

ALEX SHAPLEY – PROGRAMME MANAGER / PROJECT MANAGER

SUMMARY OF RECENT POSITIONS

Dates	Position	End-Client	Responsibilities
2011	Programme Mgr	HP	Spain DataCentre Refresh programme
2010	Senior Project Mgr	Thomson Reuters	Delivery of online legal publishing projects
2009 - 2010	PM Consultant	NHS (UCLH) / CSR	Project Start-Up / Initiation (Web / EDRMS)
2008 - 2010	Senior Project Manager	Pearson Education	Initiation & Delivery of EDRMS / Web Intl Sales & Marketing System upgrade project
2008	Programme Manager	Pearson plc	Overall Management of Royalties Portfolio and project management of Financial Remediation
2007	Interim Head of Global Projects	Christie's Fine Art Auctioneers	Interim Head of Global Projects (as cover for incoming Director on gardening leave)
2006 - 2007	ECM Portfolio Mgr	Capita	Initiation of Workflow / Imaging / EDRMS
2006	Portfolio Manager	Virgin Media	Portfolio Definition in 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	Management of 'IaP' & 'DaP' processes (MSP definitions) for Efficiency Programme
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	Interim Head of Projects	Dubai based Wealth Management bank	Responsible for 19 current & potential projects in Dubai & Europe. Create PMO. ERP focus
2002 – 2003	Business Programme Mgr won award	Lloyds TSB plc £26.5m infrastructure 1850 sites, 46,000 PCs	Initiation, Definition and Management of Customer Service Enhancing (Infrastructure based) Programme. Realisation of Benefits
2001	Programme Mgr	AXA Shared Services	Data Centre Consolidation
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 Mgr	Yorkshire Electricity	Company-wide infrastructure Programme (£6m)
1997	Project Assurance	NHS (LGI)	Project Assurance & Stakeholder Mentoring
1996 – 1997	Head of Projects (Northern Group)	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/PA for AWD Workflow system project
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

CM Programme Management Ltd – Alex Shapley Curriculum Vitae

PERSONAL DETAILS

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PERSONAL PROFILE

- 18 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 ECOMP (Enterprise Content Management Practitioner) – ECM-PR-C-100
Member of APM R29779 (SIG: Risk) Member of PMI 400564 (SIGs: Risk & Quality)
Member of APM Review/Focus Groups for APM BoK (6th Edition) Refresh Programme
- 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 programmes; relocation, integration & separation projects
 - Suppliers / Vendors / COTS based systems approach (Commercial Off The Shelf)
 - Business Process Re-Engineering / Management (BPR / BPM / BPA) projects
 - Workflow / BPA, document imaging / management & ECM/EDRMS projects
 - information / records management / ECM projects; HR & payroll projects
 - MIS, BI, 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, NHS, Financial Services, 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

Jan 2011 – current : **Country Programme Manager – DataCentre Refresh**
Reporting to: EMEA Programme Manager – HP

Scope :

Delivery of Spain Portfolio of DataCentre Toolset Migration/Upgrade projects to 90+ Accounts

August 2010 – Oct 2010 : **Proj Assurance for Due Diligence – Wealth Management**
Reporting to: Executive – ME Private Client

Scope :

Project Assurance of bespoke Financial Hub project delivering connectivity between three wealth management systems – 2 x Private Client Portfolio Management and 1 x Bond Management. Project Assurance as part of Due Diligence for potential purchase of Broker

April 2010 – August 2010 : **Senior Project Manager – Intl Legal Online Services**
Reporting to: Project Group Director – Thomson Reuters

Scope :

Senior Project Manager within PMO managing multiple full lifecycle projects and workstreams for multiple country variants of the Westlaw Online Legal Information System. Matrix managed development teams in UK (2 sites), Argentina and Hong Kong

Oct 2009 – Feb 2010 : **Project Management Consultant (part-time) – Definition**
Reporting to: General Medical Consultant – NHS (UCLH)

Scope :

CSR Project Management assistance for Project Start-Up/Initiation for Tropical Diseases Hospital Patient Registration System and mentoring/coaching of key Clinical Stakeholder

Sept 2008 – Jan 2010 : **Senior Project Manager – Intl Marketing System Upgrade**
Reporting to: Senior Marketing Mgr – Pearson Education

Scope :

Initiation and delivery of project to enhance internet based International Sales & Marketing system (EDRMS / CMS / MIS) for world's largest Educational Publisher, with specific focus on MIS and Report Production. 72 Products delivered over 6 project stages (including Project Closure Stage and Lessons Learned documentation). Politically complex project with multiple Finance Directors providing funding and development split between UK and Eastern Europe.

