

PERSONAL DETAILS

Andrew Haslam

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Contract Positions : Rate : £850 - £900 depending upon location & expenses

CAREER SUMMARY

1997 - Date	Contract work via Allvision Computing
1994 - 1997	Syntegra Ltd
1987 - 1994	Kinesis Computing Ltd
1975 - 1987	Royal Corps of Transport

PROFESSIONAL SUMMARY

Andrew has been in contract Project Manager posts in the legal environment since 1997, working for Slaughter and May, Lovells, Masons, Berwin Leighton Paisner, Reynolds Porter Chamberlain and Wragge & Co. He has a wide range of IT experience gained from 10 years with 3 Systems Integration companies, and 2 years of his service in the Army. Whilst successfully delivering complex projects, he has also run business units, being responsible for up to 20 people and an annual turnover of £1.3 M. He started his professional career by serving 12 years in the Army, during which time he gained an Honours IT degree, was responsible for a £400K logistics IT support project, and left with the rank of Captain.

Andrew is skilled in all aspects of Project Management, with optimum use of his abilities found in the roles of Board level liaison, Programme/Project Management, interfacing with users and top level briefings or seminars. He has specific skills in Electronic Data Discovery, Knowledge and Document Management Consultancy, Requirements Capture using RAD techniques, Analysis and Technical Design Authority roles, Web and Intranet development and a variety of Legal IT software products including Ringtail, IntroSpect, Concordance and Carpe Diem.

Since September 1997 Andrew has worked at Lovells, where he runs an IT litigation support group controlling 2.5M records with 10M images spread across 60 databases using 5 different technologies. He is responsible for the daily activities of a team of six, providing strategic consultancy advice as well as project implementation and on-going maintenance. Over the past two years, Andrew's group has implemented a Knowledge Management system using the Ringtail software suite along with a series of bespoke modules which has underpinned two successful projects for external clients, resulting in significant new business. The software is currently being marketed throughout Lovells. He has also carried out long term assignments for other law firms including; the deployment of Carpe Diem in Slaughter and May and Reynolds Porter Chamberlain, implementation of Knowledge Management software at Slaughter and May, production of PMS reporting modules at Masons, provision of advice on litigation support software to Wragge & Co and EDD consultancy to Berwin Leighton Paisner.

Andrew has spoken at a number of industry conferences, including the Gleneagles Legal IT Forums in October 2003 and 2004.

TECHNICAL SKILLS

Hardware: ICL, DG, Sun, NCR Stride, Intel UNIX, DEC VAX, Various PCs.
Software: Unify, Ingres, Oracle, Informix, BRS/Search, Topic, Documentum, Acrobat, Interleaf product set, Saros's Mezzanine & Law Librarian, Concordance, JFS JazzNotes, IntroSpect, SilverStream, HTML/web page construction, Netscape Server and Browser, Ringtail, Hummingbird, Carpe Diem.
Office Tools GroupWise, Office 2000, 97 & 95, MS Project, Exchange and Outlook.
Project Management: PRINCE, PROMPT, SUMMIT D, SSADM.
Operating Systems: UNIX, XENIX, MS-DOS 3.1, 5.0 & 6.2, Windows 3.0, 3.1, 95, 98 and NT Client.
Networks: Novell, LAN Manager, Ethernet & Token Ring, Windows for Workgroups 3.10 & 3.11, Windows NT Advanced Server.
Languages: C, FORTRAN, Structured BASIC, Visual Basic, SGML, HTML.

EXPERIENCE

Allvision Computing

April 1997 - Date

- **IT Group Management - Lovells 1998**

Andrew was retained by Lovells to take over management of the area that he was working within, becoming responsible for a team delivering IT to a Lovells' Industry Group advising three major international clients. He is responsible for coordinating all activities of the group who provided a range of services covering litigation support, the Discovery process and use of a highly secure WAN. Overall, the group looks after 2.5M records with 10M images spread across 60 databases using 5 different technologies.

As well as these duties, Andrew was also responsible for the design and implementation of a replacement text and imaging system which employed Concordance in conjunction with JFS JazzNotes. In 1999 he was an integral part of the deployment of a £1.8M IntroSpect project and the Lovells' technical manager in an implementation of a international JFS Litigator's Notebook system. During 2000, he worked with a Lovells partner in the design and implementation of the web site www.lovells.com/Arbitration, a drafting aid for the production of international arbitration agreements.

