

ALAN WATTS

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Profile

A widely-experienced service manager and consultant, I offer a record of delivering a range of service management solutions and improvement programmes to meet best practice standards

I have recent experience in delivery of complex IT-based projects. I have developed strategic plans to drive a range of business change initiatives, with a primary focus on Service Management to ITIL standards. I have significant experience in managing and mentoring teams for a wide range of both public and private sector clients and ensuring socialisation of new working practices.

Key Skills

- Wide experience of service management in high pressure environments
- Many years practical experience in both Prince2 and ITIL V2 and V3
- Implementation of core ITIL processes
- Experience with outsourced and offshore support operations and the transition to new or replacement outsource providers
- Excellent stakeholder management abilities at all levels of organisations
- Experienced in managing internal and external teams, third party suppliers and external consultancies.
- Significant awareness of current infrastructure technologies
- Experienced in contract negotiation and supplier management

Key Achievements

- Reorganised an IT department to improve delivery and performance. Introduced effective resource management practices and further improved Change and Project Management controls and processes. By redesigning and re-evaluating various planned technical solutions I was able to deliver a total of £400k of cashable cost savings in a range of areas
- Complete rebuild of the outsourced desktop support operation at a central Government department, resulting in the re-award of a £17m pa support contract that had been thought lost. Required implementation of new Helpdesk software, reorganisation of the engineering and logistical process, implementation of web-based reporting for end users and management and re-profiling the support team.
- Scoped and delivered a complete support organisation at the heart of a major MOD business change programme. This was to provide technical and business assistance to the implementation of resource-based accounting across the whole of the MOD. The service was delivered to time and budget and met all required objectives
- Successful delivery of a major migration and consolidation programme involving 1800 servers to a new datacentre. Ensured all servers were successfully transitioned into BaU post migration with no service failures, coordinating the work of both the client's project and BaU teams and various external delivery suppliers. Maintained visibility of all progress and compliance with DR/BCP requirements
- Recovered and completed a failing infrastructure refresh and DR provisioning programme for financial client. The client was moving a disparate desktop and server architecture to a new, consolidated infrastructure using EMC SAN Storage to provide a fault-tolerant

environment. I pulled together the various work streams and engaged client departments to ensure successful delivery to time and budget.

Freelance Clients

EMC Project Manager - Data Migration Sep 10 to Dec 10

Role Profile

- Provide project management to deliver a complex series of data migrations between old and new DR data centres for a financial client to extremely tight time and resource deadlines

Key Achievements

- Took responsibility for planning resources and activities surrounding the replication of the existing arrays to upgraded and consolidated arrays in the new datacentre
- Provided reporting and transition management across multiple work streams
- Ensured successful delivery of the pilot migrations and proposed various process improvements from lessons learned
- Provided management support across the main migration period

North Yorkshire Police - Service Delivery Manager Sep 09 to Jul 10

Role Profile

- Interim role to provide overall performance of the 42-strong Service Delivery team to agreed SLA Standards and line management of the infrastructure support team.
- Maintain operating budget of £3m and deliver cost efficiencies
- Appraise department-wide operating practices and lead the changes needed to improve cost-effectiveness, address perceived deficiencies in overall effectiveness and facilitate implementation of the ITIL V3 framework

Key Achievements

- Maintained required delivery standards for the teams under my control
- Provided line management of infrastructure support and technical design teams,.
- Achieved £400K cost savings by re-evaluation of infrastructure replacement plans, and maintenance and support expenditure.
- Produced and implemented revised Service Catalogue and associates SLAs to improve reporting and control
- Led revisions to the Service Desk systems and underlying support team structure to reflect new SLAs
- Provided guidance on pre-existing ITIL v3 implementation work
- Improved Project Initiation and introduced Project time Recording systems to strengthen budget planning work

PCG Non-Executive Director Sep 08 to May 09

Role Profile

- Part time role as a director of the PCG. No specific responsibility but charged with developing the strategic direction of the PCG, evaluating external suppliers and associated contracts, overseeing and directing the permanent staff and participating in a range of PCG-led events and related lobbying and commercial activities.

Larfarge Gypsum Interim Head of IT Sep 07 to Sep 08

Role Profile

- Manage BaU delivery of IT services, internal support team and offshore development teams with P&L responsibility for £3.8m
- Manage and further develop all supplier relationships to ensure value for money

- Develop the strategic plan and manage the transition of all helpdesk, support and development services to new Shared Services Operations under TUPE
- Maintain and monitor SOX compliance for the department during that transition

Key Achievements

- Achieved an overhead budget reduction of approximately 20% by reassessment and re-negotiation of existing contracts.
- Successfully completed transition of the internal IT Support function to the Group's new Shared Service structure. Required personnel reassignment, significant local process revisions, developing new reporting structures and defining revised infrastructure platform plans and network reconfigurations

BP - Transition Programme Manager

Oct 04 to Jun 06

Role Profile

- Provided leadership and coordination of complex migration programme to relocate all UK and EU services to a new centralised datacentre involving a number of internal teams and external suppliers.
- Ensured consistent delivery, tracking and issue management for the programme
- Ensured adherence to WAN and LAN networking standards and BCP/DR provisions for each migrated service

Key Achievements

- Delivered 1800 live servers and associated services to the new datacentre within the required budget and on time, with no operational failures or unplanned exceptions
- Brought order and focus to a previously disorganised set of independent project streams
- Developed and introduced a set process for the migration of individual servers to ensure consistent reporting and tracking
- Developed reporting structure so that the status of any individual server was instantly available.
- Provided resources to assist with specific, complex or business critical migrations

Previous Clients

Morley Funds	Programme Manager - migration	Jul 04 to Oct 04
MOD (DII Programme)	ITIL Consultant – SLA/OLA	Dec 03 to May 04
Department of Justice	ITIL Consultant – Change Mgt	Sep 03 to Dec 03
PCG	Project Manager – Service Delivery	Aug 03 to Jan 04
BSkyB	Project Manager – SLA / CMDB	Sep 02 – Mar 03
Sun Microsystems	ITIL Consultant – various roles	Jun 01 to May 02
UBS Warburg	ITIL Consultant – Service Desk	Sep 00 to Jan 01
MOD (ABRO)	Change Manager	Apr 00 to Sep 00
Compaq	Project Manager – Service Refresh	Nov 99 to Jan 00
Railtrack PLC	Business Analyst – Tech Refresh	Apr 99 to Sep 99
Robert Fleming	Front Line Support Manager	Jul 98 to Jan 99
MOD (CAPITAL ASI)	Project Manager - support service	Sep 96 to Jun 98