diesel engines. Full electric and hybrid vehicles offer tangible and practical solutions, so while the broad introduction and acceptance of electric vehicles continues to hinge on battery capabilities, legislation does effect outcomes. When we look at medium- and long-term strategies for electric vehicles, market penetration may follow a more regional or country model (Exhibit 2), with lower penetration in urban areas and higher penetration in larger congested cities.

EXHIBIT 2
EV Vehicles in Operation VIO

Source: International Energy Agency

Four Automotive Technology Sectors

Mike Rayne is a Managing Director in FTI Consulting's Business Transformation practice and has over 35 years of experience in leadership positions the automotive industry. For more information on FTI Consulting's automotive industry practice, visit fticonsulting.com/automotive.

April 2019

HUMANWORLD 29

DProf Module 7109: Proof of Learning – **Addendum's No 27**
Sample of Professional Engagements as a Subject Matter Expert – Originals Available
Professional Journals, Industry and Market Reports, Market Publications and Forums

Citation

Rayne, M. (2011) 'Le Quotidien du Salon', *The Daily News Equip Auto*, 4, pp. 18-18.

18 **Entretien Interview**

“Notre stratégie réseaux s’appuie sur des niveaux de spécialisation”

QUESTIONS À... / TO
Mike Rayne,
► **Vice-président, Global Diesel Aftermarket, DPSS**
► **Vice President, Global Diesel Aftermarket, DPSS**



Comment procédez-vous pour élargir le portefeuille produits de vos clients ?
Nous avons fait en sorte qu'il n'y ait qu'un seul interlocuteur, une seule "voix" pour le client. Nous avons des clients qui achètent plusieurs lignes de produits. Ils bénéficient donc, d'un interlocuteur privilégié pour l'ensemble de notre portefeuille produits.

Est-ce parce que Delphi est d'abord porteur de produits technologiques, que cette stratégie a été rendue possible ?
C'est une excellente question. Nous avons commencé par identifier les compétences de nos clients, avant d'introduire les produits, qui correspondaient à leurs savoir-faire. Comme les clients "Diesel" traitaient déjà le diagnostic et, plus généralement, les produits techniques, il leur était aisé de prendre la climatisation en plus, qui entrait bien dans leur champ de compétences. Ce sont des synergies naturelles. Très concentrés sur le Diesel, sur leurs activités propres, nos clients n'avaient pas identifié les opportunités auxquelles leurs compétences pouvaient leur permettre d'accéder.

Est-ce que vous êtes satisfait du maillage et de la qualité du réseau Diesel en Europe ? Dans quelle proportion, voulez-vous ou pouvez-vous spécialiser d'avantage ces réseaux en créant, peut-être des niveaux ou des labels ?
Notre stratégie réseaux s'appuie justement sur des niveaux de spécialisation. En effet, au centre de notre organisation, nous avons des spécialistes Diesel, identifiés, qui détiennent l'ensemble des compétences techniques, c'est-à-dire, démonter, réparer, monter, diagnostiquer etc. Autour de ce pôle, nous comptons un certain nombre de satellites dont les Delphi Service Center, qui réclament moins d'investissements en matériel (banc, diag, etc.), qui peuvent faire un premier diagnostic, et les premières réparations. L'avantage précieux qu'ils représentent, c'est d'être avant tout au contact du client final qu'ils serviront quoi qu'il arrive puisqu'ils ont les experts pour des opérations plus complexes. Le problème que nous avons se pose dans les grandes villes où nous sommes limités en nombres de spécialistes. C'est pourquoi, nous avons lancé les centres services Delphi, qui assurent ce travail de proximité, de diagnostic et de remplacement, mais avec un montant d'investissement moindre tout en bénéficiant d'un partenariat fort avec les experts.