Over the past two years, Andrew's group has implemented a Knowledge Management system called "KM Suite" using the Ringtail software along with a series of bespoke modules which has underpinned two successful projects for external clients, resulting in significant new business. KM suite is currently being evaluated for firm-wide deployment.

- **Aug 04 - Mar 05 : Berwin Leighton Paisner - Litigation Support consultancy and EDD strategic planning**

Andrew was retained to provide support and consultancy on litigation support issues, whilst BLP recruited an in house replacement for the previous incumbent. As well as delivering

Ringtail consultancy, Andrew also developed a strategic approach for managing the significant challenges posed by Electronic Data Discovery (EDD) and assisted BLP in implementing the measures he identified, specifically on BLP's first EDD project. For this, Andrew devised and oversaw a procurement exercise which selected both the EDD partner for the particular project and also a panel of suppliers for future work. The project was successfully completed within very challenging timescales and led to the UK's first provision of on-line disclosure.

- **Jan 04 : Wragge & Co - Litigation Support consultancy**

Andrew provided detailed advice to Wragge & Co on all aspects of litigation support software as part of the firm's evaluation of their requirements in this area.

- **May 03 - Aug 03 : Reynolds Porter Chamberlain - Replacement Time Recording system (Carpe Diem)**

Andrew oversaw the implementation of Carpe Diem at RPC. He coordinated a 6 person project team comprising both RPC and Tikit personnel, and introduced a project management methodology which has formed the basis of RPC's standards in this area. Andrew produced a project scope document which formed the blueprint for the main project and was responsible for all elements of the very successful deployment including Pilot and Main roll-out.

- **Jan 03 - Apr 03 : Berwin Leighton Paisner / Elite**

Andrew worked on behalf of Elite at Berwin Leighton Paisner (BLP), conducting a comparative review between the two web based time recording modules produced by Elite and Carpe Diem. He also carried out a short exercise for BLP comparing Ringtail with the Summation product.

- **Nov 01 - Dec 02 : Slaughter and May - Replacement Time Recording system (Carpe Diem)**

Following on from his previous assignment with this client, Andrew was responsible for managing the year long project which replaced the in-house produced bespoke time recording system with Carpe Diem. Andrew oversaw the whole exercise including; the production of a formal specification, a competitive tendering exercise, close liaison with Tikit (the selected suppliers) during Pilot and main Implementation. He worked closely with the in-house and external project teams and oversaw the resolution of the more "political" issues which emerged from changing working practices and cultural evolution within the firm.

- **Project Management of InfoSearch II System - Slaughter and May 2001**

Andrew was asked to return to Slaughter and May to act as the Project Manager for the implementation of a replacement Know How system. Andrew is controlling a combined internal and external team of some 10 individuals who are delivering an infrastructure based on Hummingbird's EIP product with a Knowledge Management "skin" being provided by Tikit's Frontier software.

- **Bid Manager – Berwin Leighton Paisner 2001**

Andrew was employed in a short project to produce a formal proposal to a client of Berwin Leighton (as was) for the provision of a system to allow them to store, modify and produce property details. Andrew was responsible for the analysis and design of a systems solution

and the production of both the formal proposal and a supporting presentation which he subsequently delivered with the Berwin Leighton Paisner team.

- **Financial Reports Project - Masons 2000**

Andrew was initially employed to run a project delivering key management reports from Keystone, the firm's Practice Management Software. This involved co-ordinating a group of over 20 people, including the Firm's Managing Partner, Finance and Technical Directors, to establish the business requirements, and then provide reports written in Oracle which delivered the identified functionality. This required a dedicated technical team of some 5 – 7 people. After 3 months, Andrew was asked to also take on board responsibility for planning and controlling the testing of a major Keystone upgrade, the development of revised processes and programmes to support the Marketing functions in Keystone, and overall co-ordination of all report production within the Masons' Technology group. After nine months, Andrew relinquished this post when a full time replacement was recruited.

- **Project Management of Search and Retrieval System - Lovells 1997/8**

The purpose of Lovells' Search and Retrieval System was to link millions of images of documents with their textual and numeric codings, allowing fee earners to prepare for potential litigation. Recruited to provide management on a full time basis, as the project approached the beginning of procurement. Responsible for the introduction of a project control structure under the SUMMIT D methodology, modification of the proposed suppliers list, and production of both the supplier's initial questionnaire and detailed response document. Project unexpectedly suspended due to a strategic business decision by Lovells' client.

