

**ALEX SHAPLEY – PROGRAMME MANAGER / PROJECT MANAGER**

**SUMMARY OF RECENT POSITIONS**

<b>Dates</b>	<b>Position</b>	<b>End-Client</b>	<b>Responsibilities</b>
2018-2022	Portfolio Mgr	Commercial Solicitors	Roadmap, Outcomes, Benefits, Projects
2018	Senior Project Mgr	Defra	Start-Up/Initiate: Data Management Framework
2016-2017	Business Change Mgr / PPM Cons	Home Office PMO	Interim PPM Resource/Coach: Transformation, BCM, Benefits, Business Cases, PMO, PM
2015 - 2016	PPM Consultant	Art Museum Charity	Transformation Programme Consultancy
2012 - 2013	Senior Project Mgr	NHS (BTHFT)	Recovery/Delivery of eMR project (£11.5m)
2012	Recovery PM	A.P. Moller – Maersk	Cross Functional Lead 11 ITSM Toolset projects
2011 - 2012	Programme Mgr	HP	Delivery of Spain DataCentre Refresh portfolio
2010	Senior Project Mgr	Thomson Reuters	Delivery of online legal publishing projects
2009 - 2010	PM Consultant	NHS (UCLH)	Project Start-Up / Initiation (EDRMS/Digital)
2008 - 2010	Senior Project Mgr	Pearson Education	Upgrade of Intl Sales & Marketing System
2008	Programme Mgr	Pearson plc	Initiation & Delivery of Royalties Portfolio
2007 - 2008	Head of Projects	Christie's Auctioneers	Interim Head of Global Projects / PMO
2006 - 2007	ECM Portfolio Mgr	Capita subsidiary	ECM / Workflow / EDRMS projects - PMO
2006	Portfolio Manager	Virgin Media	Portfolio Definition for Re-brand Programme
2005 - 2006	Senior Project Mgr	Kavanagh (to Telco)	Portfolio of £5m+ DataCentre refresh projects
2005	Recovery Prog Mgr	Capgemini @ DWP	DWP ITSM Transformation Programme (PPP).
2005	Interim Prog Mgr	The Insolvency Service	Definition of Transformation Programme
2004-2005	Senior Project Mgr	The Insolvency Service	Case Management project – Workflow, ECM
2003 - 2004	Interim Head of Projects / PMO	Dubai Wealth Management bank	Recovery of ERP portfolio & 19 other projects in Dubai & Europe. Create PMO. Mentor PM's
2002 – 2003	Programme Dir/Mgr <b>won award</b>	Lloyds TSB plc £26.5m 1850 sites, 46,000 PCs	Customer Service Enhancing, Facilities & EUC Retail Banking Programme. Benefits Realisation
2001	Programme Mgr	AXA Shared Services	Recovery of Data Centre Consolidation
2000 – 2001	Global SD PM	Cable & Wireless	ERP Global Service Delivery - SAP / CRM
1999 - 2000	Portfolio Manager	Torch Telecom	White-Label Voice & Data Services projects
1997 – 1999	Programme Mgr	Yorkshire Electricity	Company-wide EUC & Infrastructure (£6m)
1997	Project Assurance	NHS (LGI)	Project Assurance & Stakeholder Mentoring
1996 – 1997	Head of Projects	Environment Agency	Group Portfolio Management – Northern Group
1996	IS/BPR Consultant	Black Horse Fin Serv	QA/PA for AWD Workflow system project
1995	Int'l BPR PM	American Express	BPR, Change Control setup, 47 PID's
1994	Relocation PM	NatWest c. £850k	Multiple site IS Refresh and Relocations
1994	Relocation PM	Merrill Lynch	Consolidation of 5 sites, EUC, IS Refresh
1993	Project Lead	Prudential	AVC Management system – tactical solution

