

PROFILE

A highly experienced IT / software manager and lead with a comprehensive technical knowledge and a world class understanding of IT systems assurance, risk management and testing. He has worked in the IT industry since 1985 and has successfully undertaken a range of roles from development and test through requirements capture and design to delivery and test management. This career spans diverse sectors and types of organisations from blue-chip companies to small start-ups. The robust technical and managerial capability that this has developed permit him to succeed in very challenging circumstances.

Self-motivated, innovative and a leader he is able to take on and deliver very demanding assignments. Throughout his career he has worked in roles where successful outcomes have been essential to the aims of the sponsors. He has managed major organisations employing hundreds of people and led small teams focussing on particular technical missions. A key strength is an ability to rapidly assess and comprehend uncertain situations, to identify strategies in the face of this uncertainty and to plan and then lead delivery of the solution.

As well as operating in very senior test architect and test management roles his wider experience includes periods in development, in design and leading development programmes. This background has established technical and managerial competency that covers both testing and development. Competency in both of these disciplines combined with leadership and organisational aptitudes are the foundations of a track record of positive results achieved under very demanding conditions.

APTITUDES AND COMPETENCIES

Leadership Natural tendency to take responsibility for success and ownership of problems. An autonomous operator who acts on his own initiative. Formulates and fosters a professional positive ethos within the immediate team and the wider organisation. Innovative problem solver capable of identifying solutions in the face of uncertainty and to be decisive; acting in a timely manner despite this uncertainty. Balanced judgements and decisions avoid the inertia often induced by managers with an aversion to taking necessary risks.

Organisation & Management Very strong performance at solution identification and on the formulation of robust flexible ways of achieving objectives in fluid and complex environments. Extensive experience planning, mobilising and managing delivery at strategic, tactical and operational levels. Intrinsic ability to balance the use of time for more extensive planning with the need to progress preparation and delivery activities to achieve deadlines. Practised at organisational design and mobilisation with a sharp focus on ensuring alignment of the organisation with the demands of the mission.

Adaptability / Flexibility / Innovation Broad experience with an inherent ability to rapidly assimilate domains, problems and technologies; this ensures a short learning curve when engaging in areas for the first time. An adaptable and flexible operator able to take on new challenges and rapidly contribute to the success of the enterprise. Emphasis on identifying piloting and establishing pragmatic innovative approaches to solve problems and improve effectiveness.

First Division IT / Software Testing Practitioner World class testing and test management practitioner with a track record in risk management, test implementation and test management spanning nineteen years. Highly refined ability to identify and contain both delivery and in-service risks; a capability derived from wide industrial IT / software development experience supplementing extensive testing experience. Practised senior test manager; built and lead one of the largest high intensity test services in the UK for a blue-chip telecom provider. Non-functional test specialist; with extensive experience spanning resilience, integrity, reliability, fail-over, load and scalability testing.

IT / Software Deliver / Development Practitioner Programme level delivery management capabilities spanning both one-off programmes and continuous rolling development of in-service IT solutions. Operated as a principal lead on a unique very large scale systems delivery programme; probably one of the largest scale application of a high frequency time boxed Agile development pattern in the world. Practised at scope definition, concept formulation, solution and requirements definition, design and implementation. Delivered lead design roles and led development teams. Comprehensive understanding of IT and software technologies.

Commercial Management Proven supplier management experience covers the placement and governance of subcontracted project work and service contracts. Executed activities including subcontract scope definition, preparation of specifications, supplier evaluation and final negotiations. Supervised supplier delivery and compliance on complex contracts including technical deliveries and large scale managed testing services contracts.

HIGHLIGHTED ACHIEVEMENTS

Test / Assurance Management Established, developed and led a unit responsible for protecting and testing all IT solutions for the leading line of business in a blue-chip telecom service provider. Selected the management team, formulated operating policies and principles, consolidated existing teams, established an effective operation, integrated it into the wider organisation and promoted the unit's remit and ethos. As Head of Test raised the overall integrity of testing along the delivery chain, ran the end-to-end test service and improved the stability of the IT estate. The quality and effectiveness of these services improved IT throughput and availability with a direct bottom line impact.

