



Alastair Mills-McEwan



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Summary

Senior Management Consultant and founder of Flare Consulting with a track record of achievement in major projects for large blue-chip companies, entrepreneurial smaller organizations, professional services and the public sector. Having trained and held senior positions with global (Deloitte, Ernst & Young) and niche consulting firms, his prime skills lie in delivering sustainable performance improvements through the re-alignment of people, processes and technology, and the effective management of business change through projects. He has substantial experience of helping major clients achieve cost leadership and business advantage through the development and implementation of new operational strategies. As an experienced and certified project manager, he is also exceptionally well placed to deliver objective and independent project "healthchecks" designed to improve the value that projects deliver by identifying and implementing timely remedial actions.

Qualifications

- Certified project manager
- Practical approach to problem solving
- Strategic / tactical planning & organisation
- Diligent Quality Assurance
- Effective client relationship management
- Leadership by example
- Robust decision making
- Persuasive communication style

Professional Experience

Flare Consulting - President 2004 - Now

President and principal consultant of an independent consulting firm specializing in operational performance improvement.

Impact Plus plc (now Hitachi Consulting UK) - General Manager 2000 - 2004

Led business development and client projects in the North of England and Scotland. Directed major projects in the public sector, financial services and retail, specialising in technology-enabled process change and operational strategy development and implementation.

Ernst & Young - Executive Consultant 1995 - 2000

Developed business and directed client projects in targeted industries including utilities, manufacturing and distribution. Collaborated with the Partner in Charge to form a new team targeting High Growth Middle Market organizations.

Deloitte - Associate 1986 - 1995

Rose through grades (Consultant, Senior Consultant, Managing Consultant then Associate). Directed IT consulting operations in Leeds and Manchester and the day-to-day running of both sales and delivery. Also led a niche practice providing consulting services to the legal sector.



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JBA plc (Now GEAC) - Product Manager 1983 - 1986

Managed design, development, support and implementation of application packages on AS/400 for customer management, sales order processing, telesales, sales analysis, forecasting, accounts receivable including implementation project management and training.

TI Group plc (now Smiths Industries) - Programmer/Designer/Analyst/Consultant 1979 - 1983

Designed and developed tailor-made computer applications for this provider of outsourced computer services.

Education

University of Wales, B.Sc. (Hons) II (i) Zoology 1979

Professional Development

ISEB Certificate in Project Management for Information Systems (UK equivalent to PMP)
Numerous formal training courses including:

- Consulting Skills
- Project Management
- "Express"™ Process Improvement
- Accounting for Non-Accountants
- Business Practice for IT Professionals
- Advanced Presentation Skills
- Peak Performance (Motivation, Communication, Coaching)
- "Positive Power and Influence"
- Negotiating Skills
- Counselling Skills

Professional Affiliations Past and Present

Member of the British Computer Society
Associate Member of the Institute of Management Consultancy (UK equivalent to CAMC)
Member of Mensa

Other Information

Computer Skills Proficient in the usual personal productivity tools (MS Word, MS Excel, MS PowerPoint, MS Project), basic Visio, HTML, PHP

Languages Basic French (conversation and reading)

Security Clearance Level II (Secret)
File #: 95351853-0000426788, Expiry: 2025-03-05, DOB: 1958-07-17

Sample Project Experience

#	Title	From	To	Mths	Client
108	Process Improvement Specialist Mapped and analyzed processes for Security Access Control Management to all facilities (buildings, laboratories, etc.) across Canada. Worked with security officers to map the current process, identify process improvements to improve efficiency and effectiveness, and develop KPIs.	Dec-2014	Jan-2014	1	Health Canada
107	Special Advisor / Business Transformation Architect Special Advisor on business strategy and project management for a directorate involved in the provision of procurement business analytics services to PWGSC and others. Amongst other things, responsible for managing the first phase of the procurement of a Software as a Service (SaaS) solution to replace in house provision.	Nov-2013	Oct-2014	12	PWGSC
106	Special Advisor / Business Transformation Architect Special Advisor on project management for a directorate involved in the provision of spend and procurement business intelligence (BI) services to PWGSC and others. The role involved project management, investigation into the feasibility of deploying a BI solution to other departments and the general public, communications and consultations with over 200 staff in 65 departments, business analysis, business case development, and preparation of briefings and presentations for senior management up to ministerial level. Responsible for the successful management of this project in line with PWGSC National Project Management System standards, including the development of IT security certification and accreditation materials, and meeting Treasury Board reporting requirements.	Nov-2011	Mar-2013	17	PWGSC
105	Organizational Transformation Consultant Independent review of a directorate involved in the provision of procurement business intelligence (BI) services to PWGSC and others. Developed a process-based view of the organization in order to identify the key components of the value chain and create a revised structure based on best practice (regarding spans of control, process-orientation, ease of communications) to enhance its efficiency, effectiveness and economy, improve strategic alignment and allow it to scale effectively to meet varying customer demand. Identified relevant change management issues and approaches. Developed communications materials to inform senior management.	Sep-2011	Oct-2011	2	PWGSC
104	Review Team Leader Led an independent third-party healthcheck review of a mission-critical web development for Acquisitions Branch. Assessed the project with reference to TBS guidelines, PMBOK and NPMS as well as generally accepted best practice. Reported to the Director General and produced internal communications materials such as reports and presentations.	Aug-2011	Sep-2011	1	PWGSC

