# PROFILE

A Chartered Engineer, holding a prestigious Fellowship award from Cranfield University, with a track record of successful business transformations in International and Global Business. Over 15 years’ experience in design and delivery of HR , Finance & Procurement Shared Services( SSC). An experienced change agent, full cycle end to end delivery from strategy & target operating model (TOM) through to program management, translating business strategy (vision) into reality. A track record of leading culture change whilst delivering improved commercial performances though the introduction of business performance management initiatives (lean six sigma) ensuring future business growth.

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| **KEY SKILLS & EXPERIENCE** | **MARKET SECTORS EXPERIENCE** |
| 1. Operations Director Muti Client / Muti Channel Shared Services | *Shared Services Public & Private delivering :* |
| 2. Design & Delivery of Shared Services Outsourced and In Sourced Models; evaluation of AS-IS service , model the TO-BE service, restructuring and development of new service delivery model | *HR / Recruitment* |
| 3. Strategic , commercial and performance review of HR, Recruitment, Procurement and Financial Shared Services | *Procurement (P2P)*  |
| 4. Senior Executive Shared Services recovery programme design and delivery & Governance and efficiency / service improvement5. Shared Services Programme Director (Prince II) | *Finance* |
| 6. Transformation Director "transforming Vision into reality" providing Leadership and focus | *Contact Centres* |
| 7. Master Black Belt Lean Six Sigma business improvement / best practice and culture change, implementation of continuous process improment methodologies | *ICT* |
| 8. Global deployment of HR / Payroll Cloud based solutions, employee / management self-service solutions  | *Private Sector (outsourced) Shared Services* |
| 9. ICT technology selection and Implementation with 3rd party management ( ERP, SAP, Oracle, Document Management/ Case Management Solutions, Finance and back office transactions) | *Public Sector Central Government, Home Office, Cabinet office, HMPS* |
| 10. European General Manager sales/ Manufacture / distribution | *Not For Profit Sector* |
|  | *Housing Sector* |
|  | *Further Education Universities* |
|  | *NHS Shared Services* |
|  | *ICT Global Services Delivery**Manufacturing / distribution*  |

**AWARDS / DISTINCTIONS**

Fellowship (FMM) from Cranfield University 1997

2 x Queens award’s for export 1998 -2000

1x Queens award for technological innovation 1999

Runners up in the European Shared Service Centre of the year award 2007

Finalist in E-government Shared Service Center awards 2008

Winner of the European Shared Service center of the year 2008

# CAREER HISTORY

**NGA Northgate Human Resources (HR and Payroll Systems) July 2014 to June 2015**

**Lean Sigma Master Black Belt Global deployment of Cloud Based HR / Payroll Solutions**

Operating at a senior management level providing leadership & business process / transformation expertise. Responsible for the development / implementation of best practice process(s) to enable new clients to be transistioned onto Global Payroll and HR “Cloud Based Solutions” (SAP / EuHreka and Resource Link HR solutions). Leading virtual teams across 132 countries mapping business critical process, applying lean techniques, developing new methods of working, deploying globally whilst tracking the benefits, resulted in:

* The re-design and implementaion of “best practice processes” in new client intergration delivered £2.9 million savings per annum, with increased customer satisfaction levels.
* The design and development of a series of efficiency and effective processes through standardisation, optimisation and automation of real time, HR / Payroll systems, resulting in a 80% reduction in cycle time, improved quality and a £750,000 saving per annum
* Business process re-engineering, standardizing and automation of the “Parallel Payroll Run Reconciliation Process” resulted in a 40% reduction in cycle time delivering £645,000 savings per annum

**SERCO Asylum seekers (outsourced support services) February 2014 to June 2014**

**Interim Operations Director Asylum Seekers Shared Service Centre (SSC)**

As interim Operations Director I provided leadership, coaching and guidance to the SSC, 120 people. Containing the issues, stabilizing the service and then transform the business into an effective and efficient operation: key deliverables:

* Delivered compliance against contractual KPI targets and SLA’s, the improvement in performance resulted in a £3,000,000 per annum saving achieved within 12 weeks
* Introduced enhanced data and reporting utilizing visual metrics, performance dashboards & balanced scorecards, focusing the teams on actions that directly affected performance and customer satisfaction.
* Introduced Lean sigma continuous Improvement initiatives linked to business priorities, focusing on the key processes. Educating senior management/ training teams in process / value stream mapping, Cause & Effect Analysis, identification of CTQ’s developing a culture of data driven decision making. Resulting in focused improvements that enabled costs to be monitored and EBIT targets to be delivered.

