

ALEX SHAPLEY – PROGRAMME MANAGER / PROJECT MANAGER

SUMMARY OF RECENT POSITIONS

| Dates | Position | End-Client | Responsibilities |
|--------------|--|---|---|
| 2011 | Programme Mgr | HP | Delivery of DataCentre Upgrade (Spain) |
| 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 ECM (Enterprise Content Management) Practitioner (ECMPR-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 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 Government, Financial Services, 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

EMPLOYMENT HISTORY

- Jan 2011 – current :** **Programme Manager – DataCentre Toolset Upgrade**
Reporting to: EMEA Programme Manager – HP
- Scope :** Delivery of Spain portfolio of DataCentre Toolset Migration/Upgrade projects to c.90 Accounts
- August 2010 – Oct 2010 :** **Due Diligence / Project Assurance – Wealth Management**
Reporting to: Executive – ME Private Client
- Scope :** Management of Due Diligence for potential purchase of UK Broker. 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. Planning for merge of acquisition
- Achievements :** Successful Project Assurance and related Project Recovery of Financial Hub project. High->Medium level planning for Merge project to assume Broker into existing organisation
- 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. Projects delivered using PMI/Agile
- Achievements :** Successful delivery of releases/upgrades to UK & HK
- 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 EDRMS Patient Registration System for Tropical Diseases Hospital
- Mentoring/coaching of key Clinical Stakeholder
- Achievements :** Successful delivery and sign-off of Mandate and very detailed Project Brief. Key Clinical Stakeholder now has solid grasp of Prince2 concepts for Project Definition
- Fulsome ‘thanks’ from client

EMPLOYMENT HISTORY

Sept 2008 – Dec 2009 : **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. Project managed using Prince2 method and Agile/Scrum techniques

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 at least five years (when system planned to be replaced by new corporate platform eg Siebel)

April 2008 – Sept 2008 : **Programme Manager – Royalties Portfolio – Pearson**
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

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 Business sign-off of Project Documentation (PIDs etc) Completion of key stages and delivery of high profile products

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

EMPLOYMENT HISTORY (CONT)

- Dec 2007 – April 2008 :** **Change Management Consultancy for Private Clients**
- Scope :** Diverse Change Management Consultancy, including:
Project Definition – PM Collaboration Toolset (Travel Co.)
Project Assurance / Pr2 Coaching (US Consultancy in Japan)
Project Definition – Web 2.0 / Virtual World (Marketing Co.)
Project Recovery – Web / SEO / E-Commerce (Ceramics Co.)
- Aug 2007 – Dec 2007 :** **Interim Head of Projects – Christie’s Fine Art Auctioneers
Reporting to: Group Performance Director**
- Scope :** Interim Head of Projects (as cover for incoming director
completing gardening leave); specifically: Project
Management Governance, Project Management Mentoring,
Portfolio Management/Assurance, review of PM Collaboration
Toolsets (eg Change Planning, Reporting & Resource
Management)
- Achievements :** Review, definition & re-definition of all existing and planned
projects. Design and implementation of standard definition and
planning templates (based on Prince2), leading to Christie’s
first consolidated reporting of progress and resource
utilisation. Recovery of Financial (JDE), Customer
Relationship (Siebel) and Content Management (FormScape)
projects
- Support, Coaching & Mentoring of internal Project Managers
and Workstream Leaders to enhance competency of PMs
(working unsocial hours across two time zones)
- Introduction of best practice PM techniques into organisation,
including: Mandate (formal authorisation), Definition (PID),
product based planning (overall product description, product
breakdown, product flow, lower level product descriptions)
quality management (customer expectations, acceptance
criteria, senior user sign-off of Product Descriptions)
- Specific one-to-one coaching of PM & Workstream Lead
novices. Introduction of concept of CPD to organisation,
including: SharePoint links page, formal CPD planning,
organisation of group visits to PM Seminars (eg APM, PMI).
General guidance to stakeholders
- Assessed organisation’s requirements for a Change
Management Toolset (eg Collaborative Project Management
tools), using a Mandatory/Desirable/Wish-list approach, and
with specific emphasis on Resource Utilisation & Estimation.
Performed a high level review of multiple Toolsets against
Functional Requirements, and an in-depth review of four
short-listed solutions creating a Balanced Scorecard report

