

HYLTON JAMES

Consultant Business Analyst / Project Manager

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UK Passport
UK Government Security Clearance

PERSONAL PROFILE

Senior consultant business analyst / project manager with a broad range of experience gained primarily within Investment and Retail Banking.

Having worked for and leading teams in BAU Support, Change Management, Project and Transformation I have gained valuable experience in Full Trade Life Cycle, Process Improvements, System Re-Engineering, System Development, Migrations, and Full SIT and UAT lifecycles.

As a seasoned Business Analyst, I have the skills and knowledge of Project Management Life Cycle, Framework and Structure.

I've worked in the Middle and Back Offices and Technology Operations with the ability and comfort of communicating at all levels. I'm a highly resourceful, motivated and versatile professional, and enjoy working within organisations and teams with the same passion, mind-set and ethics.

RECENT EXPERIENCE

July 2018 – June 2019. **BAE Systems Applied Intelligence**
Consultant Business Analyst

Confidential Project (UK Government Security Clearance Obtained)
London, UK; Doha, Qatar;
Business Analyst

Role responsibilities included;

- Senior stakeholder management with Customer & Development Team;
- Documentation of business and solution requirements including data models; technical specifications;
- Gap analysis
- Planning and documenting Test Scenarios and user cases for UAT Phase and reporting requirements;
- Working with AI colleagues to understand required data aspects;
- Regular progress updates and reports to project manager and senior stakeholders;
- Liaison both remotely and in person with UK-based teams;
- Preparing and delivering workshops and updates to wider AI team

PRIOR EXPERIENCE

Multiple consultancy projects successfully completed with:

Barclays

International Accounting Standards (IAS) Implementation

- Gaining detailed understanding of new IAS Standards, the implementation of these, and the financial impact on business areas and users once implemented
- Preparing users for the continuing future impact of SarbOx and Basle2 regulatory and reporting standards

- Preparation of MS Project Test Plan, Test Strategy document, and Master Test Plan document
- Running full UAT test cycle following Integration and Global System Testing
- Weekly liaison with all subject area analysts on all testing-related matters
- Regular liaison meetings with each of the business Implementation Managers on all testing-related matters
- Liaison with Enable technical teams and SAP Centre, Northampton concerning data and test infrastructure matters
- Convening of meetings and workshops with respect to other relevant testing-related topics, e.g. Risk Assessment
- Coordinating the preparation of test scenarios and test scripts by the IAS analysts and the business testing representatives, and maintaining the log of these
- Regular liaison with the Data Cut-over and Conversion Team
- Coordinating training of users to enable effective User Acceptance Testing (UAT) and defect management with test management tool Test Director 7.6

SAP Implementation Manager: Data Feed Sites

- Project Implementation Manager for the SAP R/3 FI & CO modules of 11 Data Feed Sites, including eight African sites, Cyprus, Ireland, and California
- Integrally involved in the Analysis, Design, Build, Testing, and User Handover phases of the project rollout
- Daily liaison with all sites regarding all aspects affecting implementation
- Liaison with Development and Technical Support teams to address connectivity issues
- Facilitating workshops to address, document, and develop solutions for technical issues with developers and users
- Data Conversion and migration
- Co-ordination of user training, integration testing, and acceptance testing for new version releases
- Liaison with the Change Control team regarding any salient issues

Royal Bank Canada (RBC)

Finance Change – SLIM Global Sub-Ledger Programme Roll-out

- Leading and project managing detailed requirement phases; identifying, tracking, escalating and working with the appropriate functions to resolve issues.
- Sub-ledger implementation for Product Control & Financial Control within Capital Markets (Product knowledge of Fixed Income: Equities and Interest Rate Derivatives)
- Project managing, assessing, analysing, and documenting Finance requirements with regard to the SLIM implementations
- Work with the core FINANCE SLIM team on effective project planning and management and meeting key deliverables
- Data analysis and process flow documentation
- Identifying, tracking, and working with business partners on resolving issues
- Compiling adequate end user documentation and training
- Contributing to successful project completion within budget and on time by identifying risks and developing mitigation strategies
- Working with Finance Project Team on managing process changes for Finance BAU teams
- Conflict resolution and effective communication between Financial Control, Product Control, and Operations
- Develop detailed plans and accurate estimates for completion of Requirements and Acceptance phases of projects
- Lead UAT phase of project Financial Control (data conversion process, dress-rehearsals, and run-book compilation)
- Developing test plans and leading the systems and user acceptance testing

HSBC

Change Management Team – Product Control (Securitisations)

- Documentation of business requirements with users concerning optimisation of current Trust Accounting System (TAS) for Asset Backed Securities (Securitisations) as part of the Change Management Team, and understanding the impact on their usual reporting parameters once implemented
- Liaison to ensure that Balance Sheet Management team users then understood the new Trust Accounting System (TAS) and its impact moving forward
- Regular Change Workshops with financial users during each Implementation Phase to gain an understanding of issues or concerns