Achievements :

Successful global delivery of 2 tactical interim releases (to 3 markets only) and 2 business critical software releases (to 23 international markets within Europe & Gulf) to enhance MIS / Automated Data Input / Reporting / Language – implementation of related business processes (eg based on new MIS Reporting) at time of Go Live.

Enhancement of Support Processes & User/Technical Documentation to extend sustainability of system for five years (when system will be replaced by new corporate Siebel platform)

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

April 2008 – Sept 2008 : **Programme Manager – Royalties Portfolio – Pearson plc**
Reporting to: Programme Dir (Global Head of Projects)

Scope :

Management of Portfolio of 4 high profile interdependent Royalties projects with weekly face-to-face presentation to Programme Board (plc CFO, plc Board Directors, other Directors) and Daily Reporting via email to Programme Board and other stakeholders

Hands-on project management of highest priority Financial Reconciliations project and overall responsibility for delivery/assurance of: Process Improvement project, Statement Run project, and Klopotek (Publishing/Royalties system) Upgrade project. Mentoring of Project Managers

Creation of Project Brief and provision of PM for SOX (Sarbanes-Oxley) System upgrade project – liaising with Global Internal Audit and UK SOX Team

Project Assurance/Recovery for PCI (Payment Card Industry) Compliance project and subsequent completion of Project Brief & PID - Mentoring of PM. Development of Brief for MS Enterprise Project Management Server project to improve consolidated reporting / MIS

Achievements :

Audit Committee satisfied re: outstanding Financial Reconciliations Issues (old versus new Royalties systems) and subsequent credible progress within BAU (including ongoing enhanced SOX reporting specifically for Audit Committee). Closure of Process Improvement project (surpassed targets) and handover to BAU of other two projects (long-term)

Business Sign-Offs achieved via intensive Stakeholder Engagement and detailed (re-)planning of all projects within Portfolio (with supporting documentation).

Integrated Portfolio Roadmap developed to enable Programme Board to strategically prioritise future change (eg with benefits, milestones, inter-dependencies & recommendations)

Board Directors' (plc) Thanks for “Outstanding Job”

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

Scope :

Various Change Management Consultancy, including:

- Programme Definition (US Consultancy for ME client)
- Project Assurance / Prince2 Coaching (US Consultancy for Japanese client)
- Project Definition – PM Collaboration Toolset (Travel Company)
- Project Definition – Web 2.0 / Virtual World (Marketing Company)
- Project Recovery – Web / SEO / E-Commerce (Ceramics Company)

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

Aug 2007 – Dec 2007 : **Interim Head of Global Projects / PMO**
Reporting to: Performance Director – Christies

Scope :

Interim Head of Global Projects / PMO (as cover for incoming director completing gardening leave); specifically:

Portfolio Reporting, Project Assurance, Project Recovery, Project Delivery, PMO Setup & Operation, Project Definition, Project Collaboration (eg Change Planning, Reporting & Resource Management), and general guidance regarding Change Management activities.

Major Programmes/Projects included: Financial (JDE – upgrade programme including specific Financial Reporting), Customer Relationship (Siebel) and Content Management (FormScape)

Introduction of formalised Best Practice Change Management Techniques / Reporting into organisation. Support / Coaching / Mentoring of all internal Project Managers.

Achievements :

Definition, review, support (& recovery where necessary) of all existing and planned projects.

Design, implementation and operation of ‘light touch’ PMO (via standard templates) leading to Christie’s first consolidated Portfolio Assurance & Project Reporting

Mentoring of project managers, project team members and business stakeholders led to measurable improvements in project

Cancellation of initiatives that had no business validity

Implementation of Supplier Management Framework. Excellent References

Dec 2006 – March 2007 : **ECM Portfolio Manager – Swordfish Enterprise projects**
Reporting to: Business Unit Manager – Capita subsidiary

Scope :

Initiation & management of Offshore Insurance Administration project.

Initiation of all other Workflow / Imaging / CMS / EDRMS projects based on .Net 3.0.