EMPLOYMENT HISTORY (CONT)

- April 2007 – Aug 2007 :** **Change Management Consultancy for Private Clients**
- Scope :** Diverse Change Management Consultancy, including:
Programme Brief - Transformation Programme (ME Bank),
Project Mandate/PID – Housing Association Extranet,
Programme/Project Management Training/Mentoring,
Web SEO and Database Conversion (Recruitment Agency),
Online Showreels & Audition Tapes (Theatrical Agency)
- 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)

Development of strategic roadmap for product development
Re-definition of predecessor EDRMS project (Local Gov)
Introduction of formal Business Cases / Benefits Models
Creation of template PM documentation and related mentoring
- Aug 2006 – Oct 2006 :** **Senior Project Manager – Re-brand Programme**
Reporting to: Programme Manager – Virgin Media
- Scope :** Portfolio Definition of all five customer facing projects
(Billing, Customer Care, Credit & Collections, Concession-
Sales and Tele-Sales) within highly confidential programme
- Achievements :** Creation of PIDs and high level work packages for all projects,
including product flows with estimates of time, cost &
resource. Sign-off from senior business Stakeholders
- 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.
Working with international team of construction engineers,
pipeline management specialists, massive freight logistics
specialists and international bid accountants
- Achievements :** Successful revision and consolidation of tender documents to
enable tender to be submitted to bankers

EMPLOYMENT HISTORY (CONT)

- 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
Day-to-day relationship with SI Project Managers
Enhancement of Kavanagh's Project Management capability via: example, discussion groups, general mentoring and drop-by. Project Assurance / Review of other in-house projects
- Achievements :** Successful delivery and closure of initial two projects (the two largest within the portfolio) and thorough preparation for projects three & four. All projects managed to Prince2
- Initial two projects involved the scoping and implementation of a highly resilient HP Enterprise Data Centre Solution to three environments (Test, Production, DR) - Unix / Windows / Storage SANs (Storage Array Networks) of 8 x rp8420 unix servers, 120 x Blade Servers, 3 x EVAs and 3 x Tape Solution
- Agreed T's & C's with Systems Integrator
Experience of dealing with SI's expedited contract discussions
Productive relationships with all four SI Project Managers
- Developed in-house Product Planning capability, including better use of Product Flows and Product Descriptions. Revised Kavanagh project templates, including: business case, PID, Stage Plan, Product Description, Communication Plan
- Aug 2005 - Oct 2005 :** **Interim Programme Mgr (SCS, Grade 5) – SDD Tx Prog**
Reporting to: SDD Tx Programme Dir – DWP (via CGEY)
- Scope :** Interim Programme Management covering between CGEY Tx Director leaving and ITIL specialist PM commencing. Programme to transform major supplier management and to establish largest ITIL Service Management function within Europe
- 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)

EMPLOYMENT HISTORY (CONT)

- May 2005 - July 2005 :** **Project Manager – Web Start Up Project (private)**
- Scope :** Project Management and Business Analysis for Web Start Up
Production of PID and detailed Business Case including
Investment Appraisal and Marketing Case
Liaison between international stakeholders to gain consensus
- Achievements :** PID developed to Prince2 method
Developed detailed Business Case that was signed off by all
stakeholders
Achieved external investment
- April 2005 - July 2005 :** **ISO9000 Project Manager – Quality Management Project
Reporting to: Directors of CM Project Management Ltd**
- Scope :** Project Management of ISO 9000 project to implement quality
system & gain ISO 9001:2000 certification (UKAS accredited)
- Achievements :** 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 ‘IaP’ (Identifying a
Programme) & ‘DaP’ (Defining a Programme) processes
(Managing Successful Programmes framework definitions) for
working practices and efficiency programme
Programme objectives: to improve operational efficiencies, cut
unit costs, reduce staff turnover and increase flexible working
practices in order to enable Service to cope with projected 50%
increase in insolvencies to be administered (period 2004-2009)
Review Programme Brief and create Terms of Reference for
‘DaP’ with product flow and work breakdown. Lead teams of
Business Directors for development of Vision and Blueprint
for both Policy and Business Operations
- Achievements :** All scope completed to satisfaction of SRO (Senior
Responsible Owner - Deputy Inspector General)
Adaptation of Strawman method and templates for high level
BPR to suit needs of programme/organisation. Training of
Business Directors in Strawman and Separation Management
techniques and subsequent successful use to highlight
efficiencies, savings and improvements in staff retention
Full handover to subsequent Interim Programme Manager (as
prior CPD commitments negated immediate contract renewal)