**Newcastle College Group (FE & HE) September 2013 to January 2014**

**Consultant / Advisor: A Strategic, Commercial & Performance review of Shared Services**

Newcastle college group is the second largest educational group within the UK, with a turnover exceeding £180 million. I performed a Strategic / Organsational Design review using Ulrich model, porters theory and McKinsey 7s Framework , encompassing HR , Payroll Pensions and Recruitment shared services options.

* Performed strategic review of shared services.(HR, Recruitment, Payroll, Procurement, AP, AR, Pensions and MIS). Options included outsourcing, in house and a collaborative shared services provision. Reviewed and recommended legal
* Reviewed the procurement function with respect to effectiveness , efficiencies and governance controls in line with EU procurement law.
* Performed assessment of state of readiness and identified changes that were needed to achieve the vision. Produced a project plan / road map to deliver shared services.
* Developed target operating model TOM, Operational metrics, SLA’s , KPIs etc.

**Consultant / Advisor Dec 2012 to Sep 2013**

**Shared Services & Outsourcing Network Publication**

Provide workshops / “Master Classes on the application of best practice in the transformation / deployment & operation of multichannel Shared Service Centres, (Purchase to Pay, Recruitment, Finance) providing expertise on how develop and get the “best out of teams” delivering operational efficiencies and effectiveness, through the application of KPIs and balanced scorecards.

**Publications can viewed @ http://www.ssonetwork.com/columnists/the-transformation-agent/**

**CAPITA HR / Payroll Shared Services (outsourced NHS) Jan 2012 to October 2012 Interim Transformation Director (design & delivery of new Shared Service Centre)**

Performed a full change cycle end to end strategy review, designing the TOM, delivering the Business strategy , successfully integrating 11 NHS Mersey Care trusts, servicing 30,500 NHS employees; into one new shared services solution, delivering Payroll, HR, Pension and Recruitment Services. This was a multi- business led transformation using a cross functional process approach employing 240 people.

* Established a PMO and change team, responsible for the transformation of the Shared Services / Governance and delivery of the outsourcing & transformation programme including: Business improvement, communications/ stakeholder management, mentoring, training, business readiness
* Designed and delivered the target operating model to deliver organisational change which would enable a scalable outsourced business / operating model to be introduced, which produced an enhanced service delivery, whilst reducing operating costs by 40% from £3.5 million PA to £2.07 PA, through the introduction of best practices.
* Negotiated with the customers ( HR and Finance Directors) of 11 NHS trusts to deliver and introduce a standard set of SLA & KPI across all 11 trusts producing a standard reporting pack for Operational metrics to support service delivery, and customer engagement
* Designed and delivered a streamlined HR / Recruitment process that complied with NHS guidelines whilst delivering 20% savings. Additional commercial opportunities were identified to provide an enhanced clearance service.
* Mentored trained a team of Blackbelts embedding “Lean Six Sigma” business improvement methodologiesy. Introducing a governance and project selection tools, Business Process Redesign including performance dashboards / metrics, SLAs.

**CAPITA HR Shared Services (Swindon County Council) Outsourced Dec 2011 to Jan 2012 Business / Commercial review of the SSC design and delivery model (SSC specialists interim)**

On behalf of the MD I undertook a review of the HR Service delivery model, operations, processes and systems that were in place. Working with the customer and 3 party suppliers to develop a recovery plan of action, ensuring processes were capable of delivering the agreed service provision within an agreed timescale and on budget. Moved onto recover the HNS project above

**SOVEREIGN Housing Group April 2010 to Dec 2011 Interim Interim Finanacial & Procurement Shared Services Design and deployment**

Sovereign housing is a £3 billion portfolio with 70,000 customers. I performed a full “end to end” strategic review of the Financial Services Provision. I developed the business case and delivered a new centralised Finance Shared Services, consolidating 4 separate regional housing associations into one centralised Financial Shared Services, including procurement and Payroll. Delivering 15 % savings in Year 1 and 25% savings in year 2 reducing costs by £500,000 per annum in year one.