- Detailed status reports to Project Manager regarding implementation progress, and Balance Sheet Management team concerns
- Documentation of daily and monthly procedures for users to carry out normal Business as Usual activities
- Liaison with the Due Diligence team, and auditors to ensure best practice adherence and compliance with Regulatory bodies such as SOX, and implementing practices to ensure this
- Close liaison with the IT Development team to ensure accurate and timely delivery of changes, facilitating Knowledge Transfer sessions between the IT team and business areas, and managing the "Delivery Communication" of any IT releases to the business areas
- Regular progress reporting to Management on IT development, UAT status, etc.
- Post-implementation reviews

Finance Change – Liquidity Management Programme

- Working within the Asset & Liability Management and Finance Change Management Teams to project manage and implement the FSA liquidity policy directives
- Understanding and ensuring compliance with FSA Liquidity Policy Statement 09/16 (specifically lines 47 & 48)
- Ownership of the Reconciliation Process for Retail Banking and Global Banking & Markets (GB&M)
- Detailed understanding and functioning of the FinArch tool and related OLAP Cube
- Documenting and understanding the data flows and process flows
- Ensuring the completeness and integrity of data
- Extensive data mapping activities, make-sense checks, and reconciliations
- Production of exception reports to reconcile Liquidity with Ledger source systems
- Scheduling of discussion workshops, and issue resolution
- Training and production of full procedures schedule for ongoing BAU work

Royal Bank of Scotland (RBS)

Finance Integration/Transformation Team (RBS – ABN AMRO)

- Global Banking and Markets (Finance Transformation & Integration Project): P & L Reporting - Churchill Programme
- Daily Financial rollover processes; understanding and documentation of "As Is" versus "To Be" states
- Product areas of Currency Options and Exotic Rates
- Business requirements documentation preparatory to Systems Integration Testing
- Compilation of Project Plans for completion of 6 Cycles of SIT
- Understanding and training on Oracle "Business Intelligence" Suite
- Liaison and training with FX Options Product Control
- Regular progress reporting to Management on IT development, SIT status, etc.
- Close liaison with the IT Development team to co-ordinate Defect Resolution
- Production of SIT Test Completion Report as entry criteria to UAT phase

Credit Suisse

Cash Control Project (Operations Change)

- Holding workshops with stakeholders to assess project scope
- Compiling detailed "Use Cases" preparatory to business requirements gathering
- Gathering and compiling detailed business requirements to optimise cash Control processes
- Compilation of the Business Requirements Document

ICBC-Standard Bank

Finance Change (Regulatory): Liquidity Control Team

- Working within the Asset & Liability Management and Finance Change Management Teams to project manage and implement the Regulatory FCA Liquidity Policy Directives
- Liaison with Chinese counterparts from both ICBC Business, and Chinese Regulatory Authority
- Data mapping activities and reconciliations to ensure FCA returns compliant with Chinese Regulator requirements
- Understanding and ensuring compliance with FSA Liquidity Policy Statement 09/16 (specifically lines 47 & 48)

- Daily and Monthly Liquidity Coverage Ratio (LCR) reporting
- Monthly and Quarterly Net Stable Funding Ratio (NSFR) reporting
- Working knowledge of BCBS 239 compliance
- Documenting and understanding the data flows and process flows
- Scheduling of discussion workshops, and issue resolution with ICBC Business and Chinese Regulator staff
- Detailed understanding and manipulation of related data Cubes, and data integrity and completeness
- Comprehensive UAT of ICBC Liquidity Reports delivered by IT team
- Training and production of full procedures schedules for ongoing BAU work
- Ownership of the Reconciliation Process for Retail Banking and Global Banking & Markets (GB&M)
- Production of exception reports to reconcile Liquidity with Ledger source systems

Close Brothers Ltd

Finance Change: Core Systems Replacement Project (Leasing)

- Analyse the Business Case and identify the business outcomes needed from the project
- Work closely with subject matter experts to identify and capture the business requirements and user stories.
- Communicate and collaborate with external vendors and internal stakeholders to analyse information needs and functional requirements and deliver the following artifacts as needed: Functional and Non-Functional Requirements , Business Requirements Documents, User Stories, Use Cases, GUI, Screen and Interface designs, Functional Specifications and Designs
- Define the existing (As Is) processes, lead the design of new (To Be) processes, identify and quantify any gaps. Develop recommendations for business improvements.
- Assess the impact of the business change and assist with the development of training plans, communication plans and planning for transition to business as usual.
- Run workshops to gather requirements, present solution options and ensure meaningful engagement with stakeholders and 3rd party suppliers.
- Support training needs analysis, aiding the development of material, prepare, plan for and support with the business training.
- Verify changes to systems and processes and support test managers in the development of their test plans and test scripts if required.
- Plan post implementation support processes and assist in transfer to business as usual if required.
- Undertake data analysis to understand issues and propose solutions.
- Develop expertise in all business areas and their integration points to other departments or systems.
- Prepare for and lead working group and stakeholder meetings.