EMPLOYMENT HISTORY (CONT)

April 2004 - April 2005 : **Senior Workflow Project Mgr – Case Management Project Reporting to: Programme Mgr – The Insolvency Service**

Scope : Prince2 Project Management of Start Up & Initiation stages (Requirements Definition & Solution Identification) of Case Management project for UK Civil Service Agency. Project mandated to deliver a company wide Case Management system, whereby all information is stored and accessed electronically, has automation, workflow and document management, and encompasses all of the functionality of the existing systems. Project and its products aligned with UK e-government strategy

Appointment of Project Executive (SRO), Project Board and Project Team. Recommendation for QA/PA roles. Creation of Project Mandate, Project Brief, Project Approach (COTS based approach), Initiation Stage Plan and PID

Lead team to review, correct and update existing BPM IBM WBI Workbench Business Process Models

Establish a culture of Project quality; ensure skills transfer, and mentor team members. Mentor other Project Managers and provide internal Project Assurance to Directing Board

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

Led business reference site visit to NZ sister organisation and subsequently obtained source code to existing and future NZ Case Management Systems at no cost to UK (c.£15m saving). [NZ Case Management System incorporates Workflow, EDRM, Document Management, Banking, Trust Accounting, and remote access (Aventail VPN) – developed offshore (NZ) utilising J2EE (Java) N-tier architecture on Oracle back-end]

Offered & accepted three contract extensions to: complete Initiation Stage, and lead NZ visit

Positive responses from external Project Audit & OGC Review

Jan 2004 - May 2004 : **Project & Risk Management Consultant – 19 projects Reporting to: IT Dir – Dubai Wealth Management bank**

Scope : Provide Project Assurance and Risk Management consultancy in Dubai and Europe for 19 current & potential projects for Dubai based Wealth Management bank. Revise ERP PIDs

Mentor existing project managers and advise on their CPD

Achievements : All scope achieved to satisfaction of directing board. Implemented PSO (Programme / Project Office)

EMPLOYMENT HISTORY (CONT)

| | |
|------------------------------|---|
| May 2002 - Dec 2003 : | Business Programme Mgr – LAN Upgrade Programme Reporting to: Senior Programme Mgr – LloydsTSB |
| Scope : | <p>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</p> <p>Lead Tendering Processes for appointing Subcontractors and liaise with Procurement/Legal to develop template contracts</p> <p>Develop Divisional Business Cases (and project documentation – Initial Business Cases, TOR's, Requirements Definition Reports & Feasibility Reports) and achieve Director sign-offs. Produce 'Umbrella' Full Business Case for CEO sign-off</p> <p>Deliver Proof of Concept, Process and Pilot projects and initiate major projects within programme</p> <p>Establish a culture of Programme/Project quality; ensure skills transfer, and mentor team members</p> |
| Achievements : | <p>Programme delivered £55k under total budget (£26.5m)</p> <p>Programme was recipient of LTSB 'Making a Difference' award, and is now held up as exemplar LTSB Programme</p> <p>Created all Business Cases and supporting documentation and successfully escalated to achieve all sign-offs (including CEO)</p> <p>Created minimal impact delivery processes requiring no planned down-time in office hours. Created rapid response support processes to minimise any unplanned down-time</p> <p>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</p> <p>Key party in development and signoff of new framework agreements with Tier 1 Suppliers. Led tender processes and contract negotiations to drive down costs from 3 biggest suppliers (savings of 15%, 25%, 75%)</p> <p>Built strong relationships with business through frequent meetings, presentations, reports and voice-conferences. Improved quality and usability of information flow to different business areas via tailored written reports and intranet sites</p> <p>Gave presentations to LloydsTSB Project Management departments on 'Business Relationship', 'Quality Within Projects', and 'Communicating with the Customer'</p> |

