

## Portfolio Director

### Profile

*'Accomplished 27-year Portfolio Management (P3M) 'Executive Lead' in numerous UK Governmental Organisations and International Defence Industries. Successful Systems Engineering 'Professional Authority and Practitioner' of P3M Office (PMO) Governance. Capability focussed 'Head of a P3M Function', accountable for Strategic Planning, Operational Command & Control and Tactical Support to P3M Delivery'.*

### Expertise

Strategic Business Planning & Leadership

International Business Change & Development Management

Executive Level Stakeholder Management

PMO Management & Leadership

P3M Delivery & Lifecycle Management

Finance & Contractual Negotiations

Systems Engineering

Leadership & Teamwork Building

Multi-Lingual Written, Verbal & Interpersonal Communication

Cross-Functional Team Management

### Professional Experience

#### Professional Sabbatical

January 2022 – Current

United Kingdom / Bahrain

#### Weapons & Missiles Portfolio Director

Saudi Arabian Military Industries (SAMI)

November 2020 – December 2021



Riyadh, Kingdom of Saudi Arabia

Achievements:

- Secured \$550M, 42 Month 'Capability Focused' Precision Guided Munitions Contract with KSA MoD.
- Portfolio Lead for forthcoming 18 Month Bid Phase, in pursuit of secondary, dove tailed \$750M PGM Contract.
- Established and Recruited Multinational, Multifunctional, 56 Strong 'Delivery Team' in Riyadh.
- Currently delivering sole generated 4,000 Task Execution Plan & Schedule, for which am accountable.
- Currently leading all International Weapons & Missiles Business Development opportunities for KSA MoD.
- Restructured PMO Stakeholder Interface which developed working efficiencies with Royal Court, GAMI & PIF.

#### Programmes Planning, Monitoring and Controls Director

BAE Systems Maritime Services

November 2019 – October 2020

**BAE SYSTEMS**

Portsmouth, United Kingdom

Achievements:

- Developed, then controlled Intra Class Program Controls Reporting Methodology for HMNB Portsmouth.
- Embedded Matrix Management Organisational Structure to both Type 23 Frigate and Hunt Class Delivery Teams.
- Scheduled Training Deployment of three Type 45 Destroyers to align with deployed Atlantic Strike Group.
- Supported Cost Modelling for £600M, 5 Year Surface Fleet Support and Naval Base Management Bid.
- Developed PMs' understanding of RAIDO Management, encouraging interdependencies of Risk Control.

#### Executive 'Capability Lead' Consultant

UK MoD, Defence Equipment & Support (DE&S), DSTL & SDA

June 2018 – October 2019



Filton Abbey Wood, Bristol & Portsmouth, United Kingdom

Achievements:

- Generated, and managed Tri Service PMO Controls for DE&S Land Systems & Submarine Delivery Agency (SDA).
- Enhanced Capability of Operational and Strategic Level Planning for HQ Army (Future Military Concepts), Air Command (Airbus A400M) and Navy Command (Future Submarines) through Workshops and Mentoring.
- Created HQ Army's 'Future Optioneering Portfolio' Consolidated Master Plan out to 2030.
- Navigated DSTL Audit and Risk Assurance Committee through their Annual Assessment of Governance Review.

## Portfolio Director / Executive Head of the PMO

Airbus Defence & Space

December 2016 – May 2018



Riyadh, Kingdom of Saudi Arabia

Achievements:

- Successfully controlled, whilst being solely accountable for all PMO P3 Management activities across £800M per year UK to KSA Government, Capital Build & Technical Delivery Defence Portfolio.
- Delivered, post 'Contract Award' £400M Communication and Electronic Warfare 'Delivery and Maintenance' & supporting Construction Program in support of KSA MoD and National Guard Defence Capability.
- Developed 'Rebalancing' Strategies to minimize Risk exposures.
- Generated Communication Interface for all Portfolio changes and Performance Reporting to GAMI and PIF.
- Facilitated Portfolio and Programme Performance Reviews and implemented new, Capability focused Strategies.
- Created 35 Strong 'Local Saudi Knowledge Providers' Team from within KSA Universities and Research & Development Organisations to assist in Technical Planning for World Defence Show, Saudi Arabia 2022.
- Delivered consultancy guidance and mediation between Siemens Mobility, Bombardier Transportation and Alstom when supporting roles of 177km Riyadh Metro Programme were first commercially proposed.
- Acted as Airbus Executive Lead and Operations Director for all Saudi Arabian National Guard's Security and Surveillance activities in support of 1 Million visitors of 2017 Al-Janadriyah Festival, Riyadh.

## Senior Portfolio Controls Manager

MBDA Missile Systems

May – December 2016



Stevenage, United Kingdom

Achievements:

- Enhanced Operational Effectiveness of Portfolio Management Office by standardising deliverables and encouraging interdependencies through all Programmes of work at Operational level.
- Increased Executive visibility of Risks and Issues with recommendations, whilst successfully developing International, MoD Main Building and Defence Equipment & Support internal programme and commercial contracting, implementing 360-degree asymmetric Stakeholder Management.
- Orchestrated smooth and efficient programme development Delivery Work Package by collaborating cross-functionally Outputs across all Air, Sea and Land Front Line Command supporting Divisions.
- Oversaw team of 80 Programme Controls employees focused on Planning, Risk, Procurement and Finance.
- Mentored Senior Programme Managers on Budget & Schedule Governance, utilising Earned Value Management.

