

Mark Leyland

Overview

A good communicator who is able to motivate a team as well as being persuasive and decisive when needed, therefore adaptable to any given situation.

Prince ® 2 Registered Practitioner, demonstrating my aptitude within project and programme management.

SAP R3 Quality Management Applications Consultant, fully certified SAP R3 Materials Management Applications Consultant and SAP R3 Workflow Consultant.

Set up own Consultancy firm, gaining skills in dealing with Customers and increasing commercial awareness, as well as further developing my technical knowledge.

Personal Information

Age: 36

Place of Birth: Wigan, Greater Manchester

Work experience

02/10 – current

Contracted to Department for Work and Pensions, Blackpool

My role is Business Change Lifecycle Specialist / Governance manager and is a key role within the Programme Delivery Office, working with the Programme's Governance; Risk; Change; Configuration Management; HR; IT; Security and Facilities Management.

I am required to have frequent contact with senior managers, Stakeholders and Suppliers both internal to the CPS Programme and throughout the wider Department.

My responsibilities are:

- Support the Programme Delivery Strand Lead and the Deputy PMO Manager in their day to day activities and direct work in relation to Risk, Change to Governance, Risk and Change.
- Lead the successful application of the DWP Business Change Lifecycle by identifying, supporting and guiding all parts of the Stakeholder/Solution community to deliver key outputs at the right time and within a specified criteria to meet the requirements of the DWP Business Change lifecycle.
- Lead the Programme through the Business Change Lifecycle Gateway review process. This includes validating that all products (internal and external) identified by strands and are included in the overall Integrated Programme Plan; Management of Gate internal Health checks and Stakeholder review meetings; Preparation of Gate briefings for senior management and presentation at Change Delivery Committee and Investment Management Committee.
- Governance management of the Product Matrix
- Provide advice, guidance and direction in relations to the DWP Governance process, ensuring adherence to the requirements of Gated Review Process, Liaising with Corporate Governance colleagues as appropriate to address issues ahead of gate.

Contracted to Department for Work and Pensions, Blackpool

My role is Interim Risk and Configuration Manager within a Programme Delivery Office, working as part of the CPS programme.

I am required to negotiate and influence across all Strands of the Programme, engaging and building relationships with CPS Programme Business Leads and suppliers, to manage the day to day running of the CPS Risk Management Process and CPS Configuration Management.

My responsibilities are:

- Ensuring that CPS Programme level risks are identified, appropriate risk and action managers engaged, and mitigation actions regularly reported upon;
- Ensuring that CPS Programme Risk Review Board meets regularly to assess current risk log;
- Providing information on programme risks to support programme reporting and governance requirements.

- Working with Programme Strands to ensure harmonisation of processes.
- The Configuration Management Plan continues to be fit for purpose moving forward into future testing phases of the Programme and beyond;
- Management of an accurate, visible and protected Configuration Library;
- Ensuring that all documents affected by agreed changes are identified and appropriately updated and reviewed having regard to practicality and Programme Timescales.
- Ensuring adherence to documentation quality review processes.
- Writing Risk Management Plan to cover the programme requirements, incorporating the strand levels.
- Writing the configuration management plan, ensuring that all DWP Change Lifecycle elements are incorporated.
- Updating Quality Plan to bring in line with current phase of the programme.

06/09 – 09/09

Contracted to CSC Limited – End Customer - Urenco, Chester

My role was that of SAP Quality Management Functional Lead and I had sole responsibility for pulling together the business requirements and mapping these in to the SAP Quality Management system.

As part of this role, I was required to run workshops and meetings with the end customer, as well as provide demonstrations of the system, to ensure that this was successfully interpreted and mapped in to the system.

With SAP Quality Management along with ensuring that the correct settings are made within the configuration, there is a large amount of master data, which requires to be set up correctly, to ensure successful running of the system. All of the system setup through configuration and master data, required to be unit tested and once again this was a significant amount of work to undertake, since there were a high number of test scenarios.

