

ALEX SHAPLEY – PROGRAMME MANAGER / PROJECT MANAGER

SUMMARY OF RECENT POSITIONS

Dates	Position	End-Client	Responsibilities
2008 - 2009	Senior Project Manager	Pearson Education	Initiation and Management of International Sales & Marketing System Upgrade project
2008	Programme Manager	Pearson plc	Management of Royalties Portfolio and the highest profile project within portfolio
2007	Interim Head of Projects	Christie's	Interim Head of Projects (as cover for incoming Director on gardening leave)
2006 - 2007	ECM Portfolio Manager	Capita	Initiation of Workflow / Imaging / EDRMS projects. Re-definition of predecessor project
2006	Portfolio Manager	Virgin Media	Portfolio Definition of five customer facing projects in confidential Re-brand Programme
2005 - 2006	Senior Project Manager	Kavanagh Systems Limited (to Telco)	Portfolio Management of £5m+ DataCentre refresh projects via SI. Mentoring PM's
2005	Interim Programme Manager	DWP (via CGEY) SCS – Grade 5	Creation of Programme Mandate & Programme Brief; high level definition of 34 projects
2005	Interim Programme Manager	The Insolvency Service (Executive Agency of the DTI)	Programme Management of 'IaP' & 'DaP' processes (MSP definitions) for efficiency programme. Led Director 'Vision' Teams
2004-2005	Senior Workflow Project Manager	The Insolvency Service (Executive Agency of the DTI)	Project Management of Case Management project - enterprise remote access, document management/imaging, EDRM, workflow system
2004	Project Management Consultant	Dubai based Wealth Management bank	Project & Risk Management Consultancy for 19 current & potential projects in Dubai & Europe
2002 – 2003	Business Programme Mgr won award	Lloyds TSB plc £26.5m infrastructure 1850 sites, 46,000 PCs	Initiation, Definition and Management of Pilot Tranches of Customer Service Enhancing Programme. Realisation of Measurable Benefits
2001	Interim Programme Manager	AXA-Shared Services Limited @ AXA-PPP	Programme Management of Data Centre Consolidation, in-source of mainframe, unix
2000 – 2001	Service Delivery Project Manager	Cable & Wireless (part of £66m prog)	Management of Service Delivery function for Global Process Automation (ERP) Programme
1997 – 1999	Programme Manager	Yorkshire Electricity Group plc – £6.1m	Programme Management of company-wide technology refresh 3,500+ clients. 50+ staff
1996 – 1997	Group Portfolio / Project Manager	Environment Agency £3m +	Group Portfolio Management – Northern Group IS Projects. Relocation/Network/Development
1996	IS Project Manager	Post Office c. £750k	Initiated/Managed multiple small projects
1996	IS/BPR Consultant	Black Horse Fin Serv	QA for AWD Workflow system implementation
1995	Int'l BPR PM	American Express	BPR, Change Control setup, 47 PID's
1994	Relocation PM	NatWest c. £850k	Managed 550 user relocation and IS upgrade
1994	Relocation PM	Merrill Lynch	Managed 5 site relocation and macro team

PERSONAL DETAILS

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Civil Status: British, single **Driving Licence:** UK – Full

Health: Good **Age:** 42 years at 18 April 2010

PERSONAL PROFILE

- 17 years Programme, Portfolio & Project Management
- Business focussed with commercial acumen. Strong customer-facing communication skills. Collaborative approach with proven history of high quality delivery based on rigorous requirements gathering / definition. Risk focussed. Process minded with a quality ethos
- Managing Successful Programmes Advanced Practitioner [MSPR/5883](#)
Prince2 Practitioner [P2RR/420167](#) ITIL Service Management Foundation [P831178](#)
AIIM ECM (Enterprise Content Management) Practitioner (ECMPR-C-100)
Member of APM [R29779](#) (SIG: Risk) Member of PMI [400564](#) (SIGs: Risk & Quality)
- Experienced in all aspects of Programme Management, Project Management and Project Office Management, with good leadership and people management skills
- Experienced in establishment of PMO (corporate and specific) and PSO
- Proven experience of delivery of solutions within budget and time scales
- Full Change Management life cycle experience from Initiation to Closure
- Extensive experience of Programme & Project Assurance and (in)formal OGC Reviews
- Extensive experience of coaching / mentoring Project Managers and Stakeholders
- Successful previous management of:
 - programmes, portfolios of projects, projects, project managers and project teams
 - multi-site / multi-country projects, relocation, integration & separation projects
 - COTS based systems approach (Commercial Off The Shelf)
 - Business Process Re-Engineering / Management (BPR / BPM / BPA) projects
 - Workflow / BPA, document imaging / management & EDM/EDRMS projects
 - information / records management / ECM projects; HR & payroll projects
 - ERP, CRM, accounting and banking projects
 - in-sourcing / out-sourcing (insourcing / outsourcing) projects
 - asset, configuration & clean management projects
 - infrastructure / storage rollout and upgrade / refresh projects
 - application development, upgrade and rollout projects (onshore / offshore)
 - business / IS Strategy development
- Previous experience within Media, Publishing, Government, International Banking, Investment Banking, Retail Banking, Insurance, Telco, Utilities, Retail and Oil / Gas
- Open minded and flexible, pragmatic, innovative and creative, good problem solver
- A dedicated professional with a commitment for excellence

