



Armando Sanchez  
Greater London – BR3

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## PROFESSIONAL EXPERIENCE SUMMARY

Contracting Roles:

- **Crown Prosecution Services – CPS (x2)**  
- Transformation Portfolio, Improvement Consultant  
- (Interim) Head of Digital Portfolio Management
- **Direct Line Group - DLG**  
- Business Transformation Assurance Consultant
- **Prudential** - Transformation Portfolio Lead Consultant
- **LCH (part of LSEG's)** – Change Portfolio Delivery Lead

**Nov 2016**  
**Present**

**Jan 2014**  
**Oct 2016**

**Feb 2013**  
**Jan 2014**

**Mar 2012**  
**Jan 2013**

**May 2008**  
**Dec 2011**

**Aug 2006**  
**Apr 2008**

**Mar 2005**  
**Jul 2006**

**Nov 2001**  
**Mar 2005**

**Nov 2001**  
**Jul 1999**

**M&G Investments (now M&G plc)** - London, UK  
Head of the Portfolio Management Office (PfMO) & Delivery Assurance

**Barclays** - London, UK  
Business Change Assurance & Oversight, Internal Audit.  
Global Payments & Corporate Banking

**GE Capital** - London, UK  
EMEA Technology PMO Senior Manager

**HSBC** - London, UK  
Deputy Global Head of PMO & Global PMO Programme Standards  
Manager. Global Finance Programme

**Morgan Stanley** - London, UK  
Assistant Vice President (AVP) Technology Test Architect

**Accenture** - London, UK  
IT Senior Manager Consultant, UK Delivery Centre

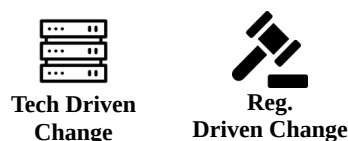
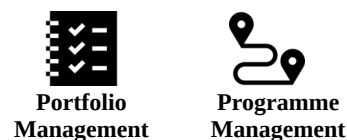
**SONY** – Brussels, Belgium  
Software Quality (SQA) Manager, SDCE

- **Scumberger** - Paris, France  
Quality Assurance Coordinator, Global IT
- **Meta4** - Madrid, Spain  
Software Dev & Test Engineer, R&D

### Highly Recognised Brands



### Extensive Experience Rolling-Out Best Practice



## EDUCATION SUMMARY

**PROFESSIONAL EXAMS / CERTIFICATES** – London, UK

- Management of Portfolios (MoP) - Practitioner
- Managing Successful Programmes (MSP) – Practitioner
- PRINCE 2 – Practitioner
- (Sony) Six Sigma Blank Belt

**2011 - 2016**

**CARNEGIE MELLON UNIVERSITY** – Pittsburgh, USA  
Master of Science in Software Engineering Management (IT)

**2004 – 2007**

**LOS ANDES UNIVERSITY** – Bogota, Colombia  
Computer Science BSc

**1995 - 1999**

## TECHNOLOGIES / PPM TOOLS / PROG. LANGUAGES





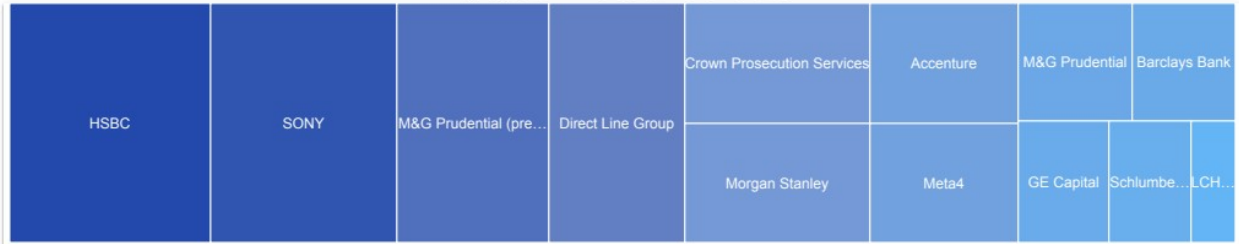
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### PROFESSIONAL EXPERIENCE IN NUMBERS