* Provided strategic and operational leadership to the Finance Operation, Design the new TOM, Develop the budget for program,Governance framework , site selection for shared services location, communication to the stakeholders and knowledge transfer from regional sites whilst overseeing site closures.
* Design and implement real time data models to provide performance dashboards and KPI reports, trained the teams in the interpretation and actions to take when reviewing the reports.
* Reviewed the existing “Information technology solutions” Agresso ERP and HR (Northgate) software including data interfaces for Payroll etc. providing enhancements by specifying and integrating OCR , Document / Case management & knowledge management solutions.

**Transformation Director / Head of Business Improvement Strategy (design & delivery)**

Established a PMO and business change team, Introducing a group wide “Lean Six sigma “Business Improvement strategy. Developing a “Lean Accademy” embedding “ Lean Sigma” tools and techniques. delivering enhanced services at a reduced cost; whilst improving resident’s satisfaction levels.

* Six Sigma / Lean deployment, design, developed training / capability & mentoring for senior managers, black belts & process improvement team members. Introduced a centralised “business Improvement” Academy which delivered a reduction in arrears from £ 7.2 million to a world class £2.2 million Per Annum, savings delivered within the first six months.
* Introduced a governance structure, SLAs, Business Performance metrics, including Balanced Scorecards and Performance Dashboards developing a change in culture moving the business towards data driven decision making.

**HMPS Shared Services July 2005 to April 2010**

**Shared Services: HEAD OF OPERATIONAL EXCELLENCE Reporting to CEO**

**Design and deployment of SSC**

Joined HMPS as a Senior Executive Head Of Operational Excellence . I was responsible for the

design and implementation of a multi- channel shared service project, providing services for HR, Finance, Procurement and “IT support” for 60,000 employees. I was responsible for simplifying, standardising and automation of all services ( processes) as they were transistioned into the shared service . I developed a culture of continuous improvement, improving processes that when benchmarked would be in the upper quartile of performance in terms of effectiveness, efficiency and value for money. A multi-site operation with 1,200 employees*. Delivering £40 million savings over 5 years.*  Major achievements include:

* Governance of the design & implementation of the shared services model. My role was to ensure that we have processes and “IT” solutions that deliver an “end to end” service. I was responsible for the Business Architecture delivering multi channel interfaces with customers.
* Recruited and Integrated 6 regional Purchasing teams introducing business performance metrics whilst generating a new service model “ Purchase to Pay”. Handling 1,500,000 invoices PA. Increased invoice tranasactability to 80% from 26% in 6 months.
* Designed and deployed a Six Sigma business improvement strategy encompassing employee development and business metrics using MI and Business Performance Metrics. Responsible for MI and customer feedback (VOC) for each operational service stream “ Dashboards “for operational status and “Balanced scorecards ” for a strategic view covering operations, process improvement, employee development and financial status of each service stream.
* Represnted HMPS / Home Office on the Cabinet Office Shared Services and Business improvement forums.

**Xchanging Shared Services (BAE SYSTEMS a JV) June 2002 to June 2005**

**HR / Payroll & Procurement SSC BUSINESS CHANGE EXECUTIVE Reporting to CEO**

# Joined the company at the design stage of a multi channel Shared Services project. The brief was to Outsource the back office operations in an 50 / 50 Joint venture. The objective being to deliver a HR, Payroll & Purchasing shared services for BAE SYSTEMS providing support for 40,000 employees based on 70 sites. In my role as a Senior Executive I was responsible managing change and improving commercial return on investment, whilst introducing value added services. As a Six Sigma Master Black Belt I was also responsible for the introduction of best practices whilst leading a team of 20 business improvement experts . All projects managed using Prince II methodology. Major achievements include:

* Deployed and integrated Oracle ERP solution with HR, Payroll & Procurement modules cloud/ portal solutions for employee self-service and Manager self-service.
* Responsible foor the consolidation of 12 separate HR computerized systems into one master Oracle system. Reconciled 40,000 records and circa 12 million data fields across the legacy systems. The result being accurate reports can now be generated for BAE SYSTEMS. Information is available to 40,000 employees though a Web enabled “People **P**ortal”. Project one off cost £20 million savings £3 million per annum

