



TO WHOM IT MAY CONCERN

I have known **Ammar Saeed Mohammed Moohialdin** since 2014, when he started his Master of Science in Construction Engineering and Management program at King Fahd University of Petroleum and Minerals (KFUPM), Saudi Arabia. He took two courses that I taught, which he performed very well. In his final year, he did his Master thesis under my supervision.

Ammar has also worked for me as a Research Assistance, for about 18 months, in my research project in developing a Guideline for Development and Implementation of Quality Management System (QMS) for construction companies in the Kingdom of Saudi Arabia (KSA). Ammar was responsible to perform the following tasks:

1. Conducted a literature review of QMS application in contracting companies.
2. Preparing and assisting a focus group discussion.
3. Conducted case study on development and implementation of QMS of four (4) contracting companies in the KSA, which are Al-Kifah, Al-Muhaidib, Naizak, and Nesma & Partners.
4. Prepared a draft of Quality Management System guideline for Saudi constructing companies based on the case study results and ISO 9001:2015.
5. Conducted the second case study by applying the proposed QMS guideline in two construction companies, ie Abdulla H. Al Mutawa Sons Company and Al-wabil Group. The activities include providing training sessions to the assigned QMS teams in Abdulla H. Al Mutawa Sons and Al-wabil Group companies.

Ammar shows very good understanding of QMS and good capabilities in leading teams for the application process. If there is any further queries, please contact me on the contact details below

With regards,

Bambang Trigunarsyah, PhD, PMP

Associate Professor

Construction Engineering and Department

College of Environmental Design

King Fahd University of Petroleum & Minerals (KFUPM)

Dhahran 31261, Saudi Arabia

Phone: +966-13-860 8236 (Office), +966-535459699 (Mobile)

Email: bambangts@kfupm.edu.sa