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
- 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
- Cancelled previously prioritised work streams as a result of analysis showing 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. Received glowing reference from Project Sponsor
- Performed Project Assurance for other EB Servicing projects
- Sept 2001 - Jan 2002 :** **Business Project Management Consultancy**
Private Client Stockbroker - Reporting to: Finance Dir.
- Scope :** Business Project Management of pilot Business Improvement project for Investment Services Department of UK Private Client Stock-Broking Firm
- Achievements :** Successful creation of PID and detailed appendices detailing: time vs client type vs portfolio size vs commission, 7 automated daily/weekly reports (combining data from 4 separate account management systems), template research notes, template client reviews, template client letters, template newsletter articles, and revised client summary of statements

EMPLOYMENT HISTORY (CONT)

July 2001 - Sept 2001 : **Project Manager – Client & Network Work Streams for AXA-PPP Healthcare DCC Project**
Reporting to: AXA-SSL UK DCC Programme Manager

Scope : Project Management of 2 highest risk Work Streams, Client & Network, within AXA-SSL PPP Healthcare DCC Project

Ensure all requirements, approach documentation & project plans are pertinent and in place, and obtain necessary resource to achieve objectives. Management of work to completion and subsequent handover to Business As Usual functions

Achievements : Successful amendment and rollout of 750 client applications to 2,500+ clients at 36 sites within critical 2 hour period (using Netware Application Launcher). Implementation of new network links. Contingency solution of Network Address Translation invisible to users in few cases where required. All client & network changes seamless, to timescale and correct

Mar 2001 -June 2001 : **Programme Manager (Interim) – 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 move mainframe (applications & data), mid-range (computers, applications & data) and associated kit from CGEY (London) to new AXA-SSL data centre (Lytham)

Completion of Programme Initiation and convention of Programme Board to agree and sign-off Terms of Reference

Creation of Framework Project Plans and leadership of detailed planning workshop for both group & component areas

Achievements : Enhanced goodwill and working relationship between AXA-PPP and AXA-SSL. Gained agreement of detailed scope, completed Programme Definition Document and convened AXA-PPP Programme Board

Created detailed programme plan (MS Project) including milestones and GO / NO GO decision points to satisfaction of both AXA-PPP and AXA-SSL (planned 11 man years of tasks)

Created & maintained ARID Register (Assumptions, Risks, Issues, Dependencies) including agreed Risk Impacts

Established regular component workshops (mainframe, mid-range, networks, client) attended by all relevant parties (PPP, SSL, CGEY) to achieve planning and progress

EMPLOYMENT HISTORY (CONT)

- Dec 2000 - Mar 2001 :** **Project Manager –Project Sapphire- Cable & Wireless
Reporting to: Senior Programme Mgr – Cable & Wireless**
- Scope :** Project Management of Global Service Delivery for Project Sapphire (previously known as the Total Solutions Framework) to deliver end-to-end automated business processes (ERP / Workflow) to Cable & Wireless global business areas
- Completion of Phase 1 (pilot implementing 4 global business processes) including all testing, business continuity (disaster recovery) and subsequent handover to business as usual
- Completion of 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
- Day to day management of major suppliers (IBM & Deloitte) including infrastructure/application support, change management and problem management
- Achievements :** Completed Phase 1 Service Delivery (inc. draft SLAs) and ensured satisfactory handover to Programme. Work included: server implementation into pilot data centre (Kenan Arbor, Clarify, Remedy, Siebel, SAP, Web Methods, Architel Order Management System & Apache hosted on EMC/Compaq Unix/NT), definition of Test Plan and subsequent testing, and Phase 1 Lessons Learned document
- Completed Phase 2 PID and high level Product Descriptions. Also created ARID Register (Assumptions, Risks, Issues, Dependencies), initiated additional planning tasks related to risk mitigation, and drafted detailed ‘metrics’ plans for Phase 2 including logistics, timescales and costs to create “clones” of UK Data Centre in both Tokyo and Santa Clara
- Performed Project Assurance role within Global Programme
- Project terminated as result of cancellation of Global Programme**
- Nov 2000 - Dec 2000 :** **MIS / IS Strategy / BPR / Proj. Management Consultancy
Int’l Web Agency – Reporting to Group Production Mgr**
- Oct 2000 - Dec 2000 :** **Project Management Consultancy
International Web Gaming Business
Reporting to: Managing Director (Private Client)**
- Aug 2000 - Oct 2000 :** **CTI Strategy Consultancy (part-time)
Telecommunication Industry - Premium Rate Services
Reporting to: Managing Director (Private Client)**

