Charles Clay

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**Profile**

A team player with the ability to build strong working relationships at all levels; with a proven ability to lead and manage Business, IT and Organisational Change to meet customer requirements using structured methodologies. Extensive experience in large complex programmes and projects from multiple industry sectors with a proven ability to strategically build an effective PMO capability and function fit for purpose. A dynamic individual with a proven ability to successfully lead teams by providing best practice, guidance and training for Project Managers and Project Support Staff through continuous improvement on process through peer feedback and industry standards. An energised and delivery driven individual with strong commercial acumen with an ability to adapt methodologies that are pragmatic and underpin delivery in a controlled environment. In depth experience of planning and control at both Programme and Project level through budgets, risk, issue, dependency and resource management to enable consolidated reporting.

**Jan. 2013- Present Global PMO Lead**

**Global Recruitment Agency**

A Global Programme (circa £30m) to improve back & front office functionality with new technologies and processes; with cost savings projected circa £60-80m per year.

* Strategically realigned Global PMO
* Centralised PMO function
* Accountability to IT Governance Framework & Strategic Risk Management team
* Managed portfolio of projects and led Global Programme PMO team

**Jun. 2012 – Jan. 2013 European Transition & PMO Manager**

**Sharp Electronics**

Finance Transformation & IT Outsource Programme is a Pan European strategic plan to drive efficiency and reduce operational costs by standardizing and optimizing end to end processes.

* TOM analysis & resource management
* Business Case & Benefits Realisation
* Setup & managed the PMO capability
* Build Programme & Project Management process

**Mar 2012 – June 2012** **Interim** **PMO Manager**

**British American Tobacco**

Global Target Operating Model and One SAP Programme (TaO) is a strategic review to globally standardise BAT’s Operating Model by building a SAP template for global deployment. (circa £1bn)

* Develop Industrialised Delivery Programme
* Proactive management of Project Mangers
* Delivery Assurance
* Stage Gate Keeper
* Reporting, Financials & RAID Management

**Apr.2011 – Feb 2012 Global PMO Manager**

**Pearson**

Global Finance Transformation Programme ($150m) reporting directly to the Programme Director to create a global Finance function and drive out efficiencies through standardisation and labour arbitrage.

* Engagement with Senior Stakeholders and Steering Committees
* Project Management and Delivery Assurance
* Governance and PMO Assurance for continual audit
* Stage Gate Reviews
* Change & Impact Management
* Training Requirements & Analysis
* Track budget & Benefits Realisation
* Planning and Reporting

**Sept. 2010 – Mar. 2011 PMO Manager**

**British American Tobacco**

TaO Programme (circa £1bn) is being developed to identify efficiencies and cost savings from manufacturing, procurement and sales. The aim of the TaO Programme is to create a template for all of BAT’s operations.

* Commercial team to select Systems Integrator
* RFI & RFP Processes based on Commercial principles
* Supplier Management
* Negotiation & Selection of SI

**Apr. 2010 – Sept. 2010**  **PMO Planning & Controls Manager**

**Glaxo SmithKline**

The Global ERP Programme (£650m) has been established to introduce a single standardised Enterprise Resource Planning (ERP) platform to increase savings and enable GSK to simplify its operating model.

* Deliver Integrated Programme plan & Plan Management governance
* Multiple work stream and portfolio management
* Dependency Management & Resource Levelled Planning
* RAID Management
* Review the effectiveness of the PMO processes and recommend improvements where appropriate
* Provide support to systems, facilitate process and organisational activities as required

**Aug. 2009 – Apr. 2010**  **PMO Manager**

**Mouchel**

Connect is a SAP Implementation and roll-out and change programme, to deliver an aligned business process to manage Projects, Services, HR and Finance across the Mouchel organisation with an objective to reach a £1.25bn turnover.

* Financial Management & budgetary control
* Set Governance standards
* Stakeholder Engagement & Management
* Provide support and guidance to multiple business streams
* Enhance existing and develop new processes
* Provide reporting solutions and KPI management tools
* Defect and Change Management Reporting
* Project and Milestone Planning
* Business Impact Analysis

**Oct. 2008 – Jul. 2009**  **Senior Project Analyst**

**Royal Mail**

The objective of RM’s Operations Transformation Programme (£1.2bn) was to improve infrastructure and business capability of Royal Mail. Our aim was to deliver the first high priority project Tracked Plus (£70+m).