## Senior Programme Manager / PMO Chief of Staff / Head of P3M Function

Atomic Weapons Establishment / Strategic Weapons Project Team

September 2012 – May 2016



London, Bristol & Aldermaston, United Kingdom

Achievements:

- Programme Lead for implementation of enhanced Risk and Issue understanding for all 40 Senior Programme and Project Managers, directing 'Stakeholder First' engagement, allowing earlier and different analytical approach, offering new understandings to all processes within Risk Management Governance.
- Twin Capability Lead for £450M Technical Enhancement and Life Extension Programmes for 400 Production Buildings, including sequencing of all construction and refit activities to optimize efficiency.
- Part of Executive Programme Management Team who successfully deployed Headcount Reduction, Capability Review and Lean Initiative across entire 5000 strong workforce, implementing behavioural-based performance management systems to define expectations, standards and key performance areas. This resulted in reduced headcount footprint on site by 10% (500 employees) reduced Annual Contractual commitment for UK MoD from £1.1Bn to £920M and increased Annual AWE profit from 9% to 13%.
- PMO Chief of Staff who individually established and drove all PMO Policies, Standards, Terms of Reference and Service Level Agreements, engaging with Senior MoD and Industry stakeholders to deliver fit for purpose PMO Operating Model, with clear Key Performance Indicators and Metric Reporting Drumbeats for original £1.1Bn annual contract between AWE PLC and UK MoD.
- Implemented Earned Value Management, ensuring accountability of Deliverables to Performance, Time, Cost and Quality through £620M, 3 Delivery Programmes supporting 'Continuous at Sea Deterrent' (CASD).
- As Head of 430 strong P3M Function, Championed PM Community of Practice which provided Mentoring, Capability Comprehension, Career Development Framework to support current PMs, whilst nurturing and developing next generation. Professional skill sets transferred, emphasised importance of Stakeholder Management, Communication, Milestone Delivery, Risk Management and Escalation when required.

## Programme Manager, Lead Systems Engineer & Senior Operations Officer

United Kingdom Ministry of Defence – British Army

April 1994 – August 2012

Achievements:

- Programme Manager for Delivery of 'Tailored', specialist reporting systems that allowed complete Programme Governance over the following:
  - Programme Controls Measures.
  - Legal and Commercial supporting activities.
  - Cost and Financial Reporting whilst adhering to EVM (CPI).
  - Schedule Analysis and Forecasted Reporting whilst adhering to EVM (SPI).
  - Risks, Assumptions, Issues, Dependencies and Opportunities (RAIDO) Management.
  - KPI 'Flow Down' Management from Strategic Visions and Prioritisation to Tactical Level Delivery.
  - Cross functional SLA Reporting and Monitoring.
  - Procurement, Requisition and Purchase Order Tracking.
  - Documentational Control and Configuration / Change Management.
  - Innovation vs Improvement & Planned vs Emergent Change Strategies.
- Lead Systems Engineer within UK MoD Main Building, tasked to generate and implement 'Concept to In-Service' Capability Process, specialising in effective control of 'Intelligent Customer Interface' between UK MoD and UK / International Public and Private Sectors.
- Senior Operations Officer employed within UK MoD 'Capability Enhancing' trials organisation.
- Senior Requirements Manager responsible for Acquisition and Management of all UK MoD Aerial Delivery equipment for 2 years, delivering £12M Special Forces Capability through MoD procurement process.
- Senior Project Manager who designed and delivered Military Technology integration courses, inclusive of operator training processes for 1000 strong groups of NATO soldiers, including professional mentoring, then full integration into readily formed multinational units.
- Project Manager who successfully planned and executed multinational 'Military Technology Awareness' training exercises for over 300 NATO Officers in western Europe.

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### Professional Qualification & Courses

2016 Earned Value Management Systems (EVMS) – Lockheed Martin UK  
2015 Control Account Managers Course (CAM 101) – Lockheed Martin UK  
2014 Post Graduate Diploma in Systems Engineering – Oxford University  
2013 Lean Six Sigma Green Belt – Lockheed Martin UK  
2012 MSP® (Managing Successful Programmes) – CUPE Ltd / APMG International  
2011 Advanced Practitioner in 'Management of Risk'  
2010 MoD 'Quality Assurance' Practitioner Course–DACMT  
2010 MoD Through Life Capability Management Practitioner's Course – DACMT  
2008 PRINCE2 Practitioners' Course–The APM Group Ltd  
1992 British Army Officer Training – The Royal Military Academy Sandhurst

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### Academic Qualifications

2012 MSc Leadership & Management – University of Portsmouth  
2011 BSc (Hons) Logistics Management – Lincoln University  
2011 MCGI Senior Award in Leadership and Management – City & Guilds of London Institute  
2009 Level 7 Diploma in Management Studies – Stratford Business School  
2009 Level 7 Diploma in Strategic Management & Leadership – Chartered Management Institute  
2004 BSc (Hons) Psychology – Open University  
2004 BA(Hons) Social Sciences – Open University  
1997 GCGI (Graduateship) Senior Award in Military Technology – City & Guilds of London Institute

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### Personal Details and Interests

- Fellowships: Chartered Management Institute, Institute of Consulting and Institute of Leadership & Management
- Memberships: APM, IAPM, INCOSE, IoD, RUSI, Chatham House and MENSA
- Basic Arabic & German Speaker
- Joint Service Mountaineer and Veteran Rugby Player



Various, International