- **Delivery of Strategic Consultancy on Support Desk Operation - Pillsbury Europe 1997**

Conducted a SWOT analysis/study on the provision of Help Desk and second line IT support within Pillsbury Europe. Identified a pragmatic ways forwards to resolve issues and tensions between Pillsbury, and Grant Met, their holding company who provide the service in question. Delivered a recommendations paper, and presented conclusions to Heads of IT at Pillsbury and Grand Met.

- **Project Management of ATLAS II System - Slaughter and May 1997**

Provided project management whilst current incumbent on maternity leave. Responsible for the on-going development of the next generation of Slaughter's document management system. Controlled a team of six who were developing a Visual Basic application, to operate in an NT client environment, with a Mezzanine back-end on NT servers. Duties included the management of change control for the current system, production of a Project Initiation Document, co-ordination of the project Working Party and the capture of user requirements via a series of RAD workshops.

Syntegra Limited

April 1994 - April 1997

- **Office Automation/Document Management Roll-Out (2)- Dibb Lupton Alsop 1996/7**

Responsible for a team of 6 delivering the following:

1. Configuration and customisation of Mezzanine and Saros Law Librarian (SLL) to meet the requirements identified by means of a series of RAD based workshops and a Pilot stage.
2. Input to the training provided by a third party organisation and provision of specialised training in Systems Administration of the selected software packages.
3. Construction of a number of Word templates.
4. Conversion of a number of Precedents currently held as WordPerfect 5.1 files into Word 7 templates.
5. Roll out of the final solution to all DLB sites.
6. Overall Project Management.

- **Shoosmiths & Harrison Information Systems Strategy & Delivery 1996 - 1997**

Shoosmiths & Harrison (S&H) are the fourth largest firm of Solicitors outside of London with a fee level of around £30 million. Their major business activities are based on volume transactions in areas such as Uninsured Loss Recovery and Financial Institutions, with a growing reputation for Commercial and Corporate skills. S&H planned to migrate their existing IT environment from MS DOS supporting word processing and E-mail provided by WordPerfect software packages, to Windows 95 & NT, with office automation facilities provided by Microsoft software.

Realising they would be best served by a partnership with a systems integration house they turned to Syntegra to provide the expertise in both the technology and, more importantly, its impact upon their business.

Syntegra assisted Shoosmiths & Harrison (S&H) in developing an IS Strategy and then helped to implement key projects including a firm wide rollout of Windows 95 with Office 97, and the replacement of their Practice Management System.

S&H have a user population in excess of 900 spread across a number of sites in Northampton, Reading, Southampton, Banbury and Nottingham using an existing wide and local area network infrastructure. The Windows 95 Implementation project was undertaken in two phases with major activities including the agreement of a specification for the new environment, the testing of this environment within a controlled laboratory and a phased implementation, through the use of a Pilot group, in order to minimise business disruption.

The project was carried out by a team formed from Syntegra and S&H, working together under the direction and supervision of the S&H Project Steering Committee. Syntegra provided the core project management and technical expertise, while S&H delivered support and assistance with resources drawn from their technology, application and change management teams. This approach provided an effective mechanism for management of the project and, by combining the business and technical expertise of both Syntegra and S&H, had the added benefit of reducing risk.

Andrew was responsible for the whole of the project from initial client contact, construction of the winning proposal and then account management.

- **Account/Project Team Manager - Statute Law Database (SLD) 1994 - 1997**

Throughout this period managed the SLD project as well as the following assignments. During the first year Andrew established himself with the client, and from April 1995 assumed full project responsibility. During the FY 95/96 he oversaw a team of 7 which added over £500K of orders to the project, the major extensions are described below:

SLD Main Project

The SLD application enables the Statutory Publications Office to carry out its primary duty of amending the law of the land to reflect the changes made by Parliament. Developed over 3 years, the system consists of a number of components which have been integrated to provide a robust and complex environment which makes full use of Standard Generalised Mark-up Language (SGML). The core of the system is a compound database of Oracle and Topic which is populated by interpreting SGML data from HMSO interrogating the world's two most complex Data Type Definition (DTD's) documents. The SPO users employ the SGML version of Interleaf's desktop publishing software as their interface to the database and finally publish the results of their efforts into a Topic based enquiry facility.