* 2009 Award winning project – Gartner Peer Award for Wireless Mobility, World Mail Award for Retail and the National Training Awards
* Delivering handheld technology to 35,000 users in 2,100 locations across UK
* Commercially driven project
* Impact Analysis of HR Assessments and Trade Union Implications
* Assisted in Corporate filming and logistics
* Due diligence on published documents
* Change control management
* Planning and reporting

**Apr. 2008 – Sep. 2008** **Senior PMO Analyst**

**BG Group**

The BG Business Intelligence (BI) Programme was established to provide Management Information (MI) on financial and manufacturing opportunities for new ventures and projects.

* Senior stakeholder Engagement
  + Reporting, Financials & RAID Management
* Budgetary control and reporting
* Process improvements
* Adhere to central PMO processes
* VAF Methodology (internal PM Methodology)

**Jun. 2007 – Mar. 2008** **Global PMO Project Manager**

**Shell**

As part of the Deployment of Shells Downstream One Programme ($150m), to effectively deliver information and services identified within Customer Services Operating Model (CSOM) and the Customer Interaction Management (CIM).

* Acting Project Manager
* Stakeholder & Relationship Management
* Contracts & Procurement Management
* Facilitate multiple PMs on Architecture, Development, Integration and Testing
* Define, develop and improve the PMO service
* PDF Methodology (internal PM Methodology)
* Multiple Project Planning & mentoring
* Financial & Status Reporting

**Nov. 2006 – May. 2007 PMO Manager Siemens**

The TfL i-Bus Programme (£120m) is a combination of technologies, including satellite tracking and GPRS data transfer, to pinpoint all of the London’s 8,000 buses with an ability to relay information to the driver, garage, and passengers 24/7.

* 2007/08 UK Winner of the Intelligent Transport Society (ITS) Annual Award for Excellence
* Commercially driven & politically sensitive programme
* Communications with multiple external work streams and vendors
* Successfully managed a Programme budget within agreed tolerance
* Integrating multiple project plans
* Executive Board Status Reports
* Risk & Issue Management

**Jan. 2006 – Oct. 2006** **Senior Programme Planner**

**Lloyds TSB**

The BASEL Implementation Programme to quantify required capital for credit risk involving collateral administration, credit and reporting moving the bank to an Advanced Internal Ratings Based Approach (A-IRB).

* Integrating multiple project plans
* Provide guidance and support to multiple PM’s and improve process
* Monthly project control reports and other reports as requested
* Strategic risk management and mitigation
* Maintain, review and facilitate change requests, resource requirements and utilisation

**Jan. 2005 – Dec. 2005 PMO Project Planner**

**GlaxoSmithKline (GSK)**

Working within the Export Finance department, the project objective was to create a Master Reference database to integrating and align business processes across several departments.

* Setup a PMO office
* Created templates and governance for the project team
* Change Control Co-ordinator and Test script writer
* Used Global Computer Validation (GCV) standards and methodology
* GSOP’s (Global Standard Operating Procedures) to meet pharmaceutical and internal quality standards

**Feb. 2004 – Dec. 2004** **PMO** **Project Planner**

**Home Office**

The Adelphi Programme (£79m) was to support the management of Finance, HR and Procurement in the Home Office. This was through the implementation of an integrated Oracle ERP eBusiness suite; which required training for users.

* Supporting individual training providers
* Planning and scheduling courses
* Timesheet and invoice reconciliation
* Marketing and sale campaigns through internal sales channels
* Developed a ‘buddy buddy’ system

**Sept. 1999 – Dec. 2003**  **PMO** **Projects Officer**

**Fujitsu Services**

Providing governance, project planning, assurance and reviews for multiple projects and programmes for Government and Corporations.

* Delivering business critical IT infrastructures
* Procurement Management
* Financial control
* Assisting in all aspects of documentation, including PIDs, SLAs and TORs
* Reporting to Senior Management

Pre-1999 Roles available upon request

Education, Skills & Qualifications

2009 – 2011 **Master of Business Administration (MBA)** University of Westminster

1994 – 1997 **BA (Hons) Social Studies** University of Bedfordshire

***Knowledge and use of:***

Prince II methodology Finance for Project Managers

Project Control Officer Foundation MS Project & Server

Customer Care Solutions MS Office Applications

Documentum MS SharePoint

References available upon request