#	Title	From	To	Mths	Client
103	Review Team Leader Led an independent third-party healthcheck review of a business intelligence project designed to deliver intelligible analysis of procurement and contracting data over the internet to all government departments. Assessed the project with reference to TBS guidelines, PMBOK and NPMS as well as generally accepted best practice. Reported to the Director General and produced internal communications materials such as reports and presentations.	Jul-2011	Aug-2011	1	PWGSC
102	Performance Management Consultant Worked with the CEO and the Executive Director HR at this not-for-profit membership organization to develop a balanced scorecard of leading and lagging, financial and non-financial, performance indicators that worked at National level as a management and communications tool, and which could also be further developed for various different Councils.	May-2011	May-2011	1	Scouts Canada
101	Project Manager Project management of a pilot project designed to test the feasibility of using mobile devices (BlackBerry, iPhone, iPad) to provide remote workers with access to corporate knowledge and documents, mainly held on SharePoint. Estimated and planned project activities using MS Project Server, used "Agile" techniques to maintain pace, managed budget, managed key risks and issues, managed stakeholders, managed communications and directed the team.	Nov-2010	Dec-2010	2	Export Development Canada
100	Project Manager Managed a feasibility study into outsourcing and other technical options for the enhancement of document management, scanning and indexing facilities at a leading Canadian financial institution. Mapped key processes, Developed the options evaluation process and scoring mechanism, liaised with vendors, developed business case. Estimated and planned project activities using MS Project Server, managed budget, managed the subsequent procurement, managed key risks and issues, reviewed impact on the organization and identified change management issues, developed change management plan, managed stakeholders and communications and directed the team.	Jul-2010	Dec-2010	6	Export Development Canada
99	Project Manager Managed requirements definition and the evaluation of electronic document and records management (EDRMS) applications and vendors for a leading Canadian financial institution. Developed the options evaluation process and scoring mechanism, liaised with vendors, developed the business case. Estimated and planned project activities using MS Project Server, managed budget, managed key risks and issues, managed stakeholders and communications and directed the team. Selected Open Text Content Server and SharePoint 2010. Also reviewed the proposed functional classification scheme, made recommendations to improve its alignment with the business processes (core value chain) and reviewed and recommended options for data migration from eDocs and iRIMS.	Jun-2010	Dec-2010	7	Export Development Canada



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98	<p>Review Team Leader</p> <p>Independent third-party review of an SAP-enabled business transformation project (finance and accounting, materiel management, project management) for a government department. Assessed the project with reference to Treasury Board Secretariat guidelines, PMBOK and NPMS as well as generally accepted best practice. Reported to the Assistant Deputy Minister and CFO, and produced internal communications materials such as reports and presentations.</p>	Dec-2009	Jan-2010	2	NRCan
97	<p>Review Team Leader</p> <p>Led the independent third-party review of a \$140 million IT-enabled business reengineering project to deliver electronic health records for a government health services organization, conducted in line with Treasury Board guidelines. Role involved all the relevant Review Team Leader activities set-out in the TBS Handbook. The review team followed the process laid out in the TBS Handbook supplemented by their own substantial project experience, and including reviews of the business case, procurement strategy, change management, financial management, risk and issue management, stakeholder engagement and technology. The review consisted of extensive document review, interviews with key stakeholders and analyses following the handbook, review topics and specific lines enquiry. Findings, conclusions and recommendations were documented and cross-referenced in order to ensure a credible presentation of recommendations to CFHIS senior management including a General, who was the de facto Sponsor, the Sponsor's delegated representative and TBS itself. The review was regarded as rigorous, objective and useful by both the client and by TBS.</p>	May-2009	Jun-2009	2	DND

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96	<p>Review Team Leader</p> <p>Independent healthcheck review of \$150 million, 10-year systems replacement project for a government department. The work comprised a short, focused review of the plan and budget for CPP/OAS Modernization Release 7 focusing, in particular, on project planning and control, project financial management, risk management, change management, project reporting. The outputs included: an opinion on the robustness of the areas above, with recommendations for any major changes; an opinion on the likelihood of meeting the May 19 2009 end-date within the remaining EPA budget. The role included: reviewing project documentation, attending project presentations and conducting interviews, assessing and validating findings with other team members, analysis of observations by comparison with previous major project experience, recognized project management frameworks (PMBOK, PRINCE2) and generally accepted best practice, integrating findings, conclusions and recommendations with information from other team members, working with other team members to make recommendations on future project financial reporting processes, developing conclusions and recommendations, and writing the review report and internal communications materials, reporting to the CFO of ESDC. The situation required sensitivity, tact and diplomacy to overcome some initial reluctance on the part of the project team. At the conclusion of the review, it was regarded by the senior stakeholders and the project leaders and managers as a useful, fair and authoritative piece of work.</p>	Dec-2008	Feb-2009	3	ESDC
95	<p>Project Manager and Records Management Consultant</p> <p>Developed and implemented a new functional classification scheme and migration strategy for legal records. Researched and defined client requirements including security, accessibility, retention. Reviewed existing documents and interviewed key users to formulate the new file plan, working closely with Information Management staff and key users. Developed migration options and provided models and tools to manage project risk and assess feasibility of shortlisted options. Extracted data from iRIMS and iCASE and developed spreadsheets to further analyze it in order to clean up iRIMS, archive legacy files, correct iRIMS data inconsistencies and manage the workload involved in renumbering files according to the taxonomy that was developed. Provided additional advice on the further development of the electronic document management system. Produced and delivered education, communications and training materials to help staff navigate around the new filing classification. Managed the project to handle the renumbering of up to 11,000 physical legal files, using client staff</p>	May-2008	Nov-2008	7	Department of Justice / Environment Canada
94	<p>Business Analyst</p> <p>Documented C-TPAT compliant logistics processes and procedures for a North American manufacturing and distribution company. Researched requirements on internet, modelled using VISIO, interviewed key process owners to tailor generic requirements to suit the business, drafted recommended procedures for review by sponsor.</p>	Jun-2007	Aug-2007	3	Ottawa Fibre