The business required to utilize a significant amount of the standard SAP Quality Management functionality, covering inspection through Purchasing, Inventory Management, Manufacturing (PP-PI) along with Sales and Distribution.

I was also required to write functional specifications to cover complex interfaces, enhancements, reports and output documentation. Once completed I would then work with the ABAP team to convert the requirements in to the system, which required a significant amount of effort, which was then formally unit tested by myself to ensure that every scenario was tested and successfully passed.

I also worked extremely closely with the data migration team to determine data in the customers current systems, identify any gaps, along with identifying what data required to be cleansed and migrated in to the new system at go live.

This was an extremely broad and challenging role, with extremely tight timescales for delivery and required me to utilize my excellent organizational and management skills to ensure successful delivery according to the programme plan.

01/09 – 04/09

Gold Medal Travel, Preston

My role was that of Programme Manager with sole responsibility for managing the programmes of work within the Gold Medal Travel organization. I was working with a team of project managers to implement a new integrated application solution, which would help to improve the customer experience offered by Gold Medal, as well as open up new distribution channels, hence increasing their competitive advantage.

This was a significant programme of work and had extremely high visibility within the Gold Medal Travel group, being sponsored by the IT Director and the board of directors. There were extremely tight timescales and budget that had to be managed, so this it was an extremely challenging role.

As part of this role I was required to pull together an achievable programme plan, incorporating in the developments required by the third party supplier, in house developments,

testing plan, training plan, pilot and release schedule. I was also the central point of contact and required to drive the business to meet specific deadlines, including the reloading of contracts and commercials for each of Gold Medals suppliers, along with the fare information. This was an extremely sizeable task, due to the complexity and number of contracts with suppliers.

After discussions and liaisons with the HR director and pulling on my experience from previous business change and transformation programmes, it was decided to pull together a set of key users within the business who would be the first people to gain visibility of the new system as well as being the champions of the system. The decision to pull together a business team was due to Goldmedals failure to deliver on previous programmes of work and I was keen that we have a team of individuals from the business who could be seen as the contacts for any questions from fellow colleagues. Because the team were from the areas of the business who would be affected by the business change and ultimate system change and did not incorporate any of the programme team, I felt that this would allow these individuals to be trusted and would allow the correct messages to be circulated to the business, in particular to gain the confidence from the business that this programme would not be like the others and would produce the required results.

Communication for me in delivering any project or programme is key to the successful delivery of any project or programme. So another key component was to have a dedicated project room, which would have computer terminals set up to mirror the flow of the business process and would be loaded with the application and some realistic data, so that all members of the business could get early visibility of the product. The room chosen was located on the route to the canteen and I also specified that surgeries or drop in times were scheduled and communicated via the intranet and signs near to the project room. These surgeries or drop in times would allow members of the business to discuss any questions or concerns they may have with the programme team and I promised a response to each query, if an immediate answer could not be given. This helps to identify any risks or issues that may not already have been captured on your risks / issues logs.

I reported directly to the IT director and was required to produce a weekly highlight report, as well as show how the programme was tracking in terms of the programme plan, along with the overall spend to date against the agreed budget. The IT director would then communicate this as part of his board meeting to the other directors on a weekly basis.

Finally, as part of the Programme Manager role, I had 5 direct reports – 3 project managers, 1 business analyst and 1 lead test analyst – for whom I had full line manager responsibilities. I also had work management responsibility for a member of the training and HR team.

Electronic Data Systems, Lytham

In parallel to my responsibilities of Programme Managing the Non DOI programme, I was asked by the CDE within the Desktop Tower to take on an existing area, which was the security initiatives / programme. I began to take on this role from October 2008, with the current programme requiring the delivery of an end point control solution. The timescales of delivery for this programme being prior to the end of the year. For this role I had a dedicated project manager and I was also hands on in this role, since there was a significant amount of infrastructure work required to deliver this programme.