Integrated, tested and delivered into service a solution to sell, bill and service the OpenReach WLR3 telephony product. A green-field project deploying a major new SOA architecture with fixed tight deadlines there was no established integration and test operation. Despite being engaged late in the day the objectives were achieved. Rapid selection and mobilisation of the integration and core test teams alongside concurrent planning and execution supported by growth of the teams and development of operating disciplines allowed the test programme to catch up with the mainstream development effort.

Test Delivery Rescued a project for a UK membership organisation aiming to establish an online booking service to divert an annual order of magnitude surge in demand away from their call centres. The annual surge was associated with a fixed date. The previous year the online site failed catastrophically. With weeks to go the new solution was ready for load testing. Multiple problems were found during initial runs. Led an aggressive series of test / fix cycles, diagnosed issues and, working with the in-house IT team, specified essential changes. The site, though stressed, survived the surge; more bookings were accepted in one hour than were normally handled in two days.

Managed the development and deployment of a comprehensive automation framework around an enterprise scale CRM system. This framework formed the basis for comprehensive regression test automation, reliability testing and a high throughput test data build factory. Established automated testing as a business as usual test activity using test patterns targeted at detecting intermittent issues that had previously escaped into live service.

Programme Management Three years as a principal member of the leadership team on a strategic call centre and operational support system. The solution grew from a small pilot system into the most business critical IT system in the estate. Scale and complexity increased by an order of magnitude with development spend reaching a sustained level of around £1 million per week. Challenged by a diverse over subscribed demand pipeline with contending short and medium term delivery objectives a disciplined time-boxed Agile delivery model was established. Whilst absorbing major growth in scale and complexity the practices improved productivity, predictability and quality. The programme evolved into one of the, if not the, leading large scale high intensity Agile programmes in the world.

Led the stabilisation and recovery of a failing project developing an industrial communications hub appliance for use in process control systems. The organisation developing the appliance having committed to its use in multi-million pound contracts in the oil and gas extraction industry was exposed to a risk of commercially damaging penalties if the project failed. The recovery exercise stabilised the product, completed development of a core set of high value features and established a basis for the ongoing evolution of the product family.

Outsourcing Outsourced a diverse software testing operation to a big-four consultancy in a contract initially worth £33 million that grew to a value of £58 million. As the primary customer of the service wrote the comprehensive ITT content covering service requirements, volumes and SLA. Evaluated the supplier proposals and negotiated final terms with the supplier. Intervened and through day to day direction recovered the difficult and contended transition and the extended service stabilisation period when the supplier encountered difficulties. For fifteen months evolved and optimised the supplier performance. This contract, the company's first output based testing service one, is now their model for this type of contract.

System Development Leading an in-house team developed, trialed and launched an intelligent networked industrial control device for use in power systems and process plants. This was the first time the company had undertaken a project of this nature. The programme involved both hardware and software development as well as establishing a capability to manufacture, configure and support in service a medium volume industrial product.

As interim development manager for a supplier of intelligent critical equipment to the pharmaceutical industry led the development of the next generation software platform whilst transforming the development function introducing disciplined product engineering and testing practices. Successfully completed the complex ambitious project requiring concurrent development of the overall product concept as well as the high-integrity implementation of the system.

CAREER HISTORY

SQC Technology (1996 onwards)

Principal at SQC; developed the business from a contracting vehicle into an established provider of specialist disciplines with a portfolio of services covering software assurance, risk management and programme management / delivery. SQC has a successful track record; delivering services and consultancy to commercial clients and government departments. Key aspects of this period are summarised below.

Leadership Providing leadership and management support to organisations facing challenges dealing with complex and critical IT / software activities. Operated in an interim capacity in key roles including:

- **Head of End to End Test for BT Retail** Three years as acting head of test and overall test authority for BT Retail covering both Consumer and Business units. Responsible for testing spend of £20 million per annum.
- **Principal Integration Lead for GPT Network Management** Head of the unit responsible for build, deployment, technical integration and defect triage the GPT network management product line.
- **Interim Software Manager for Safeline** Led development for the second generation intelligent detector software platform. Delivery and technical responsibility for concept, requirements, design, implementation and test.
- **Interim Software Quality Manager for Ferranti Sonar Systems** Quality and test strategies and management for integrated software suites for sonar contracts for the MOD.