Votre propos consiste à donner le choix au client ?
Que notre technicien puisse diagnostiquer, et ce, de manière rapide, puis remplacer uniquement les pièces défectueuses, c'est notre objectif, qui signifie, également, de donner le choix au client final. Souhaite-t-il que le système ou une partie de celui-ci soit réparé et dans ce cas, nous envoyons son véhicule dans notre centre d'expertise. Ou alors préfère-t-il une nouvelle pièce, un système neuf. C'est à lui seul que revient le choix, en fonction de l'âge de son véhicule, de son utilisation etc. Le mot-clé, c'est vraiment le choix. Donner le choix au client.

Quels sont les services que vous avez développés pour les clients professionnels ?
Nous avons développé de nouvelles formations, des ateliers pratiques, des formations pratiques, que nous délivrons en Italie, en France, en Espagne, Angleterre. Par

Entretien - Interview Le Quotidien du Salon - The Daily News EQUIP AUTO - 11 oct. 2011

DProf Module 7109: Proof of Learning – **Addendum's No 28**
Sample of Professional Engagements as a Subject Matter Expert – Originals Available
Professional Journals, Industry and Market Reports, Market Publications, and Forums
Citation

Interview with El Economista at the Futuro Del Sector Automocion Meeting. (2018) *‘The Future of the Automotive Industry ‘, Madrid, Spain.*



FRIDAY TALKS: Speaking with Our Expert about the Automotive Industry.

Published on July 13, 2018

Margarita Garcia Diaz-Varela ✓ Following

Marketing Responsible FTI Consulting Spain.

6 articles

1

0

1

This week our US automotive expert Mike Rayne visited our Spanish office where he was interviewed by [El Economista](#) on his perspectives on the automotive sector and he participated in a 20 minute speech at an industry event hosted by [El Español](#), which was attended by over 200 delegates. Mike also met with key players in the automotive sector.

Marga Garcia: What are the major trends in the automotive industry?

Mike Rayne: The automotive industry is moving into a revolutionary phase driven by autonomous cars, electric drivetrain, connected vehicles and ride share, all of which are driving new business models and presenting both opportunities and challenges to current traditional OEM's and new companies entering the sector

M.G: How is the industry dealing with this?

M.R: The single strategy we see is collaboration among traditional stake holders and new partners (many of who are new to the industry) this collaboration also exte

Messaging

DProf Module 7109: Proof of Learning – Addendum's No 29
Sample of Professional Engagements as a Subject Matter Expert – Originals Available
Professional Journals, Industry and Market Reports, Market Publications, and Forums

Citation

Rayne, M. (2019) 'The Battle for Powertrain Market Share', *Reman World*, 4, pp. 28-29.

TECHNOLOGY

The Battle For Powertrain Market Share

From a business perspective, the technology shifts we see may have a positive or negative impact. Let's look at two extremes: the internal combustion engine, whether it be diesel, natural gas or gasoline, compared to an electric vehicle

By Mike Rayne

For a traditional engine remanufacturer, which is a particularly crowded and competitive space, even a small reduction in market size puts pressure on price and growth, and therefore, is threatening. Conversely, while the electric vehicle has less than a 2% market share, an increase in penetration to 4% effectively doubles market size for the entire electric vehicle industry¹. Even a 2% shift can have a significant impact on the powertrain sector.

Yes, there are potential winners and losers, as shown in some market projections (Exhibit 1). However, there is risk when companies misinterpret the rate of change of technology as it pertains to powertrains. There is considerable confusion around the

discussion of electric vehicles, where many analysts are forecasting significant market share gains for electric vehicles but have included hybrids and conventional internal combustion powertrain with assist technologies, such as stop-start, in their calculations.