Also, in parallel to the delivery of this programme the customer required the scoping of a new project, which was to deliver secure email across DWP. The scope was jointly set and an accompanying schedule was pulled together by myself in consultation with the third party supplier, packaging team, testing team, network team, release management team, security team and help desk team. The initial schedule produced did not meet the specific date requested by the customer and it was through joint consultation that a new more realistic date was set. The accompanying change requests were raised and circulated to the CAB for consideration and the other documentation as required by the SIAM tower was commenced, along with the work required by the security teams.

Since I had been offered the opportunity at Goldmedal Travel and was set to leave EDS at the end of December 2008, I commenced the handover of the Security Programme and accompanying projects to a colleague as well as handing over the Non DOI programme to another colleague. Due to me being an extremely conscientious individual I planned the

08/05 – 12/08

handover of these programmes and ensured that all the internal stakeholders were involved, so that the ongoing successful running of these programmes was as seamless as possible from a customer perspective.

Electronic Data Systems, Lytham

Effective from May 2008, I took on the role of Programme Lead for the Programme of work as previously described below and was required to deliver the programme within tight commercial timescales, since this was the final phase of this programme of work.

As part of this work, it became clear that the business were resistant to the change and thus I sort support from the customers senior management team and advised that a separate commercial agreement should be instigated to capture the surplus work, since this would be both beneficial to EDS and DWP. EDS would be able to receive additional revenue and DWP would be able to use this separate commercial agreement to drive the business in to transforming on to the new infrastructure and desktop's.

As part of this final stage of the programme, due to reduction in available resources I was required to project manage around 3 different projects within the overall Non DOI programme to push the programme forward. This required me to determine the requirements from an applications, infrastructure and desktop rollout perspective. The required applications had to be sourced from suppliers through the internal procurement and DWP procurement processes, followed by scheduling for packaging, testing, user acceptance testing, pilot and release in to live. The release of the application in to live had to be co-ordinated with the overall implementation of the desktop rollout and accompanying infrastructure.

I also attended a number of DWP senior management forums to report on progress and obtain support where potential risks had been identified or specific issues were affecting the delivery of the programme.

It is testament to my hard work in driving this transformation programme forward that one of my references / recommendations is a member of the DWP senior management team.

Electronic Data Systems, Lytham

Working on the Desktop Tower, which is part of the TREDSS (Transforming EDS Services) programme of work , within the Department for Work and Pensions (DWP) account, based in Lytham. My role was that of Deputy Programme Lead for one of the major transformation and business change programmes of work within this area of the DWP account. This transformation programme was responsible for ensuring that all non compliant desktop machines were transformed to the new standard hardware, along with the migration to new infrastructure from a server point of view, all of which led to the goal in reducing support costs, through standard hardware and infrastructure for both EDS and DWP. This was an extremely complex and high level programme of work within DWP, since as part of their overall TREDSS programme, it was key that all desktop machines and infrastructure be transformed and standardized to meet their targets in terms of the reduction in support costs on a year on year basis. Since this was one of the key business criteria for initiating the overall TREDSS programme of work.

I joined the programme in June 2007, having been requested by the Client Delivery Executive to help turn around this major programme, which was out of control and needed to be brought back in line, to meet commitments and targets given to the department. As part of this role I supported the overall programme manager and was instrumental in ensuring consistency within the programme, so that finances, schedules , scope, risks and reporting showed a true picture. I also ensured that a common project methodology was being followed and agreed the levels of governance that were to be applied to the programme. As with the programme manager, I was seen as an escalation point in terms of where issues / concerns arose, as we looked to deliver the programme. It was then up to me to communicate these to the customer, where necessary, as well as making the customer aware of their commercial commitments and those of EDS.

In summary the major aspect of the role was ensuring that my areas of responsibility were in control, from a quality, cost and time perspective and any risks to the programme were highlighted and dealt with in the appropriate manner. It was also vital that I had the same common understanding of the programme as the overall Programme Manager, ensuring appropriate cover where necessary.

Also, whilst jointly managing this area of work within the DWP account, I was requested to solely project manage a high level / high visibility short term piece of work, which was to implement an encryption solution. This project was scoped and implemented within a couple of months. It was extremely successful and very well received by the customer and was the start to further security initiatives across the department.