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93	<p>Project Manager and Lead Business Analyst</p> <p>Project manager for a project to implement an ERP application at a process manufacturing and distribution company. Goal was to identify and document/map critical processes, replace ageing systems (a mixture of packages and custom built) and technical infrastructure with a COTS ERP Solution (Infor ADAGE), covering manufacturing, distribution, sales, purchasing, accounts receivable, accounts payable, general ledger, and asset and maintenance management with interfaces to existing HR and payroll applications. Responsible for business analysis and the definition of business rules, change management, training management, testing and piloting. Estimated and planned project activities using MS Project, managed budget, managed vendor, managed key risks and issues, managed stakeholders and communications and directed the team, reporting to a Project Board chaired by the CFO. The project was particularly challenging as it also involved the reorganization of the finance function to act as a common service provider for a number of companies in the group which were spread across the country. The role also included the set-up and management of a project office to manage all associated records including specifications (with version control throughout their lifecycle), test plans, status reports, correspondence, financial records, issues, risk and change management.</p>	Jan-2007	Jan-2008	13	Ottawa Fibre
92	<p>Procurement Specialist and Business Analyst</p> <p>Developed, agreed and implemented the procurement strategy for new ERP and asset maintenance management systems at a continuous process manufacturer. Responsible for the creation of the business case and the business analysis and process mapping required to create a Statement of Requirements (SOR), and managing all procurement activities for this software and services procurement including drafting the RFP (including writing the Statement of Work), long listing vendors, issuing the RFP, managing vendor queries and vendor conference, developing and managing the scoring and evaluation process, short-listing, managing vendor demonstrations, reference checking and eventual contract negotiations. Responsible throughout for estimating, planning, training the evaluation team and managing stakeholder communications.</p>	Oct-2006	Dec-2006	3	Ottawa Fibre
91	<p>Business Analyst</p> <p>Developed an intelligible, focused, monthly Management Information pack for a boutique law firm, using feeds from the practice management system, Excel and PowerPoint. Researched, developed and agreed relevant KPIs and also key trends to be tracked. Built reporting of these into the pack.</p>	Jan-2005	Jun-2006	18	Confidential

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90	Project Manager and Process Improvement Specialist Analyzed, mapped and documented (Visio and Word) and improved a variety of processes at a law firm, including client take-on, billing (including e-billing), collections and document management. Used facilitated sessions to generate improvement ideas. Created compelling business case for change and secured the buy-in of relevant stakeholders.	Jan-2005	Jun-2006	18	Confidential
89	Business Development Specialist Used a workshop-based approach to co-develop a Business Development Strategy and plan for a firm of barristers and solicitors	Jan-2005	Jun-2006	18	Confidential
88	Project Manager and Business Transformation Specialist Worked with partners, senior associates and heads of Finance, HR, IT and Business Development at a law firm to review alignment of current organization, systems and processes with business strategy. Identified, scoped, planned and implemented a series of 20 business transformation projects covering all aspects of the enterprise's operations and organization, including finance, HR and performance management, IT, administration, document and knowledge management. Estimated and planned project activities using MS Project, managed budget, managed key risks and issues, developed and implemented change management strategy and plan, managed stakeholders and communications and directed the team, reporting to the Equity Partners.	Jan-2005	Jun-2006	18	Confidential
87	Project Manager Directed a review of systems development organization and capability using the CMMI model, as part of a government agency transformation program.	Jan-2005	Mar-2005	3	Passport Canada
86	Business Analyst Developed the value proposition and supporting communications materials for a services organization providing technical staff to the public sector. Interviewed key staff and clients to gather inputs and validate the emerging value proposition.	Nov-2004	Dec-2004	2	OTI
85	Organizational Review Specialist Directed a project to review and improve the value for money delivered by the IT Directorate of a large government department. This involved reviewing customer satisfaction, reviewing IT process health, reviewing key projects, establishing a balanced scorecard for the Directorate, building an activity based cost model and setting out a plan for continuous improvement.	Dec-2003	Jan-2004	2	Department for Education
84	Project Manager Directed an assignment to develop and implement a new customer contact and communications strategy for one of the world's largest mail-order companies.	Nov-2003	Dec-2003	2	Pinault Printemps Redoute

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83	Trainer Designed, developed and delivered a series of courses on project management for a major bank.	Nov-2003	Nov-2003	1	Bank of Scotland
82	Review Team Leader Review of a large (\$25 million) Vantive CRM implementation at a global fuel retailer. Reported and presented key findings, conclusions and recommendations to senior management.	Nov-2003	Nov-2003	1	Shell
81	Organizational Review Specialist and Facilitator Conducted a "best practice" review of IT service delivery and processes for one of the world's largest banks with an IT department of over 4,400 staff in multiple locations. Project included the design, development and delivery of a two-day facilitated session for the department's directors and managers, capturing outputs, prioritizing recommendations and reporting to senior management.	Oct-2003	Oct-2003	1	Royal Bank of Scotland
80	Project Manager and Business Transformation Architect Directed review of collections and arrears strategy at a pan-European financial services organization. Reviewed collections strategy, organization structure and design, staffing and HR, business processes (via mapping and analysis), technology, operating costs and outcomes. Used modelling techniques and best practice ideas from other organizations to develop a new strategy, together with organizational design changes, IT system revisions, communication, change management and training, designed to reduce bad debt write-off by \$3.5 million per year. Created and communicated compelling business case for change, endorsed by group CFO.	Jul-2003	Nov-2003	5	Pinault Printemps Redoute
79	Process Improvement Specialist Directed a project to use Six Sigma and electronic process simulation techniques to reduce cycle times for new account opening at a leading credit card company.	Jun-2003	Aug-2003	3	Marks & Spencer Money
78	Process Improvement Specialist Development of supply chain process reengineering approach for an alcoholic long drinks brewer and brand manager.	Jun-2003	Jun-2003	1	HP Bulmer plc
77	Process Improvement Specialist Led a project to develop and implement revised sales pipeline management processes and applications at a global oil services business, with operations all over the world. Reviewed and analyzed the sales process, established sales qualification criteria, developed a model reflecting the revised sales pipeline and developed Excel-based spreadsheets as an interim measure for tracking, forecasting and reporting sales performance. Provided input to the procurement of suitable CRM systems to streamline sales tracking and reporting.	May-2003	Jun-2003	2	Shell

