



Armando Sanchez
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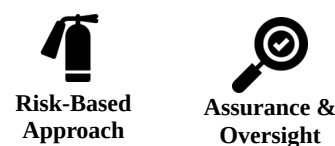
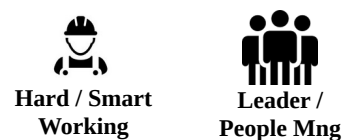
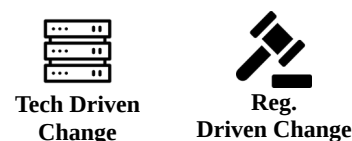
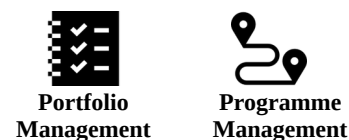
PROFESSIONAL EXPERIENCE SUMMARY

Nov 2016 Present	Contracting Roles:
	<ul style="list-style-type: none"> Crown Prosecution Services – CPS (x2) <ul style="list-style-type: none"> (Interim) Transformation Portfolio Improvement Consultant (Interim) Head of Digital Portfolio Management Direct Line Group - DLG <ul style="list-style-type: none"> Business Transformation Assurance Consultant Prudential - Transformation Portfolio Lead LCH (part of LSEG's) – Change Portfolio Delivery Lead
Jan 2014 Oct 2016	M&G Investments (now M&G plc) - London, UK Head of the Portfolio Management Office (PfMO) & Delivery Assurance
Feb 2013 Jan 2014	Barclays - London, UK Business Change Assurance & Oversight, Internal Audit. Global Payments & Corporate Banking
Mar 2012 Jan 2013	GE Capital - London, UK EMEA Technology PMO Senior Manager
May 2008 Dec 2011	HSBC - London, UK Deputy Global Head of PMO & Global PMO Programme Standards Manager. Global Finance Programme
Aug 2006 Apr 2008	Morgan Stanley - London, UK Assistant Vice President (AVP) Technology Test Architect
Mar 2005 Jul 2006	Accenture - London, UK IT Senior Manager Consultant, UK Delivery Centre
Nov 2001 Mar 2005	SONY – Brussels, Belgium Software Quality (SQA) Manager, SDCE
Nov 2001 Jul 1999	<ul style="list-style-type: none"> Sc lumberger - 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

2011 - 2016	PROFESSIONAL EXAMS / CERTIFICATES – London, UK
	<ul style="list-style-type: none"> Management of Portfolios (MoP) - Practitioner Managing Successful Programmes (MSP) – Practitioner PRINCE 2 – Practitioner (Sony) Six Sigma Blank Belt
2004 – 2007	CARNEGIE MELLON UNIVERSITY – Pittsburgh, USA Master of Science in Software Engineering Management (IT)
1995 - 1999	LOS ANDES UNIVERSITY – Bogota, Colombia Computer Science BSc

TECHNOLOGIES / PPM TOOLS / PROG. LANGUAGES





DETAILED PROFESSIONAL EXPERIENCE

Contract Roles in Business & Technology Transformation as an independent Consultant / Contractor
November 2016 – Present | Saner Consulting LTD (Contracting) | **London, UK**

- ✓ **UK Crown Prosecution Services (CPS) - Transformation Portfolio Improvement Consultant**
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.
- ✓ **UK Crown Prosecution Services (CPS) - Interim Head of Digital Transformation Portfolio Management**
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.
- ✓ **Direct Line Group (DLG) - Risk/2LoD - Senior Transformation Assurance Consultant**
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
- ✓ **M&G Prudential - Strategic & Digital, Transformation Portfolio Lead**
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
- ✓ **London Clearing House (LCH) / LSEG's Clearing Business - Change Portfolio & Programme Delivery Lead**
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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M&G Investments

Perm Role: Head of the Portfolio Management Office & Delivery Assurance, Business Change
January 2014 – October 2016 | 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

Barclays

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

Portfolio Supported: £250 million / year | Inc. Regulatory, Strategic, Innovation and Digital Change Initiatives

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 Executive Board
- ✓ 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

GE Capital

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

Portfolio Supported: USD\$40 million per year | Inc. Regulatory, Strategic and Digital Change Initiatives

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
- ✓ Reworked HP PPM implementation to simplify and reduce unnecessary overheads
- ✓ 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



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HSBC

Global PMO Programme Standards Manager

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

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

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.

Early Career Roles | Aug 1999 - Apr 2008

AVP Technology Test Architect

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

Software Quality / SQA Manager – Assurance Role

SONY – Brussels, Belgium | Nov 2001 – Mar 2005

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

META4 - Madrid, Spain | Aug 1999 - Dec 2000

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

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

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

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

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



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





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PROFESSIONAL EXPERIENCE IN NUMBERS

Years of Experience 22	Years as Contractor 6	Years as Permanent Staff 17	Years in Fin. Services 15	Years in Other Sectors 7
# of Assurance Roles 7	# of Delivery Roles 11	Max Portfolio Size (pa) £500m	Years Managing Teams 12	Max Line Manage Team 25

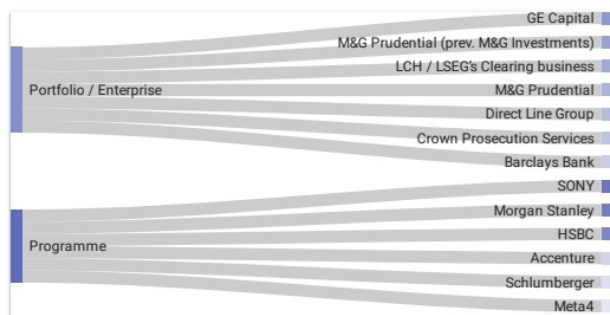
Employers / Clients & Role Duration



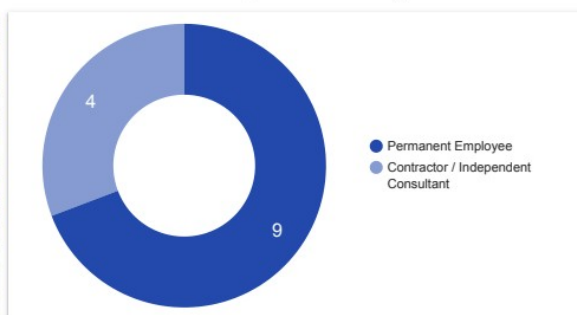
Roles Over Time (2001-2024)

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

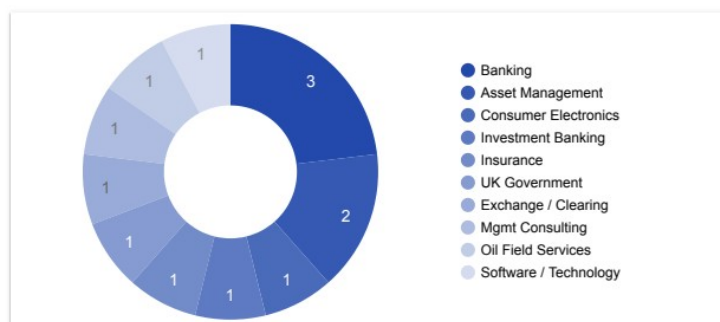
Role's Scope / Reach



Roles per Contract Type



Role per Industry / Sector



EU Wide Experience