Electronic Data Systems, Lytham & Cheadle

Working on the Service Integration And Management (SIAM) Project, which is part of the TREDSS programme of work, within the Department for Work and Pensions account, based in Lytham and Cheadle. My role was that of Programme Office Manager. I joined the project in August 2005 and was instrumental in implementing key consistent processes for risk, issue and assumption management, change management, quality management, configuration management, financial management, resource management as well as around project reporting.

In terms of the aforementioned processes, an assumption based risk management methodology was implemented and a process for capturing and reporting the project risks / issues, programme risks / issues and joint risks / issues was put in place. A change management process, incorporating a Change Advisory Board, change control documentation and reporting was also implemented. A process to ensure Quality documentation was produced and method for capturing overall programme deliverables met the requirements of the customer according to their quality criteria was also implemented. Which incorporated quality gates according to the governance requirements, quality reviews, standardization across documentation sets, along with a quality review cycle and log of all project deliverables was also implemented. In terms of configuration management, a standard folder structure, naming convention and version controlling was put in place which sat side by side with the quality management processes. A cost model showing the outlook of costs on a monthly basis was created and managed on a weekly basis, allowing tracking of costs, ensuring that the programme always had the latest view in terms of spend. A resource profile was also implemented, showing the demand for resource, this being linked in to the cost model. Along with this element of resource management, an induction process was put in place, as well as a process for individuals leaving the programme, due to their no longer being a requirement, as per the resource profile. Finally, milestone reporting was put in place, which allowed project managers to update their individual project schedules and a program was created in excel which read the milestone information from their project schedules, along with other specific deliverables and created a high level report in excel. This was extremely well received by the customer and allowed for the correct level of reporting.

To enable these processes to be implemented and operated, as well as providing the programme / project managers with the support that they required, I was required to build a solid team, who were experienced in the key processes of the programme office and able to cover for each other. The line management area of my role, also required me to provide the individuals with feedback on their performance as well as offer them mentoring, to enable the individual to develop. I had monthly one to ones with all members of my team to discuss any concerns or issues, as well as provide positive feedback, this was a two way process and I enjoyed these sessions, since I viewed them as being a way for me to improve as a their manager or to change certain processes within the team.

Another aspect of my role was in relation to ensuring that the project managers were provided with the support that they required in terms of schedule management. For this I had a team of planners who provided this facility on a daily basis, ensuring that the schedules met the correct planning standards and could be used to provide a tool for the delivery of the overall project. This also linked in to the project reporting from a milestone perspective, as already mentioned.

The major aspect of this role was ensuring that the programme and project managers felt that they were being offered a quality service. So, it was important to be one step ahead of the next challenge and I encouraged the team to think pro-actively, since this enabled us to offer a better quality of service and ensured that we were geared up for the next challenge.

This role was extremely varied and was enjoyable and challenging. It was particularly rewarding in building such a competent team, who provided an extremely valued service to the project and the team regularly received praise from the programme director and Client Delivery Executive.

06/04 – 08/05

Electronic Data Systems, Cheadle

Working on the Post Office Card Account, the Post Office bank account, offered to those individuals on benefit, as Product Development Manager, with overall responsibility for the team of Business Analysts, who translated the customer requirements in to business requirements. These business requirements were then programmed in to a release strategy, along with any risks being identified, before overall approval to commence with the development was agreed by myself.

The other side of my role was in relation to the business partnership between the various distributed service providers, including JP Morgan, who came together to offer the Post Office Card Account. This required me to ensure that relationships were maintained and any issues were addressed in a timely manner through frequent face to face meetings. Along with any new requirements being scheduled in with JP Morgan, the Card supplier, help desk and CRM supplier, to ensure that all parties agreed to the timescales. It was my responsibility to work with the release management team and change management team, along with being a senior member of the Change Control board to ensure that the agreed dates were achievable.