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76	Business Analyst Directed a project to create a new concept for the account opening process at an online bank. Used results of focus groups and process modelling to create a streamlined process resulting in 20% fewer abandoned account applications.	Apr-2003	May-2003	2	Prudential
75	Business Analyst Reviewed the market opportunity, IT, organization structure and capacity, staffing, processes, operations and management of a real estate remortgaging operation owned by a large law firm that was to be part of a management buy-out. Reported key findings and recommendations to senior partners in both the law firm and the venture capital provider.	Mar-2003	Apr-2003	2	Addleshaw Goddard
74	Process Improvement Specialist Re-engineered accounts payable process for a global oil services business. Worked with key suppliers and the accounts payable team to identify current problems, generate quick win ideas, and design the future state. Reported key findings and recommendations to the CFO and project managed the implementation of the recommendations.	Jul-2002	Sep-2002	3	Shell
73	Project Management Directed an assignment to train a UK grocery retailer in process mapping, modelling and analysis.	Jun-2002	Jun-2002	1	Iceland plc
72	Business Analyst Assessed the market opportunity for a private equity firm to invest in business process outsourcing operations in the financial services sector. Conducted secondary research to determine market size and key issues, identified trends, conducted SWOT, Environmental Scan, Porter's Five Forces Analysis, identified relevant benchmarks and industry best practices. Developed a series of broadly feasible strategic options, discussed and agreed evaluation criteria, evaluated options and presented a business case and recommendation to the VC firm's senior management.	Apr-2002	May-2002	2	3i
71	Specialist Advisor - Project Management Directed a project to review and then scope, plan and assist with the launch of the intermediary channel for a new investment product at a credit card services company.	Feb-2002	Mar-2002	2	Capital One
70	Business Development Specialist Developed the first ever "value-billing" strategy for a particular professional firm. Proposed and negotiated a shared risk/reward contract with the client. Developed and implemented measurement mechanisms to determine project impact and resulting fees. Contract delivered additional revenues of \$125,000 compared with a traditional approach.	Jan-2002	Jan-2002	1	Impact Plus

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69	Review Team Leader / Specialist Advisor - Project Management Independent QA review of a \$30 million global SAP transformation project (ERP implementation) covering finance and accounting, purchasing/procurement, sales order processing, inventory control, human resources management. Provision of on-going project management advice to the project board. Reported key findings, conclusions and recommendations to the executive directors and was retained to provide ongoing advice and coaching to both the Project Manager and the Project Sponsor.	Oct-2001	Sep-2002	12	American Standard
68	Organizational Reviewer and Business Transformation Architect Led a project to develop a new enterprise-wide operational strategy and then restructure people, processes and technology at a major financial services organization with over 12,500 field staff across multiple locations. Developed current state analysis (overall business analysis, mapping processes, developing functional value chain model, identifying key issues), identified "quick win" opportunities to run in parallel with the wider transformation initiative, designed and delivered a series of focused "cost reduction" workshops producing savings of several \$million, developed future state design covering organizational structure, key business processes, key performance indicators, and required information technology support, developed the overall business case that was subsequently endorsed by the main Board. Developed and implemented overall change management strategy and plan, communications and training plan. One of the key challenges was to devise a way to handle thousands of paper-based records produced daily by the 12,500 field staff. The eventual solution involved a mixture of improvements to paper-based document management practice, the use of document imaging and indexing where appropriate and alternative methods of data collection. Reported on progress, financial performance, risks and issues regularly to the Project Board.	Jan-2001	Dec-2001	12	Provident Financial
67	Specialist Advisor - IM / IT Provided executive-level IT advice to the board of a holding company for a number of electrical equipment fabrication and contracting companies.	Sep-2000	Sep-2000	1	Scholes Group plc
66	Specialist Advisor - Business Development Worked with the public sector team at a large provincial law firm to help them (successfully) to increase their win-rate when tendering for property-related legal services	Sep-2000	Sep-2000	1	Cobbetts

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65	<p>Business Analyst and Procurement Specialist</p> <p>Specified and selected new financial systems - JD Edwards - for a large grocery retailer with over 700 stores and 23,000 employees. Undertook business analysis, mapped key processes, developed statement of user and technical requirements, developed procurement strategy, wrote RFP, managed a competitive "agenda-based" vendor procurement process, evaluated bids, selected preferred vendor, negotiated contracts. Facilitated "best practice" workshops to determine the scope for process improvement using the target application. Redeveloped the business case for the subsequent implementation .</p>	Jun-2000	Aug-2000	3	Iceland plc
64	<p>Organizational Reviewer / Project Manager</p> <p>Reviewed customer and business support organization (staffing, structure, processes, technology) for a division of a global oil services business with 90,000 employees in 80 countries. Documented current state (developed business model, mapped key processes) and developed future state design covering new policies, new ways of working, revised business processes, revised organizational structure and job redesign, new information technology support. Developed transformation plan and overall business case, change management strategy and plan, communications plan, and directed implementation of recommendations.</p>	May-2000	Apr-2001	12	Shell
63	<p>Organizational Reviewer / Project Manager</p> <p>Review of supply chain management at a generic pharmaceuticals manufacturer. Produced current state model (goals, objectives, CSFs, process maps and models, organization) and used a series of transformation workshops to co-develop a new operating model with key stakeholders. Developed business case and transformation plan and directed the resulting project, reporting to the Project Board.</p>	Dec-1999	May-2000	6	Alpharma Inc
62	<p>Special Advisor - Project Management</p> <p>Quality assurance for a major post-merger integration program that sought to integrate the 800 retail outlets of an acquired company with an acquiring business of similar size. Reported to the CFO.</p>	Nov-1999	Feb-2000	4	Scottish and Newcastle Retail
61	<p>Project Manager</p> <p>Directed an engagement to establish a program office for a successful mail order company. Established procedures for portfolio management, project initiation, risk, issue and change management, financial management and dashboard reporting. Reported to the IM / IT Director.</p>	Jul-1999	Sep-1999	3	JD Williams

