**HYLTON JAMES**

**Consultant Business Analyst / Project Manager**

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**British Passport**

**UK Government Security Clearance**

**PERSONAL PROFILE**

A business-focused project manager with a broad range of experience gained within Law and Professional Services; 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 professional, I have the skills and knowledge of Project Management Life Cycle, Framework and Structure and possess strong communication, stakeholder management and leadership capabilities.

I’m a highly resourceful, motivated and versatile professional, and enjoy working within organisations and teams with the same passion, mind-set and ethics to effect change.

**RECENT EXPERIENCE**

**April 2021 – June 2021 Eversheds-Sutherland Konexo**

**Project Setup and Governance Consultant**

Reporting to the head of Legal Operations, my role was to set up project governance and high-level overview reports, and motivate resourcing, for a data extraction project with an external client (Rolls-Royce Aviation)

Focus of my role during this period was to:

* Develop a high-level project plan for phase 1
* Quickly become familiar with complex legal contracts between the client and its customers
* Carry out briefings and workshops with the external client
* Determine resourcing requirements for the extensive data extraction task
* Set up playbooks for these resources (paralegals) to carry out the data extraction
* Set up progress and actions trackers and issues logs for the six key areas of the data extraction
* Weekly progress and status updates both to Konexo and the client stakeholders

**March 2020 – June 2020 DLA Piper LLP**

**Consultant Business Analyst**

Reporting to Director of Knowledge, this three-month FTC saw me work closely with business stakeholders (including knowledge, technology, and service areas) on a system project to deliver a single platform for accessing all knowledge required by lawyers.

Focus of my role during this period was to:

* Capture and analyze requirements
* Ensuring all data sources have been captured, both internal and external
* Investigate options for solutions
* Evaluate possible solutions and suppliers to meet the business needs and;
* Input into the procurement and process for approval for investment into the project
* Project manage capture aspect of project

Key responsibilities included:

* Define and validate a project plan
* Develop and validate user cases / requirements / business rules that will influence design
* Engage with potential suppliers to assess product capabilities and relevance
* Define criteria for evaluating their solutions
* Articulate ‘To Be’ solution
* Input to procurement process (drafting RfP, commercial negotiations)
* Ensure solution