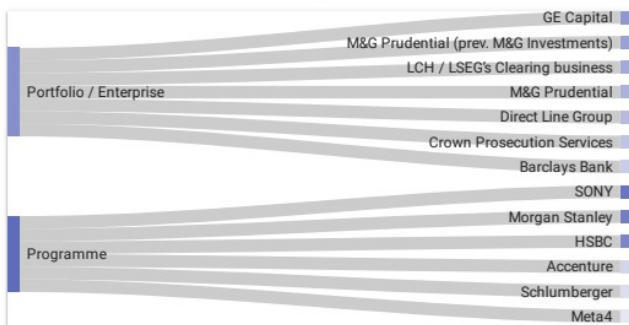
### Employers / Clients & Role Duration



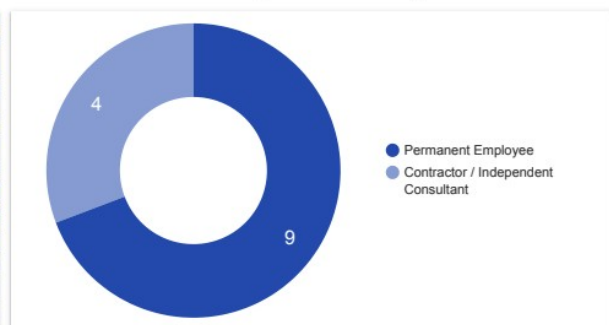
### Roles Over Time (2001-2024)

Role	Start date	End Date	Years
Head of Digital Portfolio Management & Benefit Realisation Consultant	1 Aug 2022	28 Apr 2024	1.7
Enterprise Senior Risk Transformation Lead Consultant	1 Jan 2019	28 Jun 2021	2.4
Strategic & Digital Transformation Portfolio Lead Consultant	1 Aug 2017	30 Aug 2018	1
Enterprise Portfolio Management Office Leader	1 Oct 2016	31 Mar 2017	0.4
Head of Portfolio & Programme Management Office & Assurance	1 Jan 2014	31 Oct 2016	2.8
Global Transformation Assurance / Internal Audit Lead	1 Feb 2013	31 Jan 2014	0.9
EMEA Technology PMO Senior Manager	1 Mar 2012	31 Jan 2013	0.8
Deputy Global Head of PMO & Global Standards Manager	1 May 2008	31 Dec 2011	3.6
Global Test Architect Lead	1 Aug 2006	30 Apr 2008	1.7
Technology /IT Senior Consultant & Internal Capability Improvement Lead	1 Mar 2005	31 Jul 2006	1.3
Software Quality (SQA) Manager	1 Nov 2001	31 Mar 2005	3.3

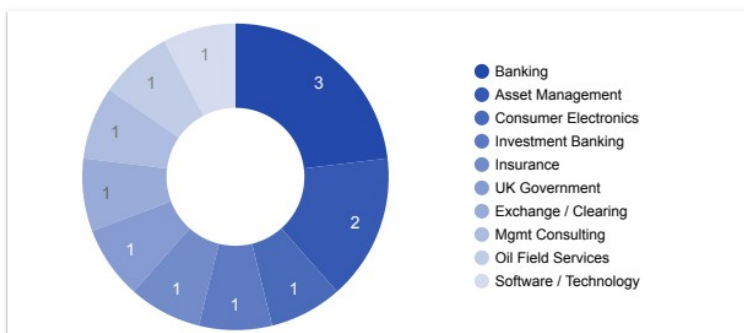
### Role's Scope / Reach



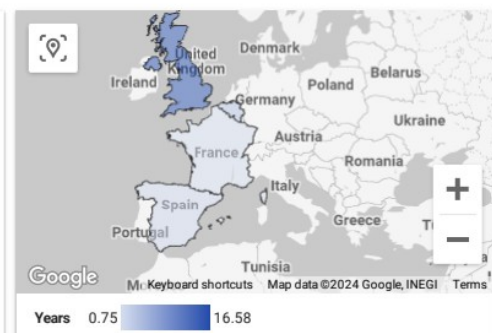
### # Roles per Contract Type



### # Role per Industry / Sector



### EU Wide Experience





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## DETAILED PROFESSIONAL EXPERIENCE

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**Contract Roles in Business & Technology Transformation** as an independent Consultant / Contractor