Since the system was accepted in December 1995, a number of change request have been made to further improve the functionality available to both the SPO employees and all other users.

The system runs on two Sun Servers with clients using either X terminals, or X emulation software on PC's.

WWW Interface for end user database

Responsible for the bidding and management of the delivery for a study into the use of the Word Wide Web technology. The study included the construction of a working model of the new interface and led to the commissioning of an implementation project.

The implementation project is being carried out by a team of 4 using a Sun server supporting Topic's Internet server software with Netscape commerce server and Netscape clients. The team are developing filters to take SGML data from the main application and convert it into HTML documents in the Topic and Netscape software. They will also build scripts to control the construction of 'virtual' documents in response to user search criteria.

- **Web Page Design Authority 1996**

Provided specific technical consultancy for the development by Syntegra of a series of Web pages for a Government client. Advised a team of 2 on the constraints and functions of the Web technology and oversaw the design and use of HTML, use of appropriate icons and the embedding of Adobe PDF files for the more complex graphics.

- **Office Automation/Document Management Roll-Out (1) - Dibb Lupton Broomhead 1996**

Account and Project Manager of a team of 6 throughout the project. Provided specific consultancy in strategic Project Management and co-ordination on a one day per week basis for the duration of the assignment.

DLB started with a user population of some 700 PC's spread across six sites in; Sheffield, Leeds, Manchester, Birmingham, Bradford and London, connected an existing wide and local area network infrastructure. The project was conducted in two phases, firstly a move to Windows 95, secondly the implementation of Office 95 with integrated Document Management.

As a pre-cursor to the first Phase, Syntegra assisted DLB in conducting an examination of the existing software to ensure the viability of the whole project. Once this exercise was successfully completed, all PC's were bought to an agreed Windows 95 specification. During this time Syntegra worked with DLB IT staff developing, and trialling with a Pilot Group, a Windows 95 standard desktop and server configuration which could be installed across the network infrastructure. The phase culminated in a two week roll-out stage where users were be trained in half-day sessions on Windows 95, Diary and Email services, returning to their machines to find their new environment with existing services available within the standard desktop.

- **Bid Manager Technical Intelligence Network 1995**

Following the short-listing of Syntegra for the above proposal, Andrew was appointed as Bid Manager to oversee the development of the technical solution and produce the client demonstration. Despite tight timescales, he worked with a small team drawn from his focus group to achieve the required objectives.

The client required a system which would allow the construction, under strict version control, of compound documents containing a variety of electronic types of information including WP outputs, Database reports, CAD diagrams, Images and GIS overlays, all within a coherent document structure with headers, footers and page numbering.

The solution demonstrated used an integration of Documentum, Oracle with an Access front end, MS Office, WordPerfect for Windows, MapInfo, a CAD package and TIFF images. The document components were stored in Documentum alongside their Adobe PDF renditions, allowing the construction of many compound documents all under version control. At print time the PDF renditions were stripped out from the components, merged into a single coherent file which was then passed to the viewing/printing technology.

- **Technical Design Authority DIMES Proposal 1995**

Acted as the TDA and demonstration manager for the Syntegra DIMES bid. The proposed solution incorporated Saros's Mezzanine and SDM products with Excalibur's fuzzy searching software, FileNet's watermark image viewer and annotator and workflow software from Action Technology.

On the basis of the proposal Syntegra were short listed, at which stage Andrew became responsible for the arrangement and delivery of a demonstration of the proposed solution which was again achieved within a short timescale and with limited resources.

- **Provision of Office Automation & Document Management - Eversheds Hepworth & Chadwick 1995**

Account and Project Manager of a team of 5 throughout the project.

Eversheds, one of the top ten legal firms within the UK, commissioned a £500k rationalisation and expansion of its existing IT infrastructure at Leeds. Syntegra provided the management and technical staff to connect their 350 members of staff, first throughout the building and then

into the national WAN, using NetWare 3.12 as the network operating system and Novell's Perfect Office as the office automation suite. This was implemented in a phased approach, running an initial eight week pilot to configure the products to the customers requirements, then a continuing year-long roll-out to staff as they were trained.

Over an 8 month period, Andrew was responsible for all the pre-sales activities in this project including the production of a Statement of Competence and a detailed Response to Questions which culminated in the award of contract. He was then responsible for planning and managing all phases of the project and maintaining the on-going customer liaison.