Offshore development of Strategic Platform by Mastek (senior development team in UK, other developers in India) and niche bespoke development in-house & offshore (Shanghai)

Consolidated reporting of total ECM portfolio. Mentoring of PM’s and internal stakeholders

Achievements :

Project Definition of both Strategic EDRMS project and Bespoke Workflow EDM project (offshore outsourced insurance administration incorporating case management, extensive BI and performance management; utilising Singularity, FileNet, SharePoint, etc). Recovered failing predecessor EDRMS project (Local Government) and re-engaged external stakeholders

Delivered realistic Product Development Roadmap of Strategic EDRMS / CMS systems

Implemented improved Governance Structure for all projects (Prince2). Developed common templates for project definition (PIDs), governance, resource planning and progress reporting

Delivered first ever consolidated reporting of entire ECM portfolio, including: progress, resource usage, budget, inter-dependencies, and risks & issues

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

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. Full involvement in portfolio Contracts/Commercials. Assurance of other key projects. All projects managed to Prince2.

Achievements :

Successful delivery and closure of initial two projects and handover of outstanding work. Mentoring of PMs and Directors led to enhancement of Change Management capability. Management of external Suppliers / Vendors. Excellent References

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 (utilising MSP – Managing Successful Programmes) & high level definition of 34 projects (revised Brief's and PID's) and programme planning phase. Performed Project Assurance / Review of all existing projects within Directorate with regard to future OGC Review(s), and presented reports to Programme Director

April 2005 - July 2005 : **ISO9000 Project Manager – Quality Management Project**
Reporting to: Directors of CM Project Management Ltd

Scope & Achievements :

Project Management of ISO 9000 project to implement quality system & gain ISO 9001:2000 certification (UKAS accredited). Received formal ISO 9001:2000 certification from BVQI

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 (using Strawman based method)

Achievements :

All scope completed to satisfaction of SRO (Senior Responsible Owner - Inspector General)

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

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 complex Content Management project (ECM / Workflow / EDRMS) to deliver an organisation-wide fully electronic Case Management legal & accounting system with MIS, BI, automation, workflow and document imaging. Project and its products aligned with UK government strategy Gershon/Lyons

Core system and UK variants developed offshore in NZ (Jarín Consulting)

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 OGC Gateway Review & third-party Project Audit (KPMG)

Led specialist Business team to NZ to review NZ Insolvency System, and acquire for free

Jan 2004 - May 2004 : **Interim Head of Projects – 19 Projects - Create PMO**
Reporting to: IT Dir – Dubai Wealth Management bank

Scope :

Responsible for Assurance and Delivery of 19 high profile current & potential Programmes /Projects for Dubai based Wealth Management bank. Recovery of failing Programmes/Projects

Creation & operation of 'light touch' corporate PMO with focus on delivering consolidated Strategic Reporting / Prioritisation / Recommendations to the Board

Specific focus on ERP portfolio (PeopleSoft), Business Intelligence projects (including Hyperion and Cognos), Document Management projects (Documentum / OpenText), overall change governance and developing supplier framework agreements.

Mentor existing PM's and advise on their CPD

Achievements :

Early Delivery of Key Initiatives, significant cost savings (re-invested in portfolio), and rescheduling of lower priority projects – portfolio re-planned on Benefits based approach

Implemented new Governance Structure (RACI) based on MSP model

Implemented corporate PMO (Project Management Office) that enabled board to strategically prioritise inter-dependent change within corporate calendar based on business need

Implemented standard templates for Programme / Project definition and reporting (incl. Benefit Profiles / Realisation) as well as for Work Package Assurance for Offshore Supplier dev

Consolidated / rationalised / closed programmes and projects to deliver an achievable / realistic Change Portfolio. Delivered consolidated Change Calendar and Benefits Map

Recruitment of, and handover to, permanent PMO Manager. Excellent References and bonus

Implemented Supplier Management Framework (full life-cycle) to better control Outsourced Services - Systems Development (Offshore – mainly India) and Network Services (local)

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

May 2002 - Dec 2003 : **Business Programme Mgr – LAN Upgrade Programme**
Reporting to: Senior Programme Mgr – LloydsTSB

Scope :

Initiate and Define Infrastructure Enabling Programme (£26m) to enhance Customer Service, transaction times, printing capabilities, ATM connectivity, IPT (Voice), etc via an upgrade of 1850 Retail Branches (refresh c46,000 PCs, c5,000 routers & c5,000 servers). Bring all Retail Branches to uniform standard and achieve support cost savings by removal of legacy devices

Develop Divisional Business Cases and achieve Director sign-offs. Produce 'Umbrella' Full Business Case for CEO sign-off (sponsored at plc Board by Chief Operating Officer)

Establish Programme Support Office (with Benefits Management), deliver Proof of Concept, Process and Pilot projects and initiate all subsequent major projects within programme.