EMPLOYMENT HISTORY (CONT)

- Aug 2000 - Oct 2000 :** Website Project Management Consultancy (part-time)
Niche Recruitment Consultancy (Private Client)
- June 2000 - Aug 2000 :** Project Manager – Indirect Voice Project - Torch Telecom
Reporting to: Director of IT - Torch Telecom
- Nov 1999 - May 2000 :** Website Project Management Consultancy (part-time)
Various Private Clients
- Oct 1999 - April 2000 :** Technical Supplier Management Consultancy (part-time)
Telecommunication Industry - Premium Rate Services
Reporting to: Managing Director (Private Client)
- Oct 1999 - Feb 2000 :** Business Project Management Consultancy (part-time)
Horse Racing Industry - Internet/E-Business
Reporting to: Technical Director (Private Client)
- Oct 1999 - Nov 1999 :** Technical Management Consultancy (part-time)
Telecommunication Industry - Premium Rate Services
Reporting to: Managing Director (Private Client)
- 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 Ultracomp Redbox helpdesk & asset management system (Oracle based), fPrint audit software, BMC Patrol and EDM (enterprise s/w dist.) to enhance business support and incident management.
- Amend and implement IS Support processes to exploit the newly integrated support platforms. Deliver MIS functionality to provide detailed cost of ownership metrics
- Was requested by IS Board Director to perform this role
- Achievements :** Liaised with Business & IS (Senior Users) to produce PIDs acceptable to all. Arranged appointment of appropriate middle management business representative as Quality Manager
- Workshops facilitated business buy-in for new IS support processes and concepts of stricter asset management
- Delivered initial integration stage and related support processes
- Smooth handover of projects to Junior Project Manager

EMPLOYMENT HISTORY (CONT)

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 current technology standards to enhance business functionality and performance, yet enable each business division to become technically autonomous should it be required. Replace the existing ICL OfficePower, rationalise 3000+ PC software applications, and implement a standard PC operating environment and network infrastructure

Responsible for development and signoff of all necessary business and technical strategies to support the programme

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

Developed corporate strategies for Network Infrastructure, Messaging, Windows Networking, Disaster Recovery, Data Migration, Internet, Intranet and Desktop Security as pre-requisites for re-planning programme (programme had been put on hold when predecessor left YEG)

Successfully presented redeveloped plan to Board Directors using previous metrics to demonstrate cost-efficiency

NT Network standardised on Windows NT Server v4 - with pilot of Windows 2000 Server (beta) for future-proofing. Rationalised NT Server requirement from 80 to 7 Domains. Investigation & Pilot of Windows Terminal Server / Citrix / Winframe for future upgrades

Distributed electronic mail network using HP OpenMail v5.20 (c.4000 accounts) & MS Exchange 5.x (c.1,800 accounts)

Managed Desktop/Network/Internet Security Review - Implemented Internet DMZ and secure intranet applications

Document Management System (PC Docs) to 2000+ PCs
PC configurations rationalised to 17 business builds.
Rationalised 3,800 business applications down to 180 and converted/migrated all data (process transparent to users)
Rationalised 105 domains and cleaned/migrated all data

Rebuilt the configurations of over 3,500 PC's & trained over 2,900 staff

EMPLOYMENT HISTORY (CONT)

- Nov 1996 – May 1997 :** **Group Project / Portfolio Manager – Environment Agency**
Reporting to: Head of IS – Env. Agency Northern Group
- Scope:** Responsible for all IS project work within the Northern Group of the Environment Agency (100+ projects/work streams)
- Analysis, rationalisation, consolidation and presentation of projects that had been previously undefined as a result of the Environment Agency creation (merge of 80+ organizations)
- £3m+ per annum budget for Northern Group IS Projects
- Achievements :** Implemented dynamic MIS system (project metrics) defining all work by project, type, location, resourcing, etc versus actual/provisioned costs. Created standard project reports (Gantt chart, Budget, ARID, Stakeholder map, etc)
- Interviewed and appointed Project Managers, Engineers, etc
-
- Nov 1996 – May 1997 :** **NE Group Senior Project Manager – Environment Agency**
Reporting to: Head of IS – Env. Agency Northern Group
- Scope :** Hands-on Project Management for all IS project work within the NE Region of the Environment Agency(50+ projects /work streams). Definition and sign-off of all IS project work within NE business projects (with IS Account Mgr and Business Project Sponsors)
- Set up Project Office and create all IS template documentation
- Management of NE IS Project Team (7 direct reports)
- circa £1.4 Million per annum budget for NE IS Projects
- Achievements :** Development of server & client builds (to national EA standards) utilising Novell 3.12 & Win 3.x/95/NT
- Development and implementation of Automated Network Management Consoles (ManageWise, Transcend, Insight Manager, ArcServe Manager, Intel NetPort Manager, etc)
- Migration/upgrades of 29 sites to new national standards
- 4 office relocations (including 1 call centre)
- Implementation of Email/Calendar (GroupWise) to 7 sites
- Development and implementation of bespoke remote access systems for Emergency workers (telemetry, radar, AVM, etc)
- Development and implementation of hand-held automated data recording/verification/archiving PDAs for Water Quality teams
- Managed pilot and detailed review of new bespoke HR/Payroll System and automated system for conversion from previous
- All Projects fully documented & delivered to Time and Budget