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60	Review Team Leader Conducted an IM/IT strategy review and project healthcheck of an SAP transformation project (ERP implementation) for a regional brewer and pub retailer. Scope included finance and accounting, purchasing, inventory, manufacturing (brewing), sales, real property management. Reviewed project documents, interviewed key stakeholders, vendors and project team members. Reported and presented findings, conclusions and recommendations to the executive directors, who were unanimous in accepting advice which saved the company over \$12.5 million.	Jun-1999	Aug-1999	3	Marston Thompson and Evershed plc
59	Business Analyst Directed an assignment to examine the feasibility of an ecommerce business for a UK-based non-store retailer.	Jun-1999	Jul-1999	2	JD Williams
58	IM / IT Specialist Designed, developed and delivered a facilitated workshop session on IT strategy for competitive advantage for senior management at a client in automotive financial services.	Jun-1999	Jun-1999	1	Bank of Scotland
57	Knowledge Manager Developed and implemented a strategy for knowledge acquisition, electronic document management, knowledge dissemination and re-use for a new practice group within a major consulting firm. Reduced the time required to complete winning proposals by 25% while improving quality, the effectiveness of the sales messages and sharing of best practice. Developed associated training materials and user guidelines including a "knowledge map" to help people navigate and retrieve the information (especially during a transition period where the classification / taxonomy of knowledge objects was redefined) and "role activity diagrams" to show users the process for information creation, validation, dissemination and how they fitted in. Managed the implementation of the document and content management system.	Mar-1999	Aug-2000	19	Ernst & Young
56	Organizational Reviewer Directed and was lead consultant on a review of the efficiency and effectiveness of the finance and accounting function for a global textile manufacturer and distributor with 28,000 employees across the world. Established review objectives and timeline with the CFO, mapped key processes and assessed process health, reviewed organizational staffing and structure, management processes, departmental budgets and forecast performance, and internal user satisfaction. Produced a written review report and other communications materials with clear traceability from observations, to findings and recommendations and presented it to executive management, together with performance benchmark comparisons. Subsequently costed all the recommendations, developed a revised business architecture and business case and advised on (inter alia) the replacement of existing custom software with a COTS implementation including Oracle ERP. Provided continuing project management.	Jan-1999	Dec-1999	12	Fruit of the Loom

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55	Review Team Leader / Project Manager Reviewed a \$27 million project to roll out a European Shared Service Centre based upon a JD Edwards ERP platform for a global water services company with 200,000 employees worldwide. Subsequently identified relevant business CSFs, documented, mapped and analyzed key processes, reviewed organizational alignment and, as a consequence, replanned the roll-out based upon new recommendations concerning change management, organization design and stakeholder management and communications, revising the existing business case in the process. Subsequently redesigned the finance organization in Europe and established the management processes for a large post-merger integration.	Aug-1998	Nov-1998	4	Ondeo Nalco
54	Review Team Leader Review of a \$122 million technology-enabled business change program at a major bank followed by a project to re-launch its project office.	May-1998	Jul-1998	3	Bank of Scotland
53	Project Manager and Business Transformation Architect Directed a project to reengineer most of the key processes at a large manufacturing, distribution and retail operation. Conducted numerous one-to-one interviews and also workshop sessions with client staff at all levels to understand and map business processes throughout the organization. Identified key performance measures associated with each key business process and the source of the information required to create them. Led functional staff to define process and organizational design requirements and directed the process to transition from bespoke, custom built applications to a COTS ERP Solution (JD Edwards), covering finance and accounting, real property management, HR, purchasing, manufacturing, inventory control and sales. Led business analysis, procurement management, RFP production, vendor evaluation, contract negotiation and directed the subsequent system implementation, including change management, risk and issue management, financial management, stakeholder management and communications. Project valued at approximately \$2 million.	Dec-1996	Apr-1998	17	Daniel Thwaites plc
52	Organizational Reviewer Directed and was lead consultant on a best practice review of the efficiency and effectiveness of the finance and accounting, procurement, administrative and HR functions of a large customer management outsourcer serving electricity and water utilities. Established review objectives and timeline with the CFO, mapped key processes and assessed process health, reviewed organizational staffing and design, management processes, departmental budgets and forecast performance, and internal user satisfaction. Produced a written review report with clear traceability from observations, to findings and recommendations and presented it to executive management.	Jul-1996	Aug-1996	2	Vertex

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51	Project Manager Managed Phase I of the \$320 million Combined Customer Program which was a major business transformation initiative for a large multi-service utility with 7 million customers. The program included the replacement of custom software with two integrated COTS billing engines for both water and electricity billing and customer management. Directed the work of the transformation team including data architecture, functional architecture, technical architecture, release management, change management, process redesign, and responsible for directing all stakeholder management and communications activities, reporting to the company's board of directors. Managed Accenture and SCT, the two major vendors. Also led the creation of a central program office that was responsible for the management of all program documentation, in both paper and electronic form, and for the operation of key program management processes.	Jun-1996	Nov-1996	6	United Utilities
50	Project Manager Implementation of a new \$30 million Customer Relationship Management and Billing System for a vertically integrated electricity utility with 8.5 million accounts, as part of a major business transformation initiative. Led staff to define relevant components of business strategy to support the initiative, identified restructuring opportunities, regularly reported to senior management. Managed all stakeholder communications and all implementation workstreams. Also responsible for the set up and operation of a program office for the project. This involved creating a paper and electronic filing taxonomy, developing document version control procedures, producing procedure guides and training staff in their use.	Nov-1995	Apr-1996	6	Hydro Electric
49	Organizational Reviewer Reviewed the strategy, organizational design, staffing, competence, business processes, profitability and viability of a national consulting and systems advisory business on behalf of its major lender. Reported key findings and recommendations to senior management in both the organization under review and its bank.	Oct-1995	Oct-1995	1	NCC for The Royal Bank of Scotland
48	Project Manager Directed a project to implement integrated housing management / real property management systems at a large city council in preparation for housing management "market testing". Responsible for the project budget of over \$18.4 million.	Apr-1995	Sep-1995	6	Derby City Council
47	Business Analyst (Document and Records Management) Directed an assignment to develop a records management strategy covering the relocation of former archive stores around the country, changes to procedures following privatization, and improvements in file storage and retrieval services for a newly-privatized government department. One of the key outputs was a harmonization of retention schedules across a variety of archival sites around the country, resulting in significant savings in the archival storage requirement.	Nov-1994	Apr-1995	6	British Coal