DETAILS OF RECENT POSITIONS – DETAILED CV AT WWW.CM-PM.COM

Sept 2008 – Dec 2009 : **Senior Project Manager – Intl Marketing System Upgrade**
Reporting to: Senior Marketing Mgr – Pearson Education

Scope : Initiate and deliver project to enhance International Sales & Marketing system for world's largest Educational Publisher

Achievements : Successful global delivery of 2 business critical software releases (to 23 international markets within Europe & Gulf). Enhancement of Support Processes and User Documentation

April 2008 – Sept 2008 : **Programme Manager – Royalties Portfolio – Pearson plc**
Reporting to: Programme Director (Head of Group PMO)

Scope : Management of Portfolio of 4 high profile interdependent Royalties projects. Hands-on project management of highest priority Financial Reconciliations project and mentoring of PMs for: Statement Run project, Process Improvement project & Klopotek (Publishing/Royalties system) Upgrade project

Weekly presentation to Programme Board (plc CFO, plc Board Directors, other Directors) and Daily Reporting via email

Mentoring of PM for PCI (Payment Card Industry) Compliance project and completion of Project Brief & PID. Development of Brief for MS Enterprise Project Management Server project

Achievements : Audit Committee satisfied re: outstanding Reconciliation Issue (old vs new Royalties systems) and credible project progress. Identification of all financial differences between old and new Royalties systems with realistic plans for future resolution

Integrated Portfolio Roadmap with prioritisation & milestones Detailed (re-)planning of all projects within Portfolio (with supporting documentation) to achieve Business Sign-Offs

Board Directors' (plc) Thanks for "Outstanding Job"

Dec 2007 – April 2008 : **Change Management Consultancy for Private Clients**

Aug 2007 – Nov 2007 : **Interim Head of Global Projects**
Reporting to: Performance Director – Christies

Scope : Interim Head of Global Projects (as cover for incoming director completing gardening leave); specifically: Support/Coaching/Mentoring of all internal Project Managers, Project Definition, Project Recovery, Portfolio Reporting, Project Collaboration (eg Change Planning, Reporting & Resource Management), and general guidance regarding Change Management activities. Introduction of formalised Best Practice Change Management Techniques into the organisation (based on Prince2).

DETAILS OF RECENT POSITIONS (CONT) - DETAILED CV AT WWW.CM-PM.COM

- Achievements :** Definition, review, support (& recovery where necessary) of all existing and planned projects. Design and implementation of standard definition and planning templates leading to Christie's first consolidated Portfolio reporting. Excellent Refs
- Dec 2006 – March 2007 :** **ECM Portfolio Manager – Swordfish Enterprise projects**
Reporting to: Business Unit Manager – Capita subsidiary
- Scope :** Initiation of Workflow / Imaging / EDRMS projects based on .Net 3.0 (web front end) & developed offshore. PM Mentoring
- Achievements :** Project Definition for both Strategic EDRMS project and Bespoke Workflow EDM project (offshore insurance admin incorporating case management and performance/capability management; utilising Singularity, FileNet, SharePoint, etc)
Re-definition of predecessor EDRMS project (Local Gov)
- Aug 2006 – Oct 2006 :** **Portfolio Manager – Re-brand Programme**
Reporting to: Programme Manager – Virgin Media
- Scope :** Portfolio Definition of all (five) customer facing projects within highly confidential Re-brand Programme
- June 2006 – July 2006 :** **Senior Project Review / Assurance – Oil/Gas Major Tender**
Reporting to: Managing Director – TRX Colleague SA
- Scope :** Quality Review / Quality Assurance for highly confidential project delivering a major tender within Oil/Gas industry
- Nov 2005 - April 2006 :** **Senior PM – Telecoms DataCentre Refresh projects**
Reporting to: Technology Director – Kavanagh
- Scope :** Portfolio Management of £5m+ DataCentre Refresh projects delivering to Kavanagh's largest client (International Telco) via global Systems Integrator. All projects managed to Prince2. Full involvement in portfolio Contracts/Commercials
- Achievements :** Successful delivery and closure of initial two projects
Enhancement of Kavanagh's Project Management capability
- Aug 2005 - Oct 2005 :** **Interim Programme Mgr (SCS, Grade 5) – Tx Programme**
Reporting to: SDD Tx Programme Dir – DWP (via CGEY)
- Scope :** Interim Programme Management covering between CGEY Tx (Transformation) Director leaving and new specialist ITIL Programme Manager commencing. Handover to new PM
- Achievements :** Creation of Transformation Programme Mandate/Brief & high level definition of 34 projects and programme planning phase. Performed Project Assurance / Review of all existing projects within Directorate and reported re: future OGC Review(s)