## PERSONAL DETAILS

**Address:** Currently 2 Locations:  
• North London (N20)  
• Bristol / N Somerset (BS40)

**tel:** +44 (0) 7973 172705  
**email:** [alex@cm-pm.com](mailto:alex@cm-pm.com)  
**web:** [www.cm-pm.com](http://www.cm-pm.com)

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

**Security Clearance:** contact for current clearance details (not published as per UK Gov direction)

## PERSONAL PROFILE

- 29 years Project, Programme, Portfolio & PMO Management – PPM/P3M Recovery Specialist
- Business focussed with commercial acumen. Strong customer-facing communication skills. Collaborative approach with proven history of high quality delivery (Benefits / Solutions) based on rigorous requirements gathering & investigation (Research / Discovery). Quality ethos
- Managing Successful Programmes Advanced Practitioner [MSPR/5883](#)  
PRINCE2 Practitioner [P2RR/420167](#) Agile PM Practitioner (DSDM) [02879662-01-TYD4](#)  
APM PMQ / APMP (IPMA Level D [AP24742](#)) ITIL Service Management Foundation [P831178](#)  
AIIIM ECMP (Enterprise Content Management Practitioner) – [40333B1A21](#)  
Member of APM (R29779) since 2003 – SIGs: Governance, Benefits, Enabling Change, PMO, Risk  
- Member of APM Review/Focus Groups for APM BoK (6<sup>th</sup> Edition) Refresh Programme  
Member of PMI (400564) since 2004 – CoP's: Portfolio Management, Quality Management & Risk
- Experienced in all aspects of Portfolio Management, Programme Management, Business Change Management, Transformation Management, Project Management and PMO Management
- Experienced in Introduction of Best Practice Change Management Standards / Techniques / etc eg PRINCE2, MSP, Agile (GDS/DSDM/Scrum/SAFe), POTI, ITIL, Treasury 5 Case Model
- Experienced in establishment / refresh / handover of PMO/PSO and PMO Tools projects
- Proven experience of delivery of capabilities, outcomes & benefits to budget, time & quality
- Full Change Management life cycle experience from Initiation to Closure (incl. POTI & Blueprint)
- Extensive experience of Programme & Project Assurance and (in)formal OGC Gateway Reviews
- Extensive experience of PPM coaching/mentoring for Programme/Project/BC Mgr's & Stakeholders
- Financial Management of P3M Initiatives from Inception to Closure (Estimates, Capex, Opex etc)
- Successful previous management of:
  - programmes, portfolios of projects, projects, PMO's, programme/project managers/teams
  - multi-site / multi-country programmes; relocation, integration & separation projects
  - Procurement / Suppliers / COTS based systems approach (Commercial Off The Shelf)
  - Business Process Re-Engineering / Management / Automation (BPR / BPM / BPA) projects
  - Workflow / BPA, document management/ imaging & ECM / EDM / EDRMS projects
  - information / content / records management / case management / MIS / BI projects
  - Data Warehouse (DWH/BI/MI) projects; asset, configuration & clean management projects
  - ERP, Knowledge Management, CRM, HR, payroll, finance, accounting & banking projects
  - ITSM/ITIL, SIAM (Service Integration), Service Delivery, Transformation & Outsourcing
  - Procurement projects (Master Framework, PPP, PFI, OJEU, etc), in-sourcing / out-sourcing
  - infrastructure/storage/cloud rollout/migration and upgrade/refresh projects
  - application development, upgrade and rollout projects (onshore / offshore)
  - business / IS Strategy development, enterprise Roadmaps and Vision Statements
- Previous experience within: Legal, Public Sector, Culture/Heritage, NHS, Logistics/Shipping, Publishing, Education, IT, Retail, Telco, Banking, Insurance, Utilities, Oil/Gas, Charity