- **Specification of User Requirements (EPICS project) - Glaxo Research & Development 1994**

Project Manager of one full time consultant through out the assignment.

The purpose of the Electronic Pipeline for Internationally Co-ordinated Submissions (EPICS) project is to provide a single system for use by all Glaxo companies for the production of electronically based submissions to the world-wide licensing authorities. The initial capture of requirements was conducted on the two major companies, UK based Glaxo Research and Development (GRD) and US based Glaxo Research Incorporated (GRI), with the emphasis on the GRD needs.

The User Requirements document drew upon the existing information gathered by Glaxo in business interviews and paper prototype exercises, augmented by a series of workshops with users representing a cross-section of the Business processes. The information gathered was initially stored in a custom Access database for analysis and consolidation purposes. The requirements were then collated into groups of specific needs, with preceding narrative to provide a conceptual framework for understanding the various specified points. The document was produced within very tight timescales under the Syntegra quality system.

As an extension to the original contract, participated in a one week joint GRD/GRI design workshop and then updated the document to reflect both the results of the workshop and the evolution of requirements caused by wider user feedback.

- **Document Management System - HMIM HSE 1994**

Project Manager through out Pilot and Trial of system.

Project Manager of a team of 3 working with Rank Xerox as a sub-contractor. Responsible for controlling all aspects of the project from Analysis through to Trial support.

The DMS provides Her Majesty's Inspectors of Mines (HMIM) with a pilot electronic document management systems using the capabilities of the Document software products. The business process supported include the scanning , OCR and filing of external correspondence and supporting documents as well as automatic storage of internal generated electronic information from S/W packages including Ami-Pro and Lotus 123.

Pilot Requirements determined using a RAD workshop approach using Visual Basis and Documentum to develop a 'base' application which then 'evolved' into the final version of DMS used for a 3 month Trial. System has a 'client' application based on Documented WorkSpace with additional fun functionality provided by outside In, Accusoft VBX, Calera base combines Oracle and Topic beneath the Documentum engine with access across the HSE WAN based on TCP/IP connectivity.

- **Kinesis Computing Ltd**

1987 - 1994

Divisional Manager July 1988 - June 1993

Kinesis was a systems house which specialised in constructing complex document management systems incorporating leading edge technologies such as image processing, workflow, and compound databases in client/server architectures. It was purchased by Coopers & Lybrand in 1996 as the core of their dedicated Systems Integration arm.

For five years Andrew was responsible for all aspects of managing the Government & Medical Division of Kinesis, including sales, project management, and administration. During this period he oversaw the expansion of the division from one to twenty personnel, with a corresponding increase in turnover from £286,000 to £1,300,000, some 40% of the company total. Initially focused on administrative systems for the logistic element of the MOD, Andrew planned and executed a strategic move into the wider Government marketplace and a successful diversification addressing the documentation needs of multi-national Pharmaceuticals companies.

As well as a broad base of managerial experience, running the Division gave him detailed specific knowledge in the areas of:

- **Complex Document Management Systems**

During my final three years with Kinesis, Andrew saw a noticeable change in the emphasis of the company towards more highly complex, technically challenging, document management systems. He designed and constructed systems involving workflow, Image Processing, ICR and OCR within Client/Server architectures based on Windows/UNIX connectivity. During both the 'selling' and the 'doing' of these systems he had to brief and persuade top level management of the benefits of these implementations.

- **Sales and Project Implementation**

All Government projects were won through competitive CCTA tender, with many other successful bids resulting from competition in the Commercial marketplace. Andrew has a detailed knowledge of estimating and bid writing techniques complemented by his Project Management skills honed on the applications described in the following section.

- **SSADM and PRINCE**

Projects completed on behalf of MOD (5), Department For Education (4), Health and Safety Executive (4), Department of Health (5), Medicines Control Agency, Department of the Environment.

Specific Project Expertise

- **Judicial Greffe of the States of Jersey - Public Records System. 1993 - 94**

Responsible for all aspects of the project from initial construction of the proposal, a successful 9 month sales campaign, and then the project phases of analysis, design, construction and installation. Facilitator controlling 3 person team during Rapid Application Development (RAD) based analysis and design, Project Manager of a team of 10 during construction, including the monitoring of sub-contracted data capture of 100 million characters of 200 years of information. Overall project value of £400,000.