The reality is that full-electric vehicles have a relatively small market share

This is misleading and impacts volume projections for OEMs and the supplier community. For example, stop-start

technology improves inner-city fuel consumption, reduces pollution and is forecasted to gain a 30% to 40% market share², but the technology is mainly applied to conventional gasoline or diesel-powered vehicles. Hybrids may include a diesel or gasoline-powered engine to supplement or complement battery propulsion, but these are not full-electric vehicles. The reality is that full-electric vehicles have a relatively small market share. Hybrids and assist technologies, on the other hand, have an increasing market share. Looking forward, it seems that full electric vehicles will gain market share and issues of range and accessibility of charging stations will be addressed, further underpinned by the transformation of large cities, the growing intolerance of inner-city pollution, and the potential for legislation to favor the electric vehicle.

NEW POWERTRAINS, CONNECTED CARS, AUTONOMOUS VEHICLES AND RIDE SHARING

As we drill down into the complexities of new business models, we see four market drivers: powertrain, connected cars, autonomous vehicles and ride sharing.

The first one is the powertrain sector. What is the power and propulsion source of vehicles of the future – is it electric, hybrid, diesel, gasoline, hydrogen, or is it something else? The answer directly impacts the skills and infrastructure that remanufacturers will require to survive in the future. The timing and pace of powertrain change is driven by improved fuel economy legislation, especially in North America, where the corporate average fuel economy standards eventually will increase to 54 miles per gallon. It also impacted by vehicle emissions and the way in which legislators address

EXHIBIT 1
Powertrain Trends

Technology	2017	2020	2025
Diesel	20%	18%	15%
PFI	42%	28%	22%
GDI	28%	42%	35%
Mid Hybrid	3%	7%	12%
Full Hybrid	1%	3%	5%
Electric	0%	2%	5%

Source: IHS Markit

28 www.RemanWorld.com April 2019

TECHNOLOGY

inner-city pollution with CO2 limits and congestion charges.

The second market driver is centered on connected vehicles and new technologies that will create a retail environment between the driver and a variety of goods and services, which includes everything from purchasing insurance and online entertainment to predictive failure analysis that facilitates improved vehicle service and repair. It's an exciting field that already involves expanded services rapidly emerging before our eyes.

AUTONOMOUS DRIVING
The third market driver is autonomous driving – perhaps the most topical and controversial subject the industry is dealing with, including federal and state legislation, and drivers' acceptance of self-driving vehicles. However, there has been significant investment in advanced driver assistance systems and the remanufacturing industry should prepare for its introduction. There are hurdles to be overcome, but the market has embraced the concept and service models are evolving which will directly impact remanufacturers.

OWNERSHIP
The fourth driver is vehicle ownership, which may be the greatest concern for traditional original equipment manufacturers ("OEMs") in terms of their vehicle production forecasts for 2025 and beyond. This opens a discussion on car sharing and transportation choices in general, including leading ride sharing companies.

While there are certainly challenges, risks and threats, there are also great opportunities, for example, the connected car. The key to figuring out which technologies and trends to embrace is the timing of adoption – entering a market too early consumes capital with little return, while entering too late allows the competition to drive down price. Nowhere is this debate more relevant than in the powertrain sector.

CHANGES ARE DYNAMIC
The changes we have discussed are dynamic since we live in an increasingly congested world. If we look at the number of megacities, and the size of those

cities, it's becoming increasingly obvious that inner-city pollution can only be addressed by restricting or reducing emissions from vehicles that operate in our cities, and that the industry continues to make significant improvements in gasoline and diesel engines. Full electric and hybrid vehicles offer tangible and practical solutions, so while the broad introduction and acceptance of electric vehicles continues to hinge on battery capabilities, legislation does affect outcomes. When we look at medium- and long-term strategies for electric vehicles, market penetration may follow a more regional or country model (Exhibit 2), with lower penetration in urban areas and higher penetration in larger congested cities. ■

EXHIBIT 2
EV Vehicles in Operation VIO

Country	Percentage
China	32%
Japan	7%
USA	28%
UK	4%
Germany	3%
France	7%
Norway	5%
Netherlands	5%
Canada	2%
Others	7%

Source: International Energy Agency

Four Automotive Technology Sectors

Mike Rayne is a Managing Director in FTI Consulting's Business Transformation practice and has over 35 years of experience in leadership positions in the automotive industry. For more information on FTI Consulting's automotive industry practice, visit fticonsulting.com/automotive.