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46	Recruiter Assisted a municipal council with the recruitment of two key IT management positions. Interviewed senior managers and key stakeholders to created job and person specification. Identified media to place advertisements. Drafted job postings, evaluated resumes, shortlisted candidates, led first and second round interviews before finally meeting with senior stakeholders to discuss and agree a preferred candidate. Led councillors through the interview process.	Sep-1994	Oct-1994	2	Leicester City Council
45	Specialist Advisor - Project Management Special advisor to Program Director of an \$11 million HR re-engineering program for a regional electricity company. Reviewed program management structure, proposed technical architecture, planned program costs and timescales. Produced a written review setting out observations, findings and recommendations and presented it to the HR Director, with a business case for the required changes.	Sep-1994	Oct-1994	2	Yorkshire Electricity
44	Organizational Reviewer Used experience as a developer and general IT, financial and management literacy to present an independent, authoritative and credible perspective on current issues and opportunities facing the City's IT Branch. The work involved a review of: compliance with the city's plans and direction, capital and operating costs vs. budget and industry norms and best practice, departmental performance including management processes, capacity and capability, strategy goals and objectives, staff competencies and utilization, comparisons with industry norms and other municipalities, technical direction, user satisfaction, staff performance measurement and performance management. Coupled with an engaging personal style, his experience and demonstrable technical judgement helped him to build rapport with client staff and present his findings and recommendations to various audiences including the Chief Executive and full Council. In a unionised environment, in particular, it was essential that there was clear traceability from the findings to conclusions and subsequent recommendations. In addition, the report documents were in the public domain and had to be couched in neutral, diplomatic terms but without diluting the overall messages or the key recommendations, which included changes to senior Departmental Management.	Jun-1994	Aug-1994	3	Leicester City Council

#	Title	From	To	Mths	Client
43	Business Analyst (Document Management) Managed and was lead consultant in a project to assess the feasibility of implementing a large document image processing and workflow solution for a large municipal authority. Staffs in all the key departments of the municipality were interviewed and the data gathered in this way was supplemented by a detailed analysis of the types of documents within the authority, their source, medium, retention issues and eventual disposition. In order to quantify the volume of records to be stored, existing retention criteria had to be critically appraised and subsequently revised. Wherever possible the volumetric data gathered by interviews and review of paper records was supplemented by extraction and analysis of data from existing computerized records management applications. The feasibility study included an evaluation of options for more or less automation, more conservative or more radical changes to file storage and retrieval, different organizational options for records management and a consideration of all the relevant costs, benefits and risks. The option evaluation was conducted in a workshop session involving all the key stakeholders and the final results and business case were presented to a meeting of full council.	Jan-1994	May-1994	5	Grampian Regional Council
42	IM / IT Strategist Directed the development of an IS and IT strategy for a large municipal council. Worked with directors and senior staff to identify objectives, critical success factors and performance indicators and identified information needed to manage service delivery and support. Helped senior management to prioritize the required applications, evaluated technical strategies and developed a detailed transformation plan, including organizational redesign, change management plan, communications plan. Reported in writing and via presentations to senior municipal managers and selected councillors.	Sep-1993	Jan-1994	5	Southampton City Council
41	Recruiter Assisted a municipal council with the recruitment of an information systems manager. Interviewed senior managers and key stakeholders to create job and person specifications. Identified media to place advertisements. Drafted job postings, evaluated resumes, shortlisted candidates, led first and second round interviews before finally meeting with senior stakeholders to discuss and agree a preferred candidate.	Sep-1993	Oct-1993	2	Hambleton Council
40	Business Analyst and Procurement Specialist Managed the analysis, specification and selection of a computer system for a Norwegian company manufacturing injection-moulded automotive components. Responsible for gathering user requirements, creating RFP, identifying potential vendors, managing a competitive procurement process, evaluating bids, and providing contract negotiation and implementation management advice.	Aug-1993	Aug-1993	1	Dynoplast

#	Title	From	To	Mths	Client
39	Business Analyst Lead consultant on a project to develop new costing and charging mechanisms for IT services at a large municipal authority. Analyzed fixed and variable costs and modelled a number of feasible scenarios. Worked with IM / IT service management and key stakeholders to develop options evaluation criteria. Used a workshop to evaluate the options. Presented findings, conclusions and recommendations to senior management.	Jul-1993	Aug-1993	2	Liverpool City Council
38	Business Analyst Reviewed IT effectiveness and security at all operating subsidiaries of a group involved in the steel fabrication and stockholding business.	Jun-1993	Jul-1993	2	Hall Engineering Holdings plc
37	Organizational Reviewer Directed an assignment to review the systems and processes at the Benefits Agency's Compensation Recovery Unit. Responsible for all project management activities, Quality Assurance and presentation of the findings, conclusions and recommendations to senior management.	May-1993	Jun-1993	2	Department for Work and Pensions
36	IM / IT Specialist Provided IT expert witness advice to large Scottish firm of solicitors acting for a major software house in the defence of a lawsuit which alleged breaches of contract.	Mar-1993	Apr-1993	2	Maclay Murray & Spens
35	IM / IT Specialist Provided IT expert witness advice to a law firm acting for software vendors in defence of lawsuits that alleged breaches of contract. His advice was very useful in allowing the firm's client to reach a favourable out of court settlement.	Mar-1993	Apr-1993	2	Eversheds
34	Business Analyst / Trainer Designed a course introducing the principles of manufacturing resource planning (MRP II) for a manufacturer of office furniture. The course was followed by a series of interviews with management and key users which were then used to form the basis of a concise yet comprehensive statement of requirements for a new manufacturing system.	Feb-1993	Mar-1993	2	Wassall plc
33	Business Analyst and Procurement Specialist Reviewed a supplier proposal for additional hardware and software for a legal practice, and restructured the deal such that the client achieved a saving of over \$80,000.	Jan-1993	Jan-1993	1	Confidential
32	Business Analyst and Procurement Specialist Managed the analysis, specification and selection of a computer system for a police force's engineering workshop to provide stock control and purchase ordering systems. Responsible for gathering user requirements, creating RFP, identifying potential vendors, managing a competitive procurement process and providing contract negotiation and implementation management advice.	Nov-1992	Jan-1993	3	West Yorkshire Police