DETAILS OF RECENT POSITIONS (CONT) - DETAILED CV AT WWW.CM-PM.COM

- Jan 2005 - April 2005 :** **Interim Programme Manager – Efficiency Programme**
Reporting to: Change Director – The Insolvency Service
- Scope :** Interim Programme Management of Working Practices and Efficiency programme to improve operational efficiencies, cut unit costs, reduce staff turnover and increase flexible working. Review Programme Brief and create Terms of Reference for Defining a Programme with product flow and work breakdown. Lead teams of Business Directors for development of Vision and Blueprint for both Policy & Business Operations
- Achievements :** All scope completed to satisfaction of SRO (Deputy Inspector General). Trained Business Directors in Strawman and Separation Management techniques to highlight savings, etc
- April 2004 - April 2005 :** **Senior Workflow Project Mgr – Case Management Project**
Reporting to: Programme Mgr – The Insolvency Service
- Scope :** Project Management of Start Up & Initiation stages of Case Management (EDRMS) project to deliver an organisation-wide fully electronic Case Management legal system with automation, workflow and document imaging. Project and its products aligned with UK government strategy Gershon/Lyons
- Achievements :** Successful completion of scope with Project Board sign-off's. Completion of BPM (Business Process Mapping) work stream with updated demographics / work estimating model
Very positive responses from Project Audit & OGC Review
- May 2002 - Dec 2003 :** **Business Programme Mgr – LAN Upgrade Programme**
Reporting to: Senior Programme Mgr – LloydsTSB
- Scope :** Initiate and Define Infrastructure Enabling Programme to enhance Customer Service, transaction times, printing capabilities, ATM connectivity, etc via an upgrade of 1850 Retail Branches (refresh 46,000 PCs). Bring all Retail Branches to uniform standard and achieve support cost savings by removal of legacy devices and cleansing of databases
- Develop Divisional Business Cases and achieve Director sign-offs. Produce 'Umbrella' Full Business Case for CEO sign-off
- Deliver Proof of Concept & Pilot Tranches with immediately realisable Measurable Benefits to Business
- Establish Programme Office (with Benefits Management), deliver Proof of Concept, Process and Pilot projects and initiate all subsequent major projects within programme. Establish a culture of Programme/Project quality; ensure skills / knowledge transfer, and mentor team members