Another part of my role was in relation to dealing with incidents and ensuring that they were logged on to the system and escalated as appropriate depending on the overall severity and thus the SLA timescales apportioned to these severities. Trend analysis was then performed and where common problems were located then these were put forward as future development pieces of work.

The final aspect of this role was in relation to being one step ahead of the customer and being able to offer them opportunities for enhancing the product, such that all parties continued to offer the best available service to their customer.

Electronic Data Systems, Derby

Worked on one of the largest SAP / ERP implementations in the UK, for the aerospace giant, Rolls-Royce. During my time working on this large programme of work I was the lead QM Consultant and technical authority, covering the implementations in UK, Germany, US and Canada. As technical authority it was my responsibility to ensure that any changes made elsewhere within the SAP system would not have a detrimental effect to the SAP QM rollout, across the various geographical locations. I was also a member of the SAP QM working group and had a number of visits to SAP Walldorf, particularly around helping to redesign how the Quality Agreement interacted with the Quality Info Record. The enhancement my team had written, was introduced by SAP in to a later release.

04/98 – 06/04

On a day to day basis, I was involved / lead business process re-engineering workshops around the Quality Management function within Rolls-Royce and also regularly met with the Quality and IT directors within Rolls-Royce, to influence how the business change, as a result of the SAP rollout, was communicated to all the affected users. I regularly demonstrated SAP functionality around QM to the aforementioned stakeholders for final sign off. My role also involved me taking the business requirements and transposing them in to the appropriate SAP functionality, taking through the full development lifecycle, before being granted sign off within the UAT environment.

I was also the lead in terms of developing the appropriate authorizations from a user profile perspective to support the Quality Management rollout, as well as developing several key

ABAP reports to support the implementation, which were used at director level within the Rolls-Royce business.

To summarise I have been involved in 2 full SAP lifecycle implementations and 1 SAP upgrade implementation, all from a Quality Management perspective.

I also successfully project managed on time and to budget a major part of new SAP functionality in to Rolls-Royce Germany, this being a complete solution to serialization, something which standard SAP could not deliver, this required me to lead a team of individuals and also to ensure that the design encompassed MM, PP, SD, PM, QM and IM. As part of this role, I was required to liaise with Rolls-Royce customers in Indianapolis and Canada to ensure that we achieved buy in to the overall solution and to ensure that it was a consistent solution that could be rolled out to these sites at a later date. This required me visiting the specific Rolls-Royce sites within these countries, along with representatives from Rolls-Royce UK and Rolls-Royce Germany. I was required with support from my Rolls-Royce UK customer to run a series of business workshops to present the overall intended solution and to understand any risks / issues from the attendees. This was an extremely successful week of workshops held in Indianapolis and ensured that we gained buy in from all of the relevant stakeholders to this business change and system change. The system solution would again follow the full SAP development lifecycle, in terms of defining and specifying the requirements of the business, specifying the design, managing the budgets, identifying and managing the resource for the project, as well as co-ordinating the testing and implementation. The project was a huge success and the plan was to rollout to the UK and US, in fact this functionality was put forward for an award in Germany, due to it's success and ability in terms of managing serial numbers within the SAP system.

Due to the successful winning of further SAP contracts by EDS, my role was expanded to take in the support of the British Airways account, based at Heathrow Airport. My main role within this account was to act as Workflow Administrator, to support the workflows which were implemented. I also offered QM support as dictated by the needs of the business. This was a good opportunity for me to further my business knowledge and gain an insight in to another business area, other than manufacturing.

Since I was part of the Quality and Procurement team, I also regularly offered support within the Material Management module and was involved in a lot of their design / implementation work, due to being a fully Certified SAP Materials Management Consultant.

09/97 – 04/98

Electronic Data Systems, Hucknall

Based on the Rolls-Royce site at Hucknall, where I was a member of the core support team for the Rolls-Royce site. The role enabled me to further enhance my Windows NT skills, particularly in the administrative area as well as enhancing my development skills in respect of the Microsoft Suite of products, particularly Access and Excel. A key player in rolling out of new PC's and networks to the site as well as being instrumental in solving some of the initial teething problems with the newly built and installed PC's.