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Sample of Professional Engagements as a Subject Matter Expert – Originals Available
PCitation

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Delphi Diesel Aftermarket begins to roll out the Delphi DieselPoint Service Centre network

Are you ready the diesel chal

Mike Rayne, Delphi Diesel Aftermarket's global managing director, talks to **Emma Butcher** about the diesel revolution and why garages simply can't afford to get left behind

Delphi and Diesel. They are two words that have had their fair share of headlines in recent months: Delphi for its almost emergence from Chapter 11 bankruptcy; diesel for its surge in popularity and almost parallel surge in price. The Chapter 11 issue is not one we'll dwell on here; it does not affect the day to day running of the Delphi Diesel Aftermarket operation and the finance chiefs say that restructuring has restored the company's health.

Delphi Diesel Aftermarket is, of course, just one part of this multi-national machine, but its heritage comes from outside GM. It has been at the forefront of diesel for as long as the technology has been around, and Mike Rayne, now global managing director of Delphi Diesel Aftermarket, has been on board for a good proportion of that time.

RAPID EVOLUTION
CAT managed to snatch a couple of hours with Rayne as he touched down at Delphi Diesel Aftermarket's UK headquarters in Warwick, in between meetings with vehicle manufacturers in Germany. He may have been living, breathing and sleeping diesel for the last 40 years, but he is as passionate as ever about the technology; its rapid evolution has, he says, kept it exciting. "I started in 1970 and basically the company at that time was CAV. I'm an electronics engineer by profession and I was recruited into the diesel division where we worked on a number of different projects. For instance, I worked on the first electronic engine management systems and a number of hybrid applications. "Engine management in those days was focused on gasoline and diesel and the interesting part was diesel, so I gradually moved into the diesel business because it was moving more into the electronics era."

Highlighting just how far diesel technology has come since then, he continues: "It's been a pretty exciting run because back in the 70s, diesel was agricultural, industrial, marine and military. There was no concept that we would have diesel engines in luxury cars. In fact, the best example of a diesel was in a London black cab, and that was a pretty bad example from the standpoint of overall performance. "Since then we've seen diesel penetration in Europe go from almost nothing to 57 percent today. It's amazing that a single technology would capture that amount of market share. In the showroom. And, on the continent, at least, the price of the fuel also had its part to play. But, he says, not all markets operate in the same way. "For passenger cars and light trucks alone worldwide it's 26 percent and all that has happened in the period from 1980 to today, so in little over 20 years, we've gone from being a minor player to major league. "I mean if you look at penetration based upon the sales of new vehicles, France is at 71 percent today. Diesel is today's single technology in mature markets. It's good to be riding on a horse that's always winning."

PERFORMANCE DEMANDS
It has certainly been impressive growth for what was once perceived as the "dirty fuel". So what changed? "Back in the 70s, we were dealing with mechanical fuel injection systems and although we used the term "engine management", that was a real stretch. We gave the engine some really good suggestions, which it subsequently ignored and the net result was the performance we all knew. "When we moved into full authority engine management systems, we finally took control of the engine. We gave it clear instructions and it responded in a way that provided optimum performance and low emissions. "We always wanted to cure the emissions problem, but the public don't buy cars based on the vehicle's ability to meet "a federal emissions standard". It was the improvements in performance, he says, that tipped the balance in diesel's favour in the showroom. And, on the continent, at least, the price of the fuel also had its part to play. But, he says, not all markets operate in the same way. "If you look at Europe, every country has moved into diesel at a different rate, for different reasons. I think fundamentally, if you were to look at some European countries, the move to diesel was encouraged because there was differential pricing at the pump."