#	Title	From	To	Mths	Client
31	Business Analyst and Procurement Specialist Specified systems requirements for a law firm. The application areas considered included client and office accounting, accounts payable, debt collection and conveyancing support. Responsible for gathering user requirements, creating RFP, identifying potential vendors, managing a competitive procurement process and providing contract negotiation and implementation management advice. Reported to the Partners.	Nov-1992	Dec-1992	2	Confidential
30	Business Development Specialist Advised senior Partners in a global accounting firm on managing major bids. Developed and presented short courses to relevant staff, advised proposal teams on every stage of the proposal process.	Oct-1992	Oct-1992	1	Deloitte
29	IM / IT Strategist Worked with main board directors and other key stakeholders at UK's largest group of companies involved in the hire, sales and service of lifting and pulling equipment to establish new IS/IT strategy aligned with corporate goals, objectives and critical success factors. Developed new KPIs to reflect new strategic priorities. Developed transformation agenda and plan. Reported findings, conclusions and recommendations to the executive directors on the main board.	Aug-1992	Oct-1992	3	Lifting Gear Hire
28	Business Analyst and Procurement Specialist Specified and selected a new network infrastructure and committee minutes administration system for a local authority. Responsible for gathering user requirements, creating RFP, identifying potential vendors, managing a competitive procurement process and providing contract negotiation advice.	Jul-1992	Aug-1992	2	Wansbeck District Council
27	Business Analyst (Document and Records Management) Conducted a feasibility study into the application of electronic document management technologies to assist a large pension administrator with the organization and administration of over 200,000 paper files. Held interviews and workshops with senior management, file room staff and key users in order to document and understand the key issues and opportunities for improvement. Documented, mapped and analyzed key business processes in order to ensure that the eventual solution did more than just automate an inefficient process. Formulated a small number of broadly feasible organizational and technology options and evaluated them according to criteria developed with senior management and key users. Reported findings, conclusions and recommendations to the CIO and COO in the form of a costed and viable business case for change.	May-1992	Aug-1992	5	Universities Superannuation Scheme
26	Project Reviewer / Business Analyst Reviewed a project to implement a worldwide financial reporting and EIS system for a major media group. Reported findings, conclusions and recommendations to the CFO.	Apr-1992	Apr-1992	1	Trinity Mirror

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25	Business Analyst and Procurement Specialist Reviewed an HR system specification prepared by the IT department of a brewery and advised of any major errors or omissions. Recommended the detailed steps necessary to turn the specification into an RFP document suitable for issue to potential vendors.	Mar-1992	Mar-1992	1	Mansfield Brewery
24	IM / IT Strategist Review proposed IM / IT strategy for an automotive retailer, providing external challenge to validate its alignment with business strategy. Reported findings, conclusions and recommendations to the executive directors.	Feb-1992	Feb-1992	1	Lookers plc
23	IM / IT Strategist / Document and Records Management Assisted a large law firm with the development of an Information Management and Technology strategy designed to maximize fee earner productivity and provide wider access to the firm's knowledge-base. Reviewed existing file plan and used workshop-based approach to formulate the criteria to be used to develop and implement a new file plan covering all paper-based and electronic documents. Also developed concept of "solicitor desktop" that would bring together information from a variety of sources including client files, case law precedent, factums, time records, opinions, client billing detail.	Sep-1991	Feb-1992	6	Cobbetts
22	Review Team Leader / Specialist Advisor (Project Management) Provided regular and active independent quality assurance reviews on a \$120 million customer service transformation program for a regional electricity company with 3.7 million customers. Reported to the main board director responsible for Customer Service.	Aug-1991	Jul-1992	12	Yorkshire Electricity
21	IM / IT Strategist Led a team of client and consulting staff to develop a service-driven IM / IT strategy for a large, progressive municipal authority. Worked with elected councillors, directors and senior managers across the whole municipality to identify key service objectives, critical success factors and relevant performance indicators as well as investigating the effectiveness of current systems and of the IT management function. Used Deloitte's 4Front Strategic Information Systems Planning methodology to document current state enterprise architecture and formulate desired future state. Developed the business case for the transformation project and managed stakeholders to secure buy-in and eventual project approval.	Apr-1991	Jul-1991	4	Wrekin Council

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20	IM / IT Strategist Assisting a Training and Enterprise Council with the development of an IM / IT strategy to provide a framework within which the TEC could develop and procure effective IT systems and support its role in the administration of publicly-funded training programs. Worked with board members and senior managers to identify key service objectives, critical success factors and relevant performance indicators as well as investigating the effectiveness of current systems and of the IT management function. Used Deloitte's 4Front Strategic Information Systems Planning methodology to document current state enterprise architecture and formulate desired future state. Developed the business case for the strategy and managed stakeholders to secure buy-in and eventual project approval.	Feb-1991	Mar-1991	2	Targed TEC
19	Business Analyst Assessed the options for improving or replacing the computer systems at a leading housing association. Led workshops with key users from all locations to determine business objectives and management information needs. Developed, issued, analyzed results from questionnaires and interviews to determine how well the existing systems met the requirements. Reported and presented findings, conclusions and recommendations to senior management.	Dec-1990	Jan-1991	2	Orbit
18	Business Analyst Reviewed IT security at one of the world's largest insurance brokers. The review concentrated on the logical access controls required to protect the 21 distributed processors serving its UK broking operations.	Oct-1990	Nov-1990	2	Marsh and McLennan
17	Business Analyst Conducted a review of IT security for a utility regulator. The review covered all aspects of security of a system being operated by their outsourcer.	Aug-1990	Sep-1990	2	OFFER
16	Business Analyst (Information Management) Produced and published a "good practice" guide to office information and document management for a municipal government "think tank". The project involved researching and identifying key areas of best practice, numerous one-to-one and group interviews to capture and illustrate best practice ideas and the creation of colourful case studies to engage the report's target audience.	Jun-1990	Aug-1990	3	FITLOG
15	Procurement Specialist and Business Analyst Specification and selection of software and hardware for a real estate and property management organization. Responsible for gathering user requirements, creating RFP, identifying potential vendors, managing a competitive procurement process and providing contract negotiation advice.	Jun-1990	Aug-1990	2	Confidential