**Macfarlane Group PLC Jan 2000 to June 2002**

**UK GENERAL MANAGER Reporting to the Group Chairman**

# A Director, with P&L responsibility of the UK’s largest manufacturing packaging and distribution business. Joined a loss making division returning a £4.2m profit within two years (divisional turnover £56m). Joined the group as Operations Director for Scotland and the North of England responsible for 6 sites (£30m) within 12 months I was promoted to UK General Manager of Operations group turnover £197m. Responsible for 10 sites (£56 million). Major achievements include:

* Instrumental in developing and implementing the divisional strategy, contributed to an increase in Group profits of 11% from £14.1 million in 1999 to £15.6 million in 2000. Earnings per share rose by 21% from 7.48p to 9.03p. Share price increased by 33% from 59p to 76p over the same period.
* Developed and introduced a strategy for site consolidation & product rationalisation. Reducing the number of manufacturing sites from 10 to 7 and the number of distribution sites from 34 to 17. Reducing Labour overhead by £1.6 million from £9.5 to £7.9 million. Space reduction of 430,000 sq ft saving £2.7m pa. Whilst implementing a £7.5m capital investments programme.
* Implemented shared / centralised services for L&D, HR, finance and IT support.

 **James Dewhurst Ltd (Technical Textiles) 1997 to 2000**

**EUROPEANE GENERAL MANAGER ( including sales) Reporting to the Board**

Joined a loss making private enterprise, turning it into a world class organisation transformed from a £7 million turnover to £23 million turnover business, Identifying opportunities and implementing a support structure that could deliver Innovation and employee development / reward. Winner of three Queens Awards 2 for export and 1 for Innovation. I was responsible for the European sales and all operations across three Manufacturing divisions based in Europe. Achievements included:

* I developed and implemented an operational and business strategy that realigned the business by rationalizing the product portfolio managing customer expectations providing JIT service delivery levels. Identifying opportunities for growth in Europe, providing solutions for customers. Negotiating contract, building in added value propositions.
* The setting up of a Hungarian (Budapest) textile manufacturing and distribution business.

**Awarded a Fellowship in Business Management at Canfield University 1995 to 1997**

Canfield is recognized *one of the top* *20 Universities in the world*. I was one of only 12 Fellowships awarded at University in 1997. The Fellowship was designed to develop the next generation of Board Room executives. Skills training included Finance, Marketing and strategy of business development. I was seconded to Prestige Cookware Ltd where I was responsible for the generation and implementation of a new manufacturing strategy.

**BAe (Civil Aircraft Division) 1990 to 1995**

**PROGRAMME MANAGER Reporting to the Business Executive**

Joined BAE as Core project team leader responsible for evaluation and design of value engineering & cellular manufacturing Evaluation of the £270 million business with the objective to implement 10 mini businesses (core cells) that could act autonomously .I worked with Toyota and Kawasaki in Japan trained in Six sigma and Toyota Business Improvement model once completed I was promoted to program manager responsible for a number of high value (£30million +) projects.

**Hick Hargreaves Ltd. (Power station / petrochemical industries) 1985 to 1990**

**PRODUCTION ENGINEER Reporting to the Engineering Manager**

I was made responsible for the reduction of manufacturing costs. Operating on the principals of value engineering. Identifying process improvements and reducing the variability of parts through standardisation and modularity.

**Mechanical Services Ltd, Bolton 1980 to 1985**

Apprentice tool maker Reporting to the Tool Room Manager

**EDUCATION AND QUALIFICATIONS**.

National School Of Government Strategic leadership in Government 2008

Cardiff University Prince II project Management 2003

GEC / Xchanging Process Improvement Six Sigma Master Black Belt Training 2002

Cranfield University Fellowship In Business Management 1997

Chartered Engineer Institute of Mechanical Engineers 1997

AQS Six Sigma Business Excellence (Black Belt) 1997

Part one & Two Institute Of Chartered Management Accounts 1996

Six Sigma Six Sigma in Japan with Kawasaki and Toyota 1995

Bolton University B.Eng 2:1 (Hon’s) Degree in Manufacturing Systems. 1995

NHD Mechanics of Solids and Thermo Fluids / Dynamics 1993