Deliver Proof of Concept & Pilot Tranches with immediately realisable Measurable Benefits. Establish a culture of Programme/Project quality; skills transfer and mentor team members

Achievements :

Programme delivered £55k under total budget (£26.5m) and **realised all financial benefits**

Programme was recipient of LTSB '**Making a Difference**' award, and is now held up as exemplar LTSB Programme

Created all Business Cases & supporting documentation and achieved all 47 sign-offs prior to authorisation by CEO and Executive Board (COO sponsored programme at plc Board)

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). Measurable Benefits delivered included faster transaction times, better customer service, improved printing, ATM upgrades and financial savings

Gave presentations (as requested) to LloydsTSB Project Management departments on 'Quality Within Projects', 'Business Relationship', and 'Communicating with the Customer'

EMPLOYMENT HISTORY (CONT)

March 2002 - May 2002 : **BPR/BPM Project Management Consultancy**
Reporting to: Head of EB Servicing – Swiss Life (UK) plc

Scope :

Build an Employee Benefits Servicing BPR Team to Re-engineer the Business Processes of Swiss Life EB Servicing. Lead the EB Servicing BPR Team to produce a Feasibility Study and a PID based upon 126 work streams previously identified during Business Review Workshops

Immediately initiate workstreams that are a dependency for multiple other workstreams

Establish a culture of project quality; ensure skills transfer, and mentor team members

Achievements :

Built a focussed and effective BPR Team of 4 full time members and 7 part time ‘specialist skills’ members through a process of seminars, workshops and interviews

Reviewed original BPR Workshop documentation, managed specific focussed workshops and produced overview report

Produced 126 high-level work stream definitions with associated business cases & integrated project plans. Produced Project Approach & process maps. Delivered final report prioritising work streams by financial benefits, implementation time, time to break even, customer service and business impact

Re-initiated previously stalled project to implement upgrade to Actuarial Model (and related Middleware) as this was dependency for multiple high benefit workstreams

Cancelled previously prioritised work streams as analysis showed no financial benefits

Delivered full PID and planning documents detailing further scoping work identified during Feasibility Study. Delivered Project Brief (and template PID) detailing future BPR Project

Skills transfer of BPR techniques (based on Strawman methodology) and project management skills. Smooth handover to in-house Project Managers. Performed Project Assurance for other EB Servicing projects. Received glowing reference from Project Sponsor.

Mar 2001 - Sept 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 - to in-source mainframe / mid-range (computers, applications & data), consolidate 9 Data Centres & outsource other functions

Achievements :

Enhanced goodwill between AXA-PPP and AXA-SSL, achieved Stakeholder agreement of detailed Programme Definition and convened first AXA-PPP Programme Board. Initiated multiple projects within programme with focus on strong governance & quality driven delivery

July 2001 -> September 2001: handed over to permanent Programme Manager and successfully managed 2 highest risk projects within programme portfolio

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

Dec 2000 - Mar 2001 : **Project Manager –Project Sapphire- Cable & Wireless**
Reporting to: Senior Programme Mgr – Cable & Wireless

Scope :

Recovery Project Management of Global Service Delivery for Project Sapphire to deliver end-to-end automated business processes (ERP / Workflow) to Cable & Wireless global business areas. Deliver global infrastructure including fit-out of Data Centre (and plan for 2 clones)

Complete Phase 1 (pilot implementing 4 global business processes) including all testing, business continuity (disaster recovery) and subsequent handover to business as usual. Complete Phase 2 PID (18 global business processes) and creation of in-depth Product Descriptions. Full documentation (incl. process maps) of business processes to be automated

Achievements :

Completed all of scope and ensured satisfactory handover to Programme / BAU.