EMPLOYMENT HISTORY (CONT)

- April 1996 – Nov 1996 :** **LAN/WAN Infrastructure Project Mgr - Post Office iT**
Reporting to: Senior Project Manager - Post Office iT
- Scope :** Provide Project Management and Information Technology
Consultancy for multiple LAN, WAN and Voice projects
- Achievements :** 2 Call Centre upgrades and creation of 2 DR Call Centres
12 LAN/WAN installations/upgrades
3 staff/office/depot relocations (including 1 call centre)
4 GPT Voice Switch (PBX/PABX) upgrades
4 regional application rollouts 4 regional IT audits
All Projects delivered to Time and Budget
-
- Jan 1996 – Mar 1996 :** **IS/BPR Consultant – Black Horse Financial Services**
Reporting to: IT Director – BHFS (via ICL)
- Scope :** Investigate, analyse and audit the implementation of new
Workflow system (AWD). Audit revised Business Process
Documentation and review support processes in light of
change
- Achievements :** Created Audit Document for the Workflow implementation
including Risks/Issues register, disaster recovery processes and
project metrics comparison table
Analysed support requirements and developed transition plan
Created document templates, managed documentation for
clients/servers and implemented documentation change control
-
- Dec 1996 – Jan 1996 :** **Project Assurance – Middle East Banking Project**
Reporting to: Practice Director – Int’l Consultancy
- Scope :** Project Assurance of all workstreams of failing Middle East
Banking project. Visit all locations (ME) and create report
-
- July 1995 – Dec 1995 :** **Interim Support Team Mgr / Project Manager - Otis plc**
Reporting to: UK Support Manager - Otis plc
- Scope :** Prioritisation and assignment of IT Support work within UK
and management of 4 direct reports and various external teams
Project Manage HR System and multiple European projects
- Achievements :** Successfully dealt with 6 month backlog of support calls,
managed 3rd party suppliers/engineers, and revised SLA’s &
UK IS support documentation
Managed national rollout of PC Applications for Engineers
Successfully implemented full Peterborough 2000 (PS2000)
HR & Payroll System in conjunction with Snr Personnel Mgr
Planned and supported: European rollout of new Otis Logos.
Relocated European Head Office dept.s from Paris to London

EMPLOYMENT HISTORY (CONT)

April 1995 – July 1995 : **BPR Project Management Consultant - American Express International (at Amex IOT BPR Conference)**
Reporting to: Head of Operations - Amex JPAA

Scope : Project Management consultancy to International BPR (Business Process Re-engineering) Teams made up of Director & Vice-President level team-members

Modelling of business processes & data flows to rationalise existing processes and streamline intended implementations

Responsible for BPR Team documentation (MS Project, Visio)

Creation of PIDs (Project Initiation Documents) for each identified project/initiative

Take over management of MIS MS Excel development team consolidating three separate financial databases for BPR use

Achievements : Developed Gantt chart standards to facilitate combination of all conference project plans (150+) into one master plan

Using existing project metrics developed high-level PIDs and implementation plans for 47 initiatives consolidated across 52 markets within 5 continental divisions. All gained sign-off

Initiated Change Control Workshop to define change management processes for International business projects

Replaced 8 pre-existing external consultants on MIS MS Excel development team with 3 VBA programmers and 3 temps to achieve timely consolidation of three global finance databases