But, he stresses, the UK is a very different animal. "The UK market has gravitated towards diesel without any assistance from the government, in terms of pricing at the pump."

ENDURING TECHNOLOGY
"It is very much a case that the technology has had to prove itself to the customer and the customer has chosen it because they see the overall benefit. So yes, I would say it is probably more enduring."

So he is not concerned at all about the creeping fuel price? "Well that in itself forces people to make a decision on fuel economy and that is one of the great sweets, one of the great candies that we have. The diesel engine has a thermal efficiency of 35 percent normally aspirated and 38 percent turbo charged, compared to the average gasoline engine, which would be mid 20 percent. So if you're making a decision when fuel prices are high, you're going to pick the most economical technology."

AT A GLANCE DIESEL POINT



WHAT IS IT? A soft franchise giving independent garages the training, technology and support they need to take advantage of diesel repair.

WHAT DOES IT COST? A one off payment of £7500 (£5900) for a package of diagnostic equipment, tools, training and technical support.

HOW DOES IT WORK? Diesel Points diagnose faults and fit replacement parts. Where engine overhauls are required, the garage refers the systems seamlessly to a specialist hub.

Timeline

1926
CAV Diesel Systems, is bought by Lucas Vario. A six year partnership with Bosch follows

1931
Lucas buys out Bosch's interest in CAV and in 1939 the company becomes CAV Ltd

1978
Lucas changes the re-acquired company's name to Lucas CAV

So it really is a good news story. People are buying diesel because they recognise it to be a technology that provides them with a viable proposition. And this is the reason why, although diesel fuel prices are at an all time high and continue to rise, he does not believe the market will falter in its growth. "We haven't tripped or triggered the move by using measures which are not relevant to the technology. You can always drop the price of diesel at the pump and that gives it competitive advantage, but what has happened in the UK market is that the technology has been forced to find its own market based upon the value proposition the customer needs."

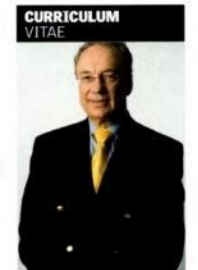
It does seem that the British public just can't get enough of the diesel engine at the moment. The SMMT's latest figures show strong growth in this segment and 42 percent of cars on the road are now powered by the black stuff. But with such a rapid growth, it was perhaps inevitable that the aftermarket would not be able to keep up and Rayne is concerned that too many independent repairs are being left behind. "The penetration of diesel has happened quickly and there tends to be a lead lag," he says. "Many of the mechanical garages have moved into the electronics arena fairly slowly and consequently we've arrived at a situation where the design and manufacture of the vehicle has moved forward at a faster rate than the aftermarket. So we're sort of in 'catch up mode' now."

"If you look at the average garage, the vehicle he's receiving today has a full authority electric management system on it, turbo charged and with exhaust aftertreatment, so there are three technologies that the garage really wasn't trained to handle 10-12 years ago. "So what happens is you receive one of these vehicles and you're not able to do the primary diagnostics. If you can't do the primary diagnostics then you've got to turn the vehicle away, even though perhaps the component part that has caused the problem could easily be removed and replaced. "Let's face it, the real value of the garage, especially a regional garage, is the loyalty that he's built with his existing customer base and the tragedy is where he has to tell those customers "look, I'm sorry but this vehicle you currently own is not a vehicle I can service". "So he's lost two things: he's lost the job but he's also lost that long term customer, who is going to go somewhere else and generate a new relationship. So the loss is huge, I would say."

