

# David Snowden

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## PROFILE

A skilled IT/IS professional with a successful track-record as a Project Manager, Business Analyst and consultant. Has full business and project lifecycle experience with hands-on expertise in formal project management and business analysis methodologies. Although he has proven success as a pure project manager and as a business process consultant, David adds greatest value when combining business analysis with project delivery, working on a project from requirements gathering to handover. He has been engaged to identify business needs, sometimes retrospectively, and to take a project through to delivery, and also to rescue projects. Has worked for blue chip clients, market leaders and small niche market players in Logistics, Transport, Marine Operations & Shipping, Construction, Publishing & Printing, Credit Card Operations and public service to a number of national and international standards including National Audit Office and Department for Transport audit.

## SELECTED ACHIEVEMENTS

- Converted Trinity House maintenance operations from time-based to condition-based by implementing Engica system, saving 40% of annual maintenance costs (Trinity House Lighthouse Service).
- Re-engineered processes and set up "collaboration website" with all drawings posted, reducing costs of printing plans for each contractor at £10,000 + for one full set. Rationalised client costs by over £1m on medium-sized project and facilitated contractors with visibility of most up to date drawings (BLLE).
- Rescued failing project: completely replaced all computer hardware, software, communications and processes in six weeks to enable takeover of a bank's fulfilment operation without losing a day's production (Adare Group).
- Project-managed the implementation and rollout of a Customer Relationship and Complaints Management system to unite the operations of train, coach, bus and tram customer service organisations, reaping economies of scale and rationalised operations (National Express).

## RECENT EMPLOYMENT

### 2008 – 2009 • National Express Group • Sales & Marketing IT Development Manager

Employed for business requirement gathering and fire-fighting skills through to project delivery, and to establish an agile project management methodology.

- Re-specified and project-managed the implementation and rollout of Charter, a Customer Relationship and Complaints Management system covering train, coach, bus and tram organisations, incorporating a system to automate the calculation and payment of DelayRepay compensation, replacing five separate systems with a single group standard and revised ways of working. Managed team made up of the lead supplier, hosting and communications suppliers, in-house infrastructure team, outsourced call centre and database hosting companies.
- Implemented PMM, an agile tailored project management methodology based on PRINCE2, extended project culture across the group and introduced a requirements gathering and specification methodology (SRS) and process improvement methodology (SPRINT) working to Department for Transport audit standards.
- Managed the IT part of an office move by NX EastAnglia trains, including relocation and redesign of supporting application and communication infrastructure.
- Replaced and extended the onboard computer and kiosk systems for the Heathrow Hoppa bus service, and designed a web-based system for Assisted Travel for passengers with disabilities, replacing the communications infrastructure for NX operations at Heathrow and managing resources from software, infrastructure and hosting suppliers and from the British Airport Authority.

### 2005 – 2008 • Trinity House • Project Manager

Engaged for business change and project management experience to change the basis of maintenance of Trinity House's 1800 lighthouses, lightships, buoys and other aids to navigation, using an Engica CMMS as the catalyst for change.

- Re-specified and project managed the implementation of Engica engineering, stock control and procurement system with Finance, HR and H&S interfaces and remote link solutions for land-based and ship-board engineering teams, utilising resources from the solution provider and Trinity House communication system suppliers (maritime and terrestrial).
- Worked with the Gdansk shipyard to ensure computer and communication provision built in to two new ships.
- Automated operations on Trinity House buoy tenders and new ship builds in line with recommendations following major Business Process Re-engineering (BPR) exercise.
- Performed process mapping and process change to increase operational efficiency and produced requirements statements and functional specifications for extensions to the base system.
- Rolled out PRINCE2 methodology working to National Audit Office and Department for Transport standards.

### 2002 – 2005 • The NEC Group • Project Manager

Employed in the Project Office to gather requirements for operational systems and to project manage them through their implementation.

- Delivered Intranet solution to amalgamate group including The N.E.C., N.E.C. Arena, the N.I.A., the I.C.C. and Symphony Hall and delivered coherent e-business/e-commerce strategy.
- Project-managed eStrategy project through to post-implementation review.
- Delivered multiple projects including selection and implementation of systems for staff rostering, budgeting and scheduling, with time & attendance tracking and compliance with EC regulations.
- Performed business analysis for replacement of HR system with integrated HR/payroll solution, set up BA/BPI function to address business restructuring exercise and performed a Workforce Management Systems review.

### 2000 – 2001 • Bovis Lend Lease • Business Analysis Manager

Engaged initially to reverse-engineer CCS (Contract Control System) and Hummingbird (Project Control System), involved in developments of the replacements for both, and then tasked with setting up an in-house Business Analysis function.

