

Elaine Axby

KEY SKILLS AND EXPERIENCE

Elaine is an experienced project and programme manager, having worked in telecommunications, IT, government and health sectors. She has set up project governance structures and delivered in-house training and mentoring for a number of major organisations.

CURRENT ROLE

Part-time teaching fellow University College London 2006 – present

Teaching project management in 2014/15, having developed a portfolio, programme and project management module for delivery in 2013/14.

RECENT ROLES

**Business Development and Project Management Consultant
Bromley Healthcare (BHC) March 2012 – March 2013**

I worked with BHC to develop a more commercial approach to winning new business, identifying opportunities and preparing proposals for clients. The role also included:

- Introducing project management methods to implement new business once it has been gained, and also for service line change projects such as the implementation of mobile working.
- Developing and delivering a two hour “bite-sized” introduction to project management training course.
- Mentoring project managers in a range of projects, including integration with hospital discharge processes and the implementation of a new “bank” staff system.

**Interim Commercial Manager GSTS Pathology/Viapath
July 2011 - March 2012/September 2013-April 2014**

Responsible for the management of major contracts between GSTS and its customers, including management of risks and issues in respect of the commercial contracts between GSTS and its customers; managing changes to the contracts in respect of new or changed services being offered; management of the day-to-day relationship between GSTS and its customers.

PMO Manager Bromley Primary Care Trust May 2010 – June 2011

Responsible for developing the Project Management Office function and for managing a number of care pathway redesign projects. Achievements include:

- updating of the project governance structures, including a new reporting framework, risk and issue management and quality assurance role for business cases and project plans.
- mentoring commissioning staff in business case preparation and financial analysis to deliver savings of projects delivering savings of up to £1.5 million.
- project management of the subsequent commissioning projects, including project planning, scheduling, risk and issue analysis and successful completion of procurement for community-based services.

Programme Manager Nursing and Midwifery Council Dec 2008 – Jan 2010

Responsible for the design and delivery of a programme of multiple policy projects. The role also included Programme Office responsibilities, developing and embedding project management within the organisation. Achievements include:

- Turnaround of the existing policy programme, working with project leads and senior management to review scope, schedule and activities to deliver agreed outcomes with appropriate budgets. All projects put on track to deliver to agreed time, scope and budget.
- Updating of the project governance framework, planning and implementation of project management training and coaching for staff across the organisation.

Project Manager Openreach July – Nov 2008

Worked within Business Transformation, Portfolio Management and Control, responsible for the implementation of a revised change governance framework. Achievements include:

- Successful planning and implementation of a new project governance and process framework, using a cross-functional project team with members from a wide range of functions and locations and including communications planning and implementation to disseminate changes across the organization.
- Agreement of critical success factors and key performance indicators to assess the success of the implementation in future and handover to Business as Usual to monitor the effect of the changes.

Project Manager Cable and Wireless March 2007 – March 2008

Responsible for initial PMO set-up and subsequent management of a number of IT systems as part of a multi-million pound strategic transformation programme.

- Successful system implementation and business readiness sign-off for new billing system, including off shore vendor procurement and management, process development, user acceptance test management and board level sign-off.
- Initiation of customer migration project, establishing project scope and objectives, customer requirements, project plan, and supplier engagement to deliver the project.
- Established IT PMO with particular emphasis on risk, issue, change management and management reporting systems.

Independent Consultant Sample Assignments Jan 2004 – March 2007

- **Syrian Ministry of Communications:** delivered a market liberalization policy review and change proposals in short timescales in a very challenging political environment.
- **Quocirca:** produced a range of IT-related studies and commentary to assist with clients' marketing and PR campaigns. Areas of focus included public sector, in particular analysis of local and central government IT projects and how to improve them.
- **Transport for London (Group Transport Planning and Policy):** worked with TfL to understand challenges and improve communications within policy teams and with internal and external stakeholders.

Project Director Ofcom 1999 - 2003

- Designed and managed the successful delivery of a complex programme of regulatory policy implementing new EU Directives to tight timescales during a period of significant organizational change at Oftel. Successfully managed stakeholders in government and private industry to avoid legal challenge and implement policy as planned.
- Led the change programme to improve Oftel's project management governance and methods; instigated professional project management training for policy project managers. This improved senior management control over projects and reduced the time to produce policy outputs by half with no reduction in quality of the analysis.

Senior Consultant

Schema

1993 – 1999

- Delivered telecommunications market research and business consultancy projects for clients in UK, Western and Eastern Europe and South America. Responsible for managing project scope and budget and delivering to agreed time, cost and quality. Developed Schema's mobile consultancy business; gained new clients in UK, USA, Japan and Sweden, leading to a doubling of Schema's business in this area.

BT

1987 - 1993

- Drove the development and implementation of BT Cellnet's GSM network, developing the business case, marketing positioning and implementation project plans.
- Maximised revenues for BT's pre-cellular network through promotional campaigns, dealer management and major business acquisition.

Esso Petroleum

1979 - 1987

- Various roles, including customer services, sales and marketing. Latterly Market Analyst, Industrial and Wholesale Lubricants.

EDUCATIONAL AND PROFESSIONAL

APM (Association for Project Management) Practitioner; PRINCE2 Practitioner; Managing Successful Programmes (MSP) Practitioner
 Certified Diploma in Accounting and Finance
 Certificat Européen des Affaires (Marketing), Ecole Supérieure de Commerce, Dijon, France
 BA Modern Languages, South Bank University
 Fluent French, good German and working knowledge of Spanish
 User of MS Project, Visio and other MS Office software.