Considering what's at stake, why is it that more garages are not getting involved? "Most of the garage owners I deal with are very entrepreneurial. These are guys who have started their own businesses, so they're hardly people who are afraid. I think it's probably a lack of knowledge. "We have to open a door and say this is within your capabilities. We've got to show them the future and then they'll say, "yes, I want to be engaged". Perhaps the answer also has to do with the steep investment involved. The complex engines require equally complex and expensive equipment, and a garage wishing to offer full diesel facilities is looking at a bill of around £500,000. This is central to Delphi's latest aftermarket proposition. The key, says Rayne, is not necessarily having the capability to overhaul the engine, but the ability to diagnose faults. In January, the company launched its DieselPoint network to which it is currently recruiting garages. The idea is to enable them to engage with diesel without having to make the massive investment required to become a full specialist. To become a DieselPoint requires an investment of about £6000 (£7500), which buys you diagnostic support in a package, including special tools, diagnostic kit and technical training and support. This also provides a pull for parts, he explains: "The diagnostician really has the ability to engage the sales director, so the problem is that without the diagnostic capability there is no sale."

But surely technologies come and go. Is diesel really the fuel of the future? "I think there will always be a number of technologies and diesel is going to be one of them. Going forwards we will move towards hybrids and we believe diesel will be a part of that. "On the gasoline side, Delphi is working extremely hard on gasoline direct injection and we see that as a significant technology going forward. I would say that GDI presents some interesting challenges that are very much in line with what we've been talking about in diesel. It's about knowledge and diagnostics, so the garage is very well able to handle GDI as it comes along. "What the public needs is local convenience," says Rayne but they also need primary diagnostics, so we looked at a construct where the Service Centre would have as its major skills set diagnostics and the ability to remove and replace, but would then act as a link back to the workshop where complete overhaul was required. We ended up with a concept that was very much hub and spoke. For the average garage, the fundamental offering he's got is diagnostics. That is what opens the door. As long as he keeps himself technically astute, he's going to survive and the easiest way to do that is continuously. "The problem is where you've got someone who is trying to jump say five technologies in one go. That's a painful process."

CURRICULUM VITAE



MIKE RAYNE'S diesel career spans almost 40 years. He has been with Delphi Diesel in all its incarnations since 1969, when he joined Lucas' CAV operation as an electronics engineer. There he worked on hybrid applications, including the first electric vehicle systems. Eventually this led him to get involved in engine management. In 1978 he transferred to the US as Lucas' technical manager. In 2000, when Lucas Diesel became part of Delphi, he was made director, North American Diesel Aftermarket. Finally, in 2005 he became managing director of Delphi Diesel Aftermarket and, among other things, he is responsible for rolling out the global network of DieselPoint service centres.

“

Mike Rayne
The loss of turning a customer away because you can't diagnose the fault is huge

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Timeline

1926
CAV Diesel Systems, is bought by Lucas Vario. A six year partnership with Bosch follows

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Lucas buys out Bosch's interest in CAV and in 1939 the company becomes CAV Ltd

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Module 7109 Prior Learning Assessment and Recognition.

ADDENDUMS.

Portfolio

- Section 1 – Professional Learning Paper.
- Section 2 – Annotated CV and Chronology.
- Section 3 – Proof of Learning Documents.
- Section 4 – **Job Description.**
- Addendums – No 1 through No 32 (pages 30 – 76).

DProf Module 7109 : Job Description Addendum 31

References: UK Companies Act 2006

Citation

Companies Act 2006. c.28. Available at: <http://www.legislation.gov.uk/ukpga/2006/28/contents/enacted> (Accessed: 18 August 2022)

Extracts from the Companies Act 2006. c. 28. The Act Provides guidance for Boards of Directors

Current Roles

■ Lucas Board of Directors.

□ President RBS LLC.

- Tier 1 “C” Suite Advisor
- Strategic Plan Consultant

□ Professional Commitments.

- Chartered Engineer.
- Society of Operations Engineers.
- Institute of Mechanical Engineers.

Guideline and References.

□ Sarbanes Oxley.

□ UK Companies Act 2006.