Motability Operations

Finance Change - Apollo SAP to Oracle Programme Roll-out

- Apollo Leasing Programme - scoping and building the business case prior to project resourcing and escalation (vehicle fleet of 600 000 vehicles and GBP 2.6 Bn annual turnover)
- Leading detailed requirement phase of the Apollo Leasing Programme - identifying, tracking, escalating and working with the appropriate functions to resolve issues
- Running Change Workshops with Head of Function and other senior stakeholders
- Developing detailed plans and accurate estimates for completion of Requirements and Mobilisation phases of the project
- Data analysis and process flow documentation (Finance Leasing work stream)
- Time and cost analyses working with the IT Architecture teams and external management consultants
- Methodology and Tools used: Business Process Model and Notation (BPMN), JIRA, iServer Process Mapping tool

STRENGTHS AND SKILLS

- Leveraging the skills learnt from being an Officer in the South African Army, from teamwork and training while becoming the first African to ski-race to both the North Pole (2005) and South Pole (2009), the commitment to completing over 170 marathons and 6 IronMan Triathlons over 30 years, and the attention to detail required as a Private Pilot (PPL)
- Sound decision-making under pressure. Well-organized and meticulous, driving key goals and objectives to conclusion

- Demonstrating practical problem-solving skills and the ability to resolve technical issues with due regard to business constraints and client concerns
- Expressing sound business judgment and effective people management skills through solid market risk experience

KEY EXPERTISE

Regulatory and Liquidity Management

- Understanding, following and demonstrating compliance with all relevant internal and external rules, regulations and procedures that apply to the conduct of the business
- Maintaining Internal Control Standards and eliminating any internal and external audit points and issues raised
- Acting in a manner that takes account of operational risk considerations
- Daily and Monthly Liquidity Coverage Ratio (LCR) reporting
- Monthly and Quarterly Net Stable Funding Ratio (NSFR) reporting
- Working knowledge of BCBS 239

Finance Change and Sub-Ledger Implementations

- Utilizing full range of Business and Strategic analysis skills (as below) to deliver Finance project solutions as stipulated by business stakeholders
- Drawing on Financial Accounting background to effectively liaise between Finance and IT to achieve timely and accurate Sub-Ledger scoping, build, testing, implementation, and sign-off by sponsoring stakeholders

Business Analysis

- Analysing, gathering and documenting functional and non-functional requirements and business processes utilising workflow design, process modelling and documentation
- Designing test strategies and preparing test cases for unit, component and User Acceptance Testing (UAT)
- Controlling and managing work-groups and project documentation related to functional and technical workgroups
- Reviewing, reporting and escalating project risks and issues to the appropriate individual or level of management
- Interrogation and analysis of golden source data for market risk / liquidity sensitivities, trade level attributes via SQL and MS Excel

FSA Controls and Procedures

- Understanding, following and demonstrating compliance with all relevant internal and external rules, regulations and procedures that apply to the conduct of the business
- Maintaining Internal Control Standards and eliminating any internal / external audit points and issues
- Acting in a manner that takes account of operational risk considerations

Project Management and System Migration

- Decommissioning of market risk tactical feeds, post migration event, providing support to risk managers and stakeholders on relevant issues
- Delivering large-scale finance and IT infrastructure projects and migrating market risk trading systems within investment banks

Communication and Leadership

- Liaising with project managers, client, functional analysts and developers to ensure the IT build is in line with the business requirements raised
- Providing leadership within one's area of responsibility and maintaining high standards of compliance
- Providing regular project RAG status updates and managing project related risks and issues
- Developing sound business judgment and effective people management skills through solid market risk experience

PROFESSIONAL QUALIFICATIONS / EDUCATION

Articles of Clerkship (5 years: Ernst & Young, South Africa)

University of South Africa

B. Compt (Accounting)

PERSONAL INTERESTS

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| World Travel | 81 Countries visited on all 7 continents Strong interest in International Geo-politics |
| Flying | Private Pilot's License |
| Road Running | Silver medals for distances of 8 km to 90 km, including 170 Marathons and 27 Comrades 90 Km Ultra Marathons, (silver and bronze medals) |
| IronMan Triathlons | 6 Iron Man Triathlons completed. I competed at top competitive level in ultra-distance events, (in the "top 15" competitors in South Africa) |
| Exploration | First African to walk to both the North Pole and South Pole Achieved 4th place (Team Leader - first mixed team) out of 6 teams in the six-week 600 Mile cross-country skiing race to the South Pole (January 2009); Achieved 4th place (Team Leader) out of 16 teams in 375 Mile Polar Challenge team cross-country skiing race to the North Pole (May 2005); Achieved 2nd place in the 5-week Belize Jungle Survival Challenge (February 2006) |
| Motivational Speaking | Many Corporate clients in UK, Australia, & South Africa, & schools & Scout groups |
| Cycling | Cycled from London to Sicily (4 000 Km) in 20 days; Numerous ultra-distance |
| Military Record | Compulsory Military Service 3 years Military Service completed Lieutenant, after promotion from Second Lieutenant (3 medals awarded) |