Performed Project Assurance role within Global Programme

Initial Contract terminated as result of cancellation of Global Programme – extension contract issued as requested to stay onsite to liaise with Programme Recovery / Programme Auditors

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

Scope :

Re-define and manage programme to integrate, update and rationalise all Office Systems and LAN / WAN / Unix / Wintel infrastructure across the organisation. Enhancement of business functionality and performance, with Separation Management to enable each business division to become technically autonomous should it be required. Functional Analysis & Vendor Selection

Replace the existing ICL OfficePower system, rationalise 3000+ PC software applications, deliver integrated IPT platform and implement a standard PC, Server and network environment.

2 pilot projects and 6 business rollout projects over 25+ sites. Responsible for 50+ staff

Achievements :

Programme delivered at 22% under budget (£4.7m versus £6.05m) and 2 months early

Succeeded where 3 previous Programme Managers had failed

Nov 1996 – May 1997 : **Head of Projects (Northern Group) – Environment Agency**
Reporting to: Head of IS (Northern Group)

Scope & Achievements :

Responsible for all IS project work within the Northern Group of the Environment Agency (100+ projects/work streams) – infrastructure, relocation, systems rationalisation/integration. Successful delivery of all time-boxed (contractual) projects and infrastructure/re-location.

Initiation and successful delivery of national pilot for mobile working upgrade (laptop / PDA's). £3m+ per annum budget for Northern Group IS Projects – offered multiple extensions

EDUCATION, QUALIFICATIONS AND CONTINUING PROFESSIONAL DEVELOPMENT

November 2010 onwards	Focus & Review Group Member – APM BoK 6 th Edition
Sept 2009	Six Sigma for Business Leaders (Maverick) – 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 (Sciforma) – 2 days
March 2007	AIIM ECom (Enterprise Content Management) Practitioner
March 2007	Imaging Technology Education & Exposition (ITEX)
May 2006	Business Benefits of Mobile Broadband (IWCE) - 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 Practitioner (Aim) – 3 days
May 2005	ISO9000/ISO9001 training (BQI Consulting Limited) – 2 days
Apr 2005	CobiT 4.0 - IT Gov, Control & Assurance (ISACA) – 3 days
Apr 2005	ICSP Internet Banking and Reconciliation (ACA) – 3 days
Apr 2005	Managing Successful Programmes Foundation (Aim) – 3 days
Apr 2005	ISO9000/ISO9001 EQMS training (PCGQS)
Sept 2004	Commenced Chartered Management Institute PPM Diploma
June 2004	IBM Websphere Business Integration Workbench – 3 days
Jan 2004	Member of Project Management Institute - 400564
Dec 2003	Member of Association for Project Management - R29779
Oct 2003	BEN (Business Engine Network) for PM's (LTSB) – 2 days
Sept 2003	Prince2 Practitioner re-qualification (Aim) - 5 days
March 2003	Strategic PMI for Programme Mgrs (Maverick NY) - 4 days
May 2002	Quality Concepts and Methods (AIQA) – 5 days
Oct 2000	Introduction to Siebel Course (Polaris Solutions) - 2 days
Sept 1999	Introduction to IBM Web Sphere products - 2 days
Aug 1998	Business Objects Explorer/Reporter (Bus Obj) - 2 days
Aug 1998	Prince 2 Practitioner (Duhig Berry) - 5 days
Aug 1997	Advanced Applying PMW (ABT Corporation) – 2 days
April 1996	Introduction to PRINCE (Post Office IT) – 2 days
Jan 1996	Introduction to AWD Workflow (BHFS) – 2 days
May 1995	Introduction to Six Sigma (American Express) – 1 day
May 1995	Strawman BPR Method (American Express) – 2 days
Aug 1994	Introduction to Cisco Router Configuration (Horizon) - 5 days
Aug 1994	Cisco Hardware 2500/4000/7000 (Horizon) - 2 days
July 1994	Microsoft MCP – Windows 4 Workgroups 3.11 (Open Exam)
July 1994	Microsoft MCP – Microsoft Project v.4 (Open Exam)
Jan 1993	Introduction to Yourdon / Structured Methodologies – 2 days
Jan 1993	HP Unix System Administrator – 2 days
Nov 1992	Advanced Microsoft Project– 1 day
Oct 1992	SSADM (VSEL) – 3 days
May 1989	Introduction to Project Management Principles (ICL) – 3 days
1988 - 1989	City Of London 1st Yr Accountancy / Economics BA
1981- 1986	Clifton College, Bristol. (Scholar) - 3 A-Levels (incl Maths)

Professional References can be supplied upon request