Test Services Providing specialist services where organisation have no in-house capability, have capacity shortfalls or face particularly complex challenges. Led and delivered projects using our own team, supervised client or third party teams and mixed resource models. The types of service assignments that have been undertaken include:

- **Performance & Scalability Assurance** Multiple assignments as performance test authority and load testing lead practitioner. Coverage of sophisticated telecom service nodes, rich internet solutions, booking systems, public institution sites and government service portals.
- **Test Automation** Innovative use of test automation in diverse domains to provide functional, regression, reliability and integrity testing. Automated testing of complex non-deterministic behaviours. Robust automation solutions with effective re-use and low lead times achieved using frameworks and flexible script architectures.
- **Test Architecture** Definition and role out of test architecture; specifying the scope and interrelationship of principle test streams, layering of testing, test focus analysis and allocation, test patterns, targeted functional and non-functional test techniques.
- **Smart Critical Test Delivery** Specialist aggressive testing of high risk functions and of orthogonal domains such as interface / operational robustness and data integrity. Focussed testing over and above mainstream testing. Record of achieving orders of magnitude higher defect yields than mainstream activities.
- **Project Testing Service** Definition and delivery of a programme of testing to support IT and embedded software development projects. Development of test strategy, planning, team mobilisation and execution of test activities, defect management and release stabilisation and closure. Provision of change control and release management wraps to establish and maintain development discipline and transparency.

Consultancy Services Providing consultancy to assist organisations to understand the software assurance and IT delivery issues they are experiencing and to guide and manage the implementation of solutions to these issues. Provision of IT due diligence and risk assessment services. The scope of assignments spans:

- **Development / Test / QA Disciplines** Review, assessment, issue identification and generation of improvement options for a variety of IT development functions and organisations. Incremental development practices. Test and assurance delivery improvement for both end user organisations, bespoke development units and product development organisations. Improved requirements expression and upfront pre-implementation requirements testing. Scenario based test-led development. Systematic risk analysis. Disciplined non-functional test governance and delivery. Advanced test automation techniques.

Continued overleaf...

CAREER HISTORY (CONTINUED)

- **Engineering Practices** Application of knowledge generated from our broad experience to assist organisation facing engineering challenges. Identification and expression of non-functional requirements and characteristics. Design for reliability, robustness and data integrity. Design for scalability and predictable performance characteristics. Design for graceful degradation. Safety analysis and systematic failure impact and containment analysis.
- **Other** Support for a venture capital investment dependent upon the viability of a mobile embedded software device. Assessment of the long term viability of a software product line for a multi-national supplier of building management systems. Assisting organisations in the preparation of ITTs and in the selection of suppliers.

Prior Employment History (1985 to 1996)

Wisdom Systems Software Engineer Embedded software development using C and assembly language. Developed custom real-time embedded operating system and embedded applications software.

National Computing Centre Software Engineer Specialised in the application of software engineering methods and tools to the development of real-time systems.

Ferranti Computer Systems Sonar System Division Software Quality Engineer Independent authority on software quality issues. Responsible for software quality planning, compliance monitoring and problem resolution. Acted as independent software design reviewer and software release authority. Responsible for initial acceptance testing of systems and for supervising customer acceptance tests.

ICI Engineering Automation Section Software Quality Engineer Worked on the section's engineering practices improvement and certification process. Following initial certification worked with product/project teams to establish practical, effective and efficient working practices based on the section's procedures. Responsible for project assurance approval of project designs. Performed technical reviews of design and test documents. Coordinator and chairman for formal design review activities. Specified validation and testing requirements and coordinated validation and testing activities.

Switchgear and Instrumentation Limited Initially engaged to assess an in-house product development project that had repeatedly missed target dates. Following a report to the board on the prognosis for the project the engagement was extended to encompass leading the recovery of the project. Re-established project discipline, addressed inadequate resource commitments; the project was stabilised and went onto deliver a core set of high value features. Once stable migrated project ownership to a newly established in-house development team. Subsequent activities included safety assessment of a number of control system deliveries, testing of a software based protection device and support on implementation of improved product practices across the organisation.

PROFESSIONAL DEVELOPMENT

Chartered Engineer		CEng
Member of the British Computer Society		MBCS
SERC / Open University	Project Management PMT 605	Distinction
University of York	Certificate in Safety Critical Systems Engineering	Diploma
ISEB	Certificate in Software Testing	
Mercury Interactive	LoadRunner Certified Product Consultant (CPC)	
Mercury Interactive	WinRunner Certified Product Consultant (CPC)	