Feb 1995 - Mar 1995 **IT Project Leader - Woolworths plc, London (via CSC)**
Reporting to: IT Manager – Woolworths plc

Dec 1994 - Jan 1995 **IT Project Leader - CSC/BHS, Luton & London**
Reporting to: CSC IT Development Manager

EMPLOYMENT HISTORY (CONT)

July 1994 -Dec 1994 **“Moves & Changes” Project Manager - NatWest Group IT**

Reporting to: Senior IT Infrastructure Manager

Scope :

Project Management of major relocation project moving 550 Development Staff and General Users between five non-greenfield sites within Central London

Co-ordinate and plan simultaneous infrastructure/application upgrades and software rollouts

Co-ordination with Internal Accommodation Team (where to move to, desk planning) and Property Management Team (Architects / Electricians / Internal Fit Out)

Direct Management of three staff. Matrix Project Management of: LAN Analysts, External Audit Team, WAN Design Team, LAN Design Team, 3rd Party Cablers, Cabling Services Team, Voice/Telephony Team, & General Support Team

Achievements :

All moves completed as scheduled

Historical severe network problems resolved (broadcast storms, severely delayed response times, 45 minute log-on, etc)

Instituted regular Business/IT ‘Accommodation Moves’ meetings to aid communication, assign responsibilities and resolve issues

Negotiated lower price contracts and introduced performance criteria with Third Party Cabling Installation Companies

Managed emergency re-cabling of 3 patch rooms after flood caused by malfunctioning sprinkler system

Upgraded router configuration management processes

April 1994 - June 1994

MIS Business Analyst/Developer - Mobil Data Services Ltd

Reporting to: MIS Development Manager

EMPLOYMENT HISTORY (CONT)

Jan 1994 - Mar 1994 **Relocation Project Manager - Merrill Lynch, London**
Reporting to: Int'l Project Manager (MLIB Manhattan)

Scope : Project Management of the move of 450 users from UK Head Office (Ropemaker Place) & 4 redundant London sites to new Belgravia offices. Simultaneous upgrade of infrastructure

Manage the rollout of MS Office Professional and conversion from previous multiple types of office systems

Manage the conversion of bespoke application macros from Lotus 1-2-3 / Symphony, MS Works, Quattro Pro, Paradox, dBase, and WordPerfect to MS Word, MS Excel and MS Access.

Specific responsibility for business critical Treasury department

Achievements : All users moved to schedule. Seamless transition for users from old office on Friday evening to new office on Monday morning. All users' data and macros successfully migrated to MS Office Professional

Developed Excel 4.0 macros to automate data updates from Reuters RT Market Information System and led team to develop integrated series of MDS template for brokers

Previous Contract Positions

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|-------------------------|---|
| Nov 1993 - Jan 1994 | MIS Statistician / Programmer - Credit Suisse First Boston |
| Sep 1993 - Nov 1993 | Project Leader (PC App/Integration Consultant) - Private Bank |
| April 1993 - Sep 1993 | Project Leader (Senior A/P) - Prudential Life & Pensions |
| March 1993 - April 1993 | Novell Installer / Troubleshooter - PA Consulting |
| Jan 1993 - Feb 1993 | Project Leader (BPM Analysis) - WH Smith News (via ICL) |
| Sept 1992 - Dec 1992 | Project Leader (Networks) for MOD Project - VSEL, Bath |
| May 1992 - Sept 1992 | Interim Senior European Support Analyst - JP Morgan |
| Jan 1992 - April 1992 | Network Manager & IT Consultant- Lewisham Council |
| Nov 1991 - Jan 1992 | Lead System Tester - Railfreight Distribution |
| May 1991 - Oct 1991 | Lotus 1-2-3 Project Consultant - British Gas, London |
| Feb 1990 - Jan 1991 | Data Control Administrator - SG Warburg, London |
| May 1989 - Dec 1989 | Project Support/Administrator - ICL (Izmir, Turkey) |
| Nov 1987 - Sept 1988 | PC Installer / Support - British Gas, Bath |
| Sept 1986 - Sept 1987 | Bargee / Administrator - YACHT Charity |

EDUCATION, QUALIFICATIONS AND CONTINUING PROFESSIONAL DEVELOPMENT

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|-----------------------|---|
| 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