DETAILS OF RECENT POSITIONS (CONT) - DETAILED CV AT WWW.CM-PM.COM

- Achievements :** Programme realised all planned benefits
Programme delivered £55k under total budget (£26.5m)
Programme was recipient of LTSB ‘**Making a Difference**’ award, and is now held up as exemplar LTSB Programme
Created all Business Cases and supporting documentation and successfully escalated to achieve all sign-offs (including CEO)
Key party in development and signoff of new framework agreements with Tier 1 Suppliers. Led tender / contract processes to drive down costs (savings of 15%, 25%, 75%)
Successful delivery of Proof of Concept project (10 branches in 2002) and Bulk Implementation Pilot project (245 branches in 2003). Benefits delivered included faster transaction times, better customer service, improved printing and ATM upgrades
Requested to present to LloydsTSB Project Management departments re: ‘Business Relationship’, ‘Quality Within Projects’, and ‘Communicating with the Customer’
- July 2001 - Sept 2001 :** **Project Manager – Client & Network Projects**
Reporting to: AXA-SSL UK DCC Programme Manager
- Scope :** Project Management of 2 highest risk Projects in Programme
- Mar 2001 -June 2001 :** **Interim Programme Manager – AXA-PPP DCC Program (of AXA-SSL UK Data Centre Consolidation Programme)**
Reporting to: AXA-SSL UK DCC Programme Manager
- Scope :** Interim Programme Management / Separation Management of AXA-PPP Programme as part of overall AXA-SSL UK Data Centre Consolidation Programme; programme to insource mainframe / mid-range (computers, applications & data)
- Achievements :** Enhanced goodwill between AXA-PPP and AXA-SSL and subsequently gained agreement of detailed Programme Definition and convened first AXA-PPP Programme Board
- April 1999 - Aug 1999 :** **Project Manager – Asset/Config./Clean Management**
Reporting to: Support Manager - Yorkshire Electricity
- Scope :** Initiate three related Asset, Configuration, and Clean Management Projects, exploiting existing management systems
- Achievements :** Liaised with Business & IS (Senior Users) to produce PIDs acceptable to all and achieved sign-offs. Delivered pilot products (Quick Wins) for immediate use and credibility
Smooth handover of projects to Junior Project Manager

DETAILS OF RECENT POSITIONS (CONT) - DETAILED CV AT WWW.CM-PM.COM

June 1997 – April 1999 : **Programme Manager – Office Systems Programme**
Reporting to: Programme Director - Yorkshire Electricity

Scope : Manage the programme to integrate, update and rationalise all Office Systems and infrastructure across the organisation to enhance business functionality and performance, with Separation Management to enable each business division to become technically autonomous should it be required. Replace the existing ICL OfficePower, rationalise 3000+ PC software app.s, & implement standard PC and network environment

2 pilot projects and 6 business rollout projects over 25+ sites.
Responsible for 50+ staff (permanent, contract, bodyshop)

Achievements : Completed at 22% under budget (£4.7m versus £6.05m) and 2 months ahead of schedule (16 months versus 18 months). Succeeded where three previous Programme Managers failed

Document Management System (PC Docs) to 2000+ PCs
Rationalised 3,800 business applications to 180, rolled out new apps, reconfigured 3,500 PC's and trained over 2,900 staff
Rationalised 105 domains and cleansed/migrated all data

SUMMARY OF EDUCATION AND CONTINUING PROFESSIONAL DEVELOPMENT

Sept 2009	Six Sigma for Business Leaders (& Foundation) – 3 days
May 2009	European Computer Driving Licence – public exam
Feb 2009	Prince2 Practitioner Re-Registration – public exam
Oct 2008	ARMA International Conference and Exhibition – 5 days
Feb 2008	MSP 2007 Advanced Practitioner Conversion (AIM) – 1 day
Nov 2007	PSNext Change Management toolset (LeBihan) – 2 days
March 2007	AIIM ECM (Enterprise Content Management) Practitioner
March 2007	Imaging Technology Education & Exposition (ITEX) – 3 days
Oct 2005	ITIL Service Management and CMMI (Dynamic LV) – 3 days
Oct 2005	VoIP/IPTV Benefits/Strategy/Deploy (TelecomsNext) – 3 days
June 2005	Managing Successful Programmes Adv Practitioner – 3 days
May 2005	ISO9000/ISO9001 training (BQI Consulting Limited) – 2 days
Apr 2005	CobiT 4.0 - IT Gov, Control & Assurance (ISACA) – 3 days
Sept 2004	Commenced Chartered Management Institute PPM Diploma
Oct 2003	BEN (Business Engine Network) for PM's (LTSB) – 2 days
Sept 2003	Prince2 Practitioner Re-Registration (Aim) - 5 days
March 2003	Strategic PMI for Programme Mgrs (Maverick NY) - 4 days
May 2002	Quality Concepts and Methods (AIQA) – 5 days
Aug 1998	Prince 2 Practitioner (Duhig Berry) - 5 days
May 1995	Strawman BPR Method (American Express) – 2 days
Nov 1992	Advanced Microsoft Project – 1 day
May 1989	Introduction to Project Management Principles (ICL) – 3 days
1988 - 1989	City of London Polytechnic. 1st Yr Accountancy / Economics BA. Studies halted due to lack of funding
1981- 1986	Clifton College, Bristol. (Scholar) - 3 A-Levels (incl Maths)