The Judicial Greffe is responsible for the production of an index which allows the location of all legal documents endorsed by Jersey's Royal Court. This index is based on individual names and is primarily used by Jersey Solicitors to check legal title for conveyancing purposes. The system will provide a Windows based interface onto a compound database hosted by the States Central VAX cluster, via PC's which will be located in the Public Registry office, the Judicial Greffe and offices of Jersey Solicitors. In the next phase of the project, the contractual documents will be scanned onto CDs and distributed to the Solicitors, who will use pre-prepared facilities to tie in documents with their Index references.

Requirements captured using a RAD workshop approach using Microsoft's Visual Basic to develop a working model. Design also initiated electronically using Doc-To-Help (Windows on-line help generator), supplemented by 'classic' design techniques of process descriptions, physical database design and Entity/Event cross referencing. System has a Visual Basic 'client' operating in a Windows environment linked via DECnet connections to a compound database of Ingres and BRS/Search in a VMS based VAX cluster. Application has pre-prepared 'hooks' to allow the downstream integration of CD based images using PC based imaging software.

- ICI (Accounting Services Centre) - Intramerger DIP System 1993

Project Manager of a team of 6 working with ICL as prime contractor, but with Kinesis providing all project staff and control. Responsible for controlling all aspects of the project from Analysis through to post implementation support.

The business critical system replaces the current manual process of reconciling ICI internal invoices, which has an annual throughput of over 40,000 documents worth millions of pounds. The new document management system has automated two way mainframe links supporting a complex workflow which enables a reduced number of operators to process an ever increasing volume of work.

Requirements captured using a Rapid Application Development (RAD) workshop approach utilising Gupta SQL and ICL's PowerVision to develop a working model. Design and implementation continued using RAD, meeting very tight timescales imposed by client. System has an integrated Gupta/PowerVision 'Client' application operating in a Windows environment linked via a Token Ring network to a 'Server' Gupta database on a Novell machine. PCs are also linked via 3270 cards to IBM mainframe based accounting systems.

- MOD - Project Cumberland Basin 1992 - 1993

Managed the design and implementation of a complex and secure client/server compound database, comprising two Amdahl UNIX hosts running Ingres and BRS/Search integrated with Kinesis' Total Recall in a 'mirrored' application accessed by up to 1,200 client X-Workstations. The applications were developed by a team of 6, working to Amdahl as Prime Contractor, using Ingres Windows 4GL, C and X11.R4.

- Lord Chancellors Department - Statute Law Database 1992

Managed the analysis of requirements, technical design and production of a Statute Law Database demonstration system. A joint project with Data General, the proposed system comprised Ingres and BRS/Search integrated with Kinesis' Total Recall supporting both character applications for remote users and PC Windows clients using Ingres Windows 4GL.

Purpose of the system was to store all the Statute law of England on a compound text/relational database to allow the controlled amendment of published law to reflect

Parliamentary changes. Base documents were constructed with SGML mark-up which was interpreted by an integrated Mark-It parser for database population.

- CP Pharmaceuticals 1990

Managed the design and implementation of a VAX - PC LAN network for CPP at Wrexham. The system enables PC LANs in discrete work groups to access interactively a manufacturing process control package hosted on the VAX system. Optimisation of the design allowed multiple concurrent access without incurring punitive performance overheads and Kinesis' multi-vendor solution provided greater functionality than other proprietary based solutions.

Controlled the design, installation and implementation of the PC end of the network with particular reference to the choice of operating system (LAN Manager) and associated network hardware, including the use of IEEE 802.3 trunking and the use of LAT protocol to allow PC access to VAX services and NPB/XNS protocols for PC to server communications.

- Diligent 1989

Defined and managed the implementation of a Product licence systems 'kernel' to provide full revision control and document structure with Relational and Full-Text searching. The system was implemented using Oracle's PCMS configuration management system and BRS/Search integrated using Total Recall.

- Quality Plan - Linklaters & Paines 1989

Responsible for the production and implementation of a quality plan for a major turnkey implementation in Ingres 6.2 and 6.3. Acted as quality manager throughout the project which involved the production of a complex 'hybrid' database combining Ingres with BRS/Search. Substantive parts of the Quality document became 'boiler plate' elements of subsequent bids and projects.