- Recruited seven extra analysts in short timeframe and set up and managed the new Business Analysis team. Worked with key business stakeholders in Australia and the USA as well as in EMEA.
- With BA Team performed development, evaluated and investigated project lifecycles including project initiation, change control, implementation, deployment, testing, QA and post implementation review, including Lotus Notes-based Change Control and Help Desk systems.
- Acted as conduit for all work into IT Dept. from Bovis Lend Lease EMEA, Lend Lease Europe and Lend Lease REI, from alliances with BP and CISCO and from PFI Partnership with Halifax and Royal Bank of Scotland (Catalyst Healthcare, Focus Education, Focus Regeneration).
- Introduced Business Analysis and application design tools and methodologies including DSDM, Rational Rose and UML.

### 1997 – 2000 • Adare Printing Group, Ireland • Group IT Consultant

Originally engaged for Business Analysis to work on the absorption of Kalamazoo Security Print into the Adare Group and later appointed Group IT Consultant to perform project management, analysis and consultancy on process improvement and business restructuring programmes for the Group and subsidiaries, including structural and business process changes to accommodate new business models delivering consistency across the group whilst retaining the branding and unique selling points of each company. All projects were managed using third party resources with in-house IT staff in the various companies handling business as usual with minimal involvement in the group projects. Implemented an ERP/MIS, warehousing and logistics strategy. Programmes delivered economies of scale and reduced support and training costs.

### EARLIER CAREER

1996 - 1997	Evesham Micros	IT Manager
1993 - 1996	De La Rue Card Technology	Business Systems Manager
1985 - 1993	P&O Containers	Senior Analyst
1983 - 1985	Fraser Williams	Systems Analyst
1981 - 1983	RHM Computing	Analyst Programmer
1980 - 1981	Retraining course: "Programming Technology"	
1978 - 1980	Law Society	Executive Officer

### KEY SKILLS

#### Project Management Tools

Microsoft Project and Project Central,  
Project Manager, Workbench, Primavera

#### Web Tools

Dreamweaver, Fireworks, Frontpage, HTML, XML, ASP

#### BA and OO Design Tools

CASEwise, Rational Rose, SSADM, OMT, UML, System Architect, Booch, DataModeller, Yourdon Process Modeller, Jackson Structured Program Design, Yourdon/DeMarco Structured Analysis, IDEF0, IDEF3, Allfusion Process Modeller, DSDM, RAD, PMBoK

### GENERAL SKILLS

- Full project lifecycle experience, including requirements gathering, user training and ongoing support.
- Experienced in all aspects of project management, project management methodologies (PRINCE2, PMP, PMBoK, M\_o\_R) supplier management, resource planning and resource management.
- Skilled in all aspects of business analysis, process design, process mapping, change management, business process improvement and re-engineering and in system analysis/business systems analysis.
- Proven ability to deliver major software system and infrastructure rollouts, implementation and integration projects.
- Demonstrated leadership capabilities through managing and mentoring project teams and Business Analysis teams.

## LEGACY SKILLS

### Software Applications

Microsoft Office, Project Manager Workbench, Visio, Crystal Reports, TM/1 Data Warehousing, WinFax Pro, Fax Now, Lotus Smartsuite, Corel, AT&T Provisa, Remedy, Tivoli, Prism, Optimus, Primavera, ACT!

### Hardware

Server & Workstation install, Ethernet topologies & network hubs, JetDirect print servers, NCR 9020 Mini, Data General Nova 4 Mini, Data General CS200 Mini, Datapoint & SyFa distributed systems.

### Packages

Sun Accounts, Sage 50-500, Platinum SQL NT, Platinum DOS, Hardcat, ACP, Timegate, Charter, Engica

### Operating Systems

Novell Netware, Windows NT 3.51 and 4.0, (Workstation & server), Windows XP, Windows 95 & 98, Windows for Workstations 3.11 Pen Windows, MVS, IMOS5, Datapoint RMS, Datapoint ARC, TRS-DOS, CP/M, S/370 JCL

### Databases

SQL Server 6.5 to 2005, Oracle & Oracle 8i, Paradox, Access, Progress, DataEase, dBasell/III/III+/IV, Adabas

### Networking Technology

Teklogix Radio Data Terminals, Psion Radio Data Terminals, Fujitsu Pen Computer Terminals, TCP/IP, Telnet, FTP, Ethernet, 802.11, Voice over IP

## PROFESSIONAL MEMBERSHIPS

- Member of the Project Management Institute
- Member of the International Institute for Business Analysis
- Corporate member of the DSDM Consortium
- Fellow of the Royal Geographical Society

## EDUCATION

1981 Diploma in Programming Technology - Control Data Institute, London  
1972-1975 BA (Hons.) Economics & Politics with Statistics – University of Nottingham  
1967-1972 Holgate Grammar School, Barnsley, South Yorkshire

## HOBBIES & INTERESTS

- Local history & museum management (trustee of two heritage charities)
- Leads geographical and historical themed events in the UK, with hill and fell walking
- Promotes leisure and tourism in the Vale of Evesham, with Market Towns Initiative

## NATIONALITY

British. No restrictions on working in the United Kingdom.

## REFERENCES

References will be supplied on request.