

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

Address: 1310b _ High Road **tel:** +44 (0) 7973 172705
 Whetstone **email:** alex@cm-pm.com
 LONDON N20 9HJ **web:** www.cm-pm.com

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 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

- Sept 2008 – Dec 2009 :** **Senior Project Manager – Intl Marketing System Upgrade**
Reporting to: Senior Marketing Mgr – Pearson Education
- Scope :** Initiate and deliver project (full life cycle) 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**
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, 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 :

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

Lead Tendering Processes for appointing Subcontractors and liaise with Procurement/Legal to develop template contracts

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

Deliver Proof of Concept, Process and Pilot projects and initiate major projects within programme

Establish a culture of Programme/Project quality; ensure skills transfer, and mentor team members

Achievements :

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)

Created minimal impact delivery processes requiring no planned down-time in office hours. Created rapid response support processes to minimise any unplanned down-time

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

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%)

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

Gave presentations to LloydsTSB Project Management departments on 'Business Relationship', 'Quality Within Projects', 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
- 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 program mers and 3 tem ps 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

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

April 2010 (proposed)	Management of Risk Practitioner (TBA) – 5 days
Feb 2010 (proposed)	ISEB Certificate in Project Management - 5 days
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)
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
Aug 1996	Introduction to Cisco Router Configuration (Horizon) - 5 days
Aug 1996	Cisco Hardware 2500/4000/7000 (Horizon) - 2 days
July 1996	Microsoft MCP – Windows 4 Workgroups 3.11 (Open Exam)
July 1996	Microsoft MCP – Microsoft Project v.4 (Open Exam)
Jan 1996	Introduction to AWD Workflow (BHFS) – 2 days
May 1995	Strawman BPR Method (American Express) – 2 days
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
Mar 1992	Novell NetWare 3.11 Supervisors' Course – 2 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