- Medicines Control Agency - Project PLATO 1989

Manager of a team of three carrying out a feasibility study to SSADM Stages 01 and 02 for the Medicines Control Agency. The team provided technical and analytical expertise to a three person team from the MCA. The combined Stage Team was responsible for producing a business case for Treasury funding of a large drug licensing system.

The study involved interviewing and the use of SSADM techniques to produce the Stage 02 deliverables, which included a problems/ requirements list, Data Flow Diagrams and Logical Data Structure. Four technical options were identified and a project skeleton was produced for each one. This involved sizing and costing calculations which identified savings of 2 millions pounds for the selected project.

The team was also responsible for producing the Analysis Phase Plan using the National Computer Centre's SSADM Estimating Guidelines.

- MOD - Project TSAR 1989

Project Manager, controlling a team of 9, implementing the Turret Systems Assemblies Repair (TSAR) project, for the Royal Electrical and Mechanical Engineers (REME).

TSAR is an asset tracking system based on a Wide Area Network consisting of two Central Nodes, using XENIX based computers, gathering information overnight from ten Remote Nodes, using laptops.

Responsible for all aspects of this turnkey project, involving the detailed design and the logical to physical implementation using SSADM Stages 4, 5 and 6. Coding was primarily in Informix, with some C for communications work.

- MOD - Project TACSY 1989

Project Manager, controlling a team of six, for all phases of this project.

Analysis phase covered the production of the formal Analysis of Requirement and the resulting Operational Requirement for a vehicle Tasking And Control SYstem (TACSY) for the Royal Corps of Transport. This phase involved the production of SSADM Stages 1 to 3.

Design and implementation phase of the project involved the detailed design and the logical to physical implementation using SSADM Stages 4, 5 and 6.

TACSY is a Wide Area Network consisting of a central UNIX computer, serving 5 out-stations via dedicated circuits. Coding was mainly done using Unify with some work in C.

- MOD - Full Study Report on Project BTOS 1988

Managed a 4 man team in the production of 5 volume Full Study Report for the RCT's BAOR based BAOR Transport Operations System (BTOS). Study involved the production of SSADM Stages 1 to 3, including cost justification for the system.

- MOD - Project AWACS 1988

Project manager, controlling a team of 3, for the analysis and implementation of the Army Works and Accommodation Control System (AWACS). AWACS was developed for the Directorate of Army Quartering, and is a financial tracking system which monitors large scale building projects.

- Foreign and Commonwealth Office - User Interface FOCUS 1988

Team leader, controlling a team of 3, for the Foreign and Commonwealth Office FOCUS project. FOCUS is a commercial information system which uses BRS Search, a free text retrieval software package. The UNIX based central computer supports 6 out-stations via dedicated circuits.

Designed a user interface for access to the system, and supervised its implementation in BRS Search. Assisted in the installation site in Dusseldorf.

- MOD - Project NWACS 1987

Team leader, controlling a team of 1, for the analysis and implementation of the Navy Works and Accommodation Control System (NWACS) for the Directorate of Quartering (Navy). NWACS is a financial tracking system which monitors large scale building projects. Coding mainly conducted in Unify with some use of C.

- MOD - Network Study for HQ UKLF 1987

Produced a Networking Policy Study for the Headquarters United Kingdom Land Forces (HQ UKLF). Study examined the available hardware and software options available to HQ UKLF and recommended the use of a thin wire Ethernet network supporting Novell's NetWare.

- CITI - Ethernet Network 1987

Designed a 150 connect Local Area Network for the Cranfield Information Technology Institute using thick and thin wire Ethernet. Led a 2 man team for the installation of the network.

Previous Employment

1975-1987

- Royal Corps of Transport

Twelve years' service from Driver to Captain.

Project manager for the RCT's District Transport Operations System (DTOS) project which was budgeted at £400k. This UNIX based system used Unify and Uniplex II+ to provide computer assistance to the transport functions of a military District Headquarters. My responsibilities included system analysis; program design and coding; hardware selection; liaison with 15 computer companies; all training and documentation; production of the Operational Requirement and Technical Report. Hardware; NCR Tower XP, Apricot Mainframe.

EDUCATION

Moseley School, Birmingham, 8 x O's, 4 x A's (1968-1975)

Royal Military Academy, Sandhurst (1976-77)

Royal Military College of Science, Shrivenham (1979-1982)

BSc in Applied Science (Modular course of Computing, Operational Analysis, Maths and Physics)