## EDUCATION, QUALIFICATIONS AND CONTINUING PROFESSIONAL DEVELOPMENT

Regular CPD: active presenter/participant at seminars/webinars, eg PMI, Project Controls, Core P3M Data Club	
June 2019 – present	Key Contributor, Programme Lead & 1 <sup>st</sup> Dir @ Core P3M Data Club CIC
Feb 2021	Management of Risk Overview <i>appraisal</i> (SPOCE) – ½ day
Feb 2021	MS Dynamics Fundamentals (Microsoft) – 2 days
June 2018	MoP (Management of Portfolios) Overview (SPOCE) – 1 day
July 2017	Managing Benefits Overview <i>appraisal</i> (Training Byte Size) – 1 day
April 2017	5 Case Model Business Case: Advanced Economic Case (HO A&I) – 1 day
June 2014	Agile PM Practitioner DSDM 2014 (Knowledge Academy) – 4 days
April 2014	EVM (Earned Value Management) Workshop (Ten-Six) – 4 days
Dec 2013	APM PMQ (fka APMP) based on APM BoK 5 <sup>th</sup> Edition (AIM) – 6 days
Nov 2013	Lean Competency Refresh Course (OEE UK) – 1 day
April 2013	Imaging Technology Education & Exposition (ITEX) – 3 days
April 2013	IS & Mobile Security tracks @ ISC West – 4 days
Nov 2010 – March 2012	APM Body of Knowledge 6 <sup>th</sup> Edition - Focus & Review Group Member - Governance, Knowledge Management, Business Case: Benefits, Sustainability
Sept 2009	Six Sigma for Business Leaders (Maverick) – 3 days
May 2009	European Computer Driving Licence – public exam
Feb 2009	PRINCE2 Practitioner Re-Registration – public exam
Jan 2009	P3O (Portfolio, Programme and Projects Offices) Overview – 1 day
Oct 2008	ARMA International Conference and Exhibition – 5 days
Feb 2008	MSP 2007 Advanced Practitioner Conversion (AIM) – 1 day
Nov 2007	PSNext Change Management toolset (Sciforma) – 2 days
May 2007	Agile DSDM 4.2 Conversion (DSDM Consortium) – 1 day
March 2007	AIIM ECMp (Enterprise Content Management) Practitioner – 3 days
March 2007	Imaging Technology Education & Exposition (ITEX) – 3 days
May 2006	Introduction to Lean Six Sigma (Aikona) - 1 day
May 2006	Business Benefits of Mobile Broadband (IWCE) - 3 days
Oct 2005	ITSM (ITIL Service Management) and CMMI (Dynamic LV) – 3 days
Oct 2005	VoIP/IPTV Benefits/Strategy/Deploy (TelecomsNext) – 3 days
June 2005	Managing Successful Programmes Advanced 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	Managing Successful Programmes Foundation (AIM) – 3 days
Sept 2004	Commenced Chartered Management Institute PPM Diploma
June 2004	IBM WebSphere Business Integration Workbench (IBM) – 3 days
Dec 2003	PeopleSoft / JD Edwards ERP for Business Leaders (PeopleSoft) – 2 days
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 Managers (Maverick NY) - 4 days
Dec 2002	Introduction to Agile DSDM (DSDM Consortium) - 2 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 WebSphere products (IBM) - 2 days
Aug 1998	Business Objects Explorer/Reporter (Business Objects) - 2 days
Aug 1998	PRINCE 2 Practitioner (Duhig Berry) - 5 days
Aug 1997	Advanced Applying PMW (ABT Corporation) – 2 days
April 1996	Introduction to PRINCE (Post Office IT) – 2 days
Jan 1996	Introduction to AWD Workflow DST Systems (BHFS) – 2 days
May 1995	Strawman Strategic BPR Method (American Express) – 2 days
May 1995	Introduction to Six Sigma (American Express) – 1 day
May 1995	Introduction to Lean Process Improvement (American Express) – 1 day
Aug 1994	Introduction to Cisco Router Configuration (Horizon) - 5 days
July 1994	Microsoft MCP – Microsoft Project v.4 (Open Exam)
Nov 1992	Advanced Microsoft Project (Microsoft) – 1 day
Oct 1992	SSADM (VSEL) – 3 days                      Kanban (VSEL) – 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 & English)