My communication and customer skills were further enhanced due to co-locating with the customer and dealing on a day to day basis with the solving of problems either over the telephone or on a one-to-one basis.

07/96 - 09/96

Electronic Data Systems, Derby

Worked for a period of eight weeks in Global Aerospace Centre of Excellence, where my initial tasks involved producing Intranet pages as well as being responsible for Real Estate issues of the Global Ace. This involved keeping track of status's for tasks and ordering new equipment, plus finding defects within the building

Additional Tasks

- producing web pages for Global Ace, to be included on EDS internet.
- building of over 30 new PC computers, involving setting up of relevant software and attaching to the network.

- set up a Windows NT server so that the Intranet pages and FTP could be accessed from this server, using Microsoft's Internet Information Server software, as well as being actively involved in network patching.

Skills acquired from this period of work included networking and experience in Windows NT environment.

12/95 - 12/95

Ingersoll Rand, Horwich.

Worked for a period of one week, updating the computer systems within the Warehouse area. My duties mainly consisted of data input, with regard to Purchase Orders.

The job was offered to me through Parr Temps Associates Agency.

07/95 - 09/95

Rolls-Royce Plc, Derby.

Worked for a period of eight weeks in Systems and Computing, where my tasks mainly involved Analysis work, including Support documentation for the System being developed, as well as gaining experience in a UNIX and ORACLE environment.

Education

Professional Qualifications

Prince 2® Registered Practioner

Prince 2® Foundation

SAP Academy

Certified SAP R3 Materials Management Applications Consultant

SAP Courses

Problem Management / Quality Notifications (Version 4)

Problem Management / Quality Notifications (Version 4.6)

Quality Inspections (Version 4)

Quality Inspections (Version 4.6)

Quality Management (Version 4)

Quality Management (Version 4.6)

Problem Management / Quality Notifications (Version 4.6)

Workflow (Version 4)

Workflow (Version 4.6)

1994 - 1997

Salford University -

Awarded BSc(Hons) Information Technology degree.

Sponsored by Electronic Data Systems (EDS), Rolls-Royce Group, Derby.

Degree details

Involved in live IT projects with commercial companies. My first year project was for Old Peoples homes within Manchester area, where developed a database for holding patients details. Second year, responsible for Project Management of Computer Based Training package for Greater Manchester Police Force and developed team presentation. Presentation entered into award for which we came second. Third year, sub-team leader for Analysis, involving investigation into developing good quality Web pages. The team being responsible for developing a series of pages for Megabowl, as a prototype for assessing the use of the internet for commerce.

1990 - 1993

Wigan & Leigh College

BTEC National Diploma in Business & Finance - 4 Distinctions & 2 Merits.

BTEC First Diploma in Business & Finance - Awarded overall Distinction

1982 - 1990

Bridgewater School, 10 GCSE's Grades A - G

Interests and activities

During my time at University I operated a Computer Consultancy , my area of work being Hardware and Software problems. During the short period of time I built up a sound client base and my work was not simply limited to the Bolton area, I have carried out work in Rawtenstall and Rochdale. This allowed me to gain further experience in dealing with the customer, as well as increasing my technical knowledge, with regards to logically dealing with a problem. Clients still contact me throughout the year asking for my advice and help in dealing with their problems.

I have recently purchased a mountain bike and plan to partake in many rides throughout the course of the year, within the Lancashire area.

I am also connected to the Internet at home, allowing me to keep in touch with developments within the computer industry. It also allows me to keep in touch with friends and relatives, particularly my cousin in Australia, via e-mail and skype.

Hobbies

I am a keen player of golf and currently possess an 18 handicap and am actively involved in several golf societies at work, taking on a active role as part of the committee. I have also been windsurfing for several years, when time and weather permit.

More recently I have once again taken up the game of squash which I now play twice a week, as well as swimming at least once or twice a week.

References

Available on request.