#	Title	From	To	Mths	Client
14	Project Manager / Procurement Specialist / Business Analyst Managed a project and was lead consultant for the specification, procurement and implementation of new revenues and benefits systems for a municipal authority. Undertook business analysis including mapping key processes, developed statement of user and technical requirements, procurement strategy, RFP, managed competitive procurement process, bid evaluation and vendor selection, contract negotiation, training, testing and implementation. Estimated and planned the project activities using MS Project, managed budget, managed key risks and issues, contributed to organizational redesign where it was necessary to adapt to revised processes that were possible because of the new system, developed and implemented change management plan, managed stakeholders and communications and directed the team, reporting to the CFO.	Dec-1989	May-1990	6	Oadby and Wigston District Council
13	Project Manager Managed a large information management and processing facility for the share registrar of a UK Bank. The facility was used to process information captured during the UK Water industry privatization including capturing information from inbound correspondence, indexing the documents for retrieval. The role included responsibility for contingency planning, development of operating procedures and training users in the capture of information, information storage and retrieval.	Oct-1989	Nov-1989	2	Lloyds Registrars
12	Business Analyst Evaluated the strengths and weaknesses of the ERP systems developed and marketed by a large IBM-based software house. Reported findings, conclusions and recommendations to the CEO.	Aug-1989	Sep-1989	2	JBA plc
11	Business Analyst Conducted a feasibility study into the provision of management information for a government organization charged with monitoring expenditure and value for money on specialist construction works and real property investments. The study was undertaken using the PRINCE methodology and SSADM. The work involved extensive liaison and consultation with both business and technical staff, reporting findings, conclusions and recommendations to senior stakeholders.	May-1989	Jul-1989	3	Ministry of Defence
10	Recruiter Assisted a large, Japanese heavy plant distributor with the recruitment of a business systems manager. Interviewed senior managers and key stakeholders to create job and person specifications. Identified media to place advertisements. Drafted job postings, evaluated resumes, shortlisted candidates, led first and second round interviews before finally meeting with senior stakeholders to discuss and agree a preferred candidate.	Mar-1989	Apr-1989	2	Marubeni Komatsu
9	IT Specialist Assisted a property construction group with the definition and documentation of its IT strategy.	Feb-1989	Feb-1989	1	Maxim Construction

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8	Business Analyst Undertook a high-level feasibility study into Finance and Accounting shared services and tax-efficient commissionaire arrangements for a manufacturer of turbine blades for the aerospace industry, with 11,000 employees in sites around the world. Developed the business case and reported findings, conclusions and recommendations to the CFO.	Jan-1989	Jan-1989	1	Howmet Corporation
7	Project Planner Developed a detailed project plan and MS Project schedule for the implementation of general ledger and work-in-progress costing systems for one of the world's largest heavy engineering companies.	Nov-1988	Dec-1988	2	Alstom
6	Procurement Specialist and Business Analyst Selected hardware and software for a manufacturer of fine bone china. Responsible for gathering user requirements for costing, production control and other commercial systems, creating RFP, identifying potential vendors, managing a competitive procurement process and negotiating contracts.	Sep-1988	Oct-1988	2	Caverswall China Ltd
5	Organizational Review Specialist Reviewed the organization and structure of the IT function at the International Operations Centre of a major bank. Presented findings, conclusions and recommendations to senior management, including a plan to handle the change management issues and staff communications, and subsequently led the project to recruit a senior IM / IT manager to fill a management gap highlighted by the organizational review.	Apr-1988	Jun-1988	3	Lloyds Bank plc
4	Project Manager / Procurement Specialist / Business Transformation Architect Lead consultant and project manager on the Trade Finance Transformation initiative for a global bank to re-engineer processes involved in the negotiation and collection of foreign cheques from over 1,500 branches. Responsible for current state assessment, process mapping, overall business and resulting application architecture. Developed the business case, planned and executed the transformation strategy and undertook future state organizational and process design, functional specification of the bespoke solution, procurement strategy development, RFP creation, procurement management and vendor selection, contract negotiation, organizational re-alignment, training, testing and implementation management. Estimated and planned the project activities using Hoskyns Project Workbench software, managed budget, managed key risks and issues, change management, managed stakeholders and communications and directed the team.	Aug-1986	Aug-1988	25	Lloyds Bank plc

#	Title	From	To	Mths	Client
3	<p>Project Manager and Procurement Specialist</p> <p>Managed and was lead consultant on a \$2 million project to reengineer the handling of paper-based documentary credits and collections for the trade finance division of a major bank. This included: identifying the information required to process the large volumes of paper documents, identifying how best to reference, store and retrieve both paper documents (contracts, bank records, correspondence, letters of credit, cheques, etc), and document images, creation of a functional classification scheme, implementation of FileNet, developing document management operating procedures for managers and staff and training them in their use. Led the work to determine procurement strategy, specify requirements, develop RFP, procure, negotiate contracts, install, configure, test, train and implement a COTS finance application (Kapiti) designed to process the documents. Extensive liaison with the bank's IM / IT staff. Estimated and planned the project activities using Hoskyns Project Workbench software, managed budget, managed key risks and issues, managed stakeholders and communications and directed the team.</p>	Aug-1986	Aug-1988	25	Lloyds Bank plc
2	<p>Procurement Specialist and Business Analyst</p> <p>Specified requirements (process mapping, functional requirements, technical requirements) for the Legal Services Department of a Regional Health Authority and subsequently led the RFP preparation, vendor selection, contract negotiation and procurement of appropriate hardware and COTS software for real estate transaction processing and litigation support.</p>	Jun-1986	Aug-1986	3	WMRHA
1	<p>Project Manager</p> <p>Project management of the specification, design, coding, testing and deployment of new COTS ERP packages (finance and accounting, sales order processing, inventory control, sales analysis) for a major software house and subsequently for its clients.</p>	Dec-1983	Jun-1986	31	JBA plc (GEAC)