**November 2016 – Present** | Saner Consulting LTD | **London, UK**

- **Transformation Portfolio, Senior Improvement Consultant** - UK Crown Prosecution Services  
Aug'23 – April'24  
Lead CPS-wide efforts to establish a new operating model level capability, to perform effective & efficient Benefit Realisation Management (BRM), of the investments in transformation across the CPS. This included strategic and innovation-related programmes critical to the success of the CPS.
- **Interim Head of Digital Transformation Portfolio Management** - UK Crown Prosecution Services (the CPS)  
Aug'22 - Jul'23  
Established a new operating model level capability, to perform effective and efficient Portfolio Management of the digital transformation initiatives across the CPS. Including establishing practices for Portfolio planning, portfolio definition, governance, oversight and progress oversight.
- **Risk/2LoD - Senior Transformation Assurance Consultant** – Direct Line Group (DLG)  
Jan'19 – Jun'21
  - ✓ Developed a new assurance capability for Risk (2LoD) to oversee DLG's transformation portfolio (£200m pa)
  - ✓ Coached and challenged the Enterprise Change Function regarding the effectiveness of controls related to portfolio and programme management, such as, business cases and benefit realisation planning and tracking
  - ✓ Delivered 2LoD oversight and challenge to the two largest strategic programmes across the group
  - ✓ Coached permanent Risk and Programme staff on delivery controls and industry best practice
- **Strategic & Digital, Transformation Portfolio Lead Consultant** - M&G Prudential  
Aug'17 – Aug'18
  - ✓ Coached permanent Risk and Programme staff on delivery controls and industry best practice
  - ✓ Lead the creation of a new enterprise transformation function for the new Chief Transformation Officer and his direct reports; This to replace two existing change functions from two large businesses of the Group (Prudential UKI Savings and M&G Investments)
  - ✓ Actively supported the Merge of two businesses, in itself a key programme of the Transformation portfolio
  - ✓ Developed a 3 to 5 years Business Case to define and mobilise the new Transformation function that oversees the delivery of a £250m per year combined transformation portfolio. This included a new Target Operating Model inclusive of: a new team, a new transformation framework with a new governance model, as well as other key delivery controls and a technologies to support data and delivery improvements, the implementation of portfolio management and agile best practices
  - ✓ Developed strong relationships & obtained buy-in from a wide range of senior stakeholders across the two old businesses, including Executives, and direct reports to execs from HR, Finance, Ops, Tech, Front Office, Risk, etc.
  - ✓ Mobilised an initial Transformation Office core team while I coordinated and worked hand-in-hand with other key delivery resources such as consultants from BCG and Deloitte
  - ✓ Delivered the end-to-end implementation of the new operating model from definition, roll out, coaching and continuous improvement
- **Change Portfolio & Programme Delivery Lead** - LCH/LSEG's Clearing business  
Oct'16 – Mar'17
  - ✓ Diagnosed and proposed mitigating plans for all major weaknesses of the change delivery function and its operating model
  - ✓ Defined basic best-practice based recommendations and action plans for improvement
  - ✓ Supported the definition of a new Target Operating Model for the transformation function
  - ✓ Implemented critical tactical improvements to existing transformation governance activities



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**Perm Role: Head of the Portfolio Management Office & Delivery Assurance, Business Change**  
**January 2014 – October 2016 | M&G Investments | London, UK**

Portfolio Supported: £100 million per year | Inc. Regulatory, Strategic and Digital Change Initiatives  
Line Management: 12 = PPMO Tools & MI Team (4) + Improvement + Finance (2) + Delivery Assurance +  
Communications + Portfolio Planning + Embedded PgMO Delivery (2)  
Coordinate / Influence: 8 CIOs/COOs and 30+ Programme / Project Managers

**Key Achievements:**

- Developed a new enterprise Portfolio and Programme Management Office capability from scratch
- Performed gap analysis assessments and obtained exec sponsorship for a new PPMO team and a Business Change Operating Model developing new capabilities and with that, enhanced the maturity and track record of the function
- Designed & mobilised new key roles, such as, PPMO Finance, PPMO Improvement, PPMO Resource & Capacity Planner, PPMO Communications, PPMO Delivery Assurance and PgMOs (embedded programmes PMOs)
- Coached and influenced other members of the Business Change SMT (Senior Management Team) as well as key business sponsors in best practice, capability development and maturity improvements
- Implemented a Portfolio Management Governance model to align change activities to business strategic objectives and enhance cross-project and programme prioritisation driven by business benefits
- Implemented changes in governance aimed at enhancing decision making, introduced formal business steering of change to improve delivery of value with enhanced levels of transparency and control
- Ensured business transformation and portfolio management activities aligned to Agile (SCRUM)
- Established close and strong engagements with key senior stakeholders such as the Directors of Finance, Internal Audit, Ops Risk, HR, COO Office and other Front Office liaisons

**Perm Role: Business Change Assurance & Oversight, Internal Audit - Global Corporate / Commercial Banking**  
**February 2013 – January 2014 | Barclays - London, UK**