BACKGROUND

3. The UK was one of the first nations to establish rules for the operation of companies. Today our system of company law and corporate governance, setting out the legal basis on which companies are formed and run, is a vital part of the legal framework within which business is conducted. As the business environment evolves, there is a risk that the legal framework can become gradually divorced from the needs of companies, in particular the needs of smaller private businesses, creating obstacles to ways that companies want and need to operate.

4. In March 1998, the DTI commissioned a fundamental review of company law. An independent Steering Group led the “Company Law Review” (CLR) whose terms of reference required them to consider how core company law could be modernised in order to provide a simple, efficient and cost effective framework for British business in the twenty-first century. After extensive consultation with interested parties, the CLR presented its Final Report to the Secretary of State for Trade and Industry on 26 July 2001. The report contained a range of recommendations for substantive changes to many areas of company law, and a set of principles to guide the development of the law more generally, most notably that it should be as simple and as accessible as possible for smaller firms and their advisers and should avoid imposing unnecessary burdens on the ways companies operate.

5. Many of the provisions of the Act implement CLR recommendations. The Government set out and consulted on its intentions in this regard in the White Papers “Modernising Company Law” (July 2002) and “Company Law Reform” (March 2005). The 2005 White Paper included approximately 300 draft clauses and described in detail the policy intention for other areas. Further clauses were made publicly available for comment in July, September and October 2005. The Companies Bill, then titled the Company Law Reform Bill, was introduced to the House of Lords on 4 November 2005.

OVERVIEW OF THE STRUCTURE OF THE ACT

6. The general arrangement of the Act is as follows:

PART	SUMMARY
Parts 1 to 7	The fundamentals of what a company is, how it can be formed and what it can be called.
Parts 8 to 12	The members (shareholders) and officers (management) of a company
Parts 13 and 14	How companies may take decisions
Parts 15 and 16	The safeguards for ensuring that the officers of a company are accountable to its members
Parts 17 to 25	Raising share capital, capital maintenance, annual returns, and company charges
Parts 26 to 28	Company reconstructions, mergers and takeovers
Parts 29 to 39	The regulatory framework, application to companies not formed under the Companies Acts and other company law provisions
Parts 40 to 42	Overseas disqualification of directors, business names and statutory auditors
Part 43	Transparency obligations
Parts 44 to 47	Miscellaneous and general

DProf Module 7109 : Job Description Addendum 32

References: Sarbanes Oxley Act of 2002

Citation

H.R. 3763 -107th Congress: Sarbanes-Oxley Act of 2002. Available at <http://www.GovTrack.us/2002contents/enacted>. (Accessed 18 August 2022)

Current Roles

■ Lucas Board of Directors.

☐ President RBS LLC.

- Tier 1 “C” Suite Advisor
- Strategic Plan Consultant

☐ Professional Commitments.

- Chartered Engineer.
- Society of Operations Engineers.
- Institute of Mechanical Engineers.

Guideline and References.

☐ Sarbanes Oxley.

☐ UK Companies Act 2006.

Extract from H.R 3763. The Sarbanes Oxley Act of 2002.

H.R. 3763 Provides guidance for Boards of Directors

“Sec. 101 **SARBANES-OXLEY ACT OF 2002** TITLE I—PUBLIC COMPANY ACCOUNTING OVERSIGHT BOARD SEC. 101. ø15 U.S.C. 7211ç ESTABLISHMENT; ADMINISTRATIVE PROVISIONS. (a) ESTABLISHMENT OF BOARD.—There is established the PCAOB, to oversee the audit of companies that are subject to the securities laws, and related matters, in order to protect the interests of investors and further the public interest” (H.R 3763, 2002)

DUTIES OF THE BOARD.—“The Board shall, (2) establish or adopt, or both, by rule, auditing, quality control, ethics, independence, and other standards. (4) conduct investigations (5) promote high professional standards” (H.R 3763, 2002)

Module 7109 Prior Learning Assessment and Recognition.

ADDENDUMS.

Portfolio

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