Portfolio Supported: £250 million / year | Inc. Regulatory, Strategic, Innovation and Digital Change Initiatives  
Scope: Global  
Coordinate / Influence: Global teams covering strategic change and new product developments

**Key Achievements:**

- Delivered effective independent assurance to one of the biggest Global Change portfolios across the bank supporting the Corporate / Commercial Banking and Global Payments businesses
- Obtained buy-in for key remediation / improvement actions handled directly by members of the Corporate Business Executive Board (Senior Directors and MDs)
- Actively participated in senior management and governance forums at different levels of the Change Portfolio, such as the Portfolio Steering Committees and major Programme Steering Committees to gain visibility of change activities, support the identification of risks and to directly influence the senior management decisions

**Perm Role: EMEA Technology PMO Senior Manager**  
**March 2012 – January 2013 | GE Capital - London, UK**

Portfolio Supported: USD\$40 million per year | Inc. Regulatory, Strategic and Digital Change Initiatives  
Scope: EMEA Region  
Line Management: 1 PMO Analyst + 1 Offshore Resource  
Coordinate / Influence: 10 CIOs, 40+ Programme / Project Managers and 10 PMOs across EMEA

**Key Achievements:**

- Established minimum controls and processes to facilitate investment/pipeline management



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- Reworked HP PPM implementation to simplify and reduce unnecessary overheads
- Engaged Finance teams to ensure financial controls and reporting requirements were embedded
- Effectively coordinated improvement with the IT Senior Leadership Team and other functions within COO, such as Legal, Compliance; these improvements ensured investments in change were better aligned to the EMEA Strategy

### Global PMO Programme Standards Manager

**Deputy Global Head of PMO | May 2008 – Dec 2011 | HSBC - London, UK**

Portfolio Supported: £400 million per year (4 years)

Scope: Global. Line Management: 10 = 4 PMO Coordinators, 3 Standards Specialists and 4 Offshore PMOs

Coordinate / Influence: 8 Senior Programme Managers, 30+ Project Managers & 12 Regional PMOs

#### Key achievements:

- Successfully designed & mobilised a global Programme Standards function across the Portfolio in six months
- Defined and deployed an a MI Framework including policies, templates, guidelines and training for the end-to-end monitoring across the function, from detailed project reporting activities to executive reporting assets such as executive dashboards and programme reports
- Successfully developed, piloted and implemented a comprehensive process architecture (policies and processes based framework) for Finance Change globally
- Built a mixed team of specialists (perms and contractors) in process management and tool management
- Achieved deployment of standards for processes and testing tools to an HSBC Finance population of about 900 staff members spread between at least 20 different countries.

#### Other Early Career Roles | Aug 1999 - Apr 2008

##### AVP Technology Test Architect

MORGAN STANLEY - London, UK |  
Aug 06 – Apr 08

##### UKDC - IT Senior Consultant Manager - Process & Test Management Roles

LLOYDS TSB REGISTRARS (ACCENTURE) - London, UK |  
Mar 2005 – Jul 2006

##### Software Quality / SQA Manager – Assurance Role

SONY – Brussels, Belgium | Nov 2001 – Mar 2005

##### Global IT - Quality Assurance Coordinator – Process & Test Management Role

SCHLUMBERGER - Montrouge (Paris), France Dec 2000 - Nov 2001

##### R&D - Engineer – Software Dev. & Testing Role

META 4 - Madrid, Spain | Aug 1999 - Dec 2000

## Education

### Management of Portfolios (MoP) - Practitioner

London, UK Mar 2015. FGI – M&G



### Managing Successful Programmes (MSP) - Practitioner

London, UK - Jun 2014. FGI – M&G



### PRINCE 2 - Practitioner

London, UK - Mar 2011. ILX – HSBC



### CARNEGIE MELLON UNIVERSITY –

Pittsburgh, Pennsylvania (US) - Graduation Year: 2007

Master of Science in Information Technology – Software Engineering Management



### SOFTWARE ENGINEERING INSTITUTE (SEI-CMU) –

Pittsburgh, Pennsylvania (US) - Aug 2002  
Introduction to CMMI, v.1.1, Continuous Representation



### Sony Six Sigma (SSS) – Black Belt

Sony Certification –  
Brussels, Belgium - December 2003



### LOS ANDES UNIVERSITY –

Bogota, Colombia - Graduation Year: 1999 - Computer Science BSc

Completed 5-years programme in just 4.5 years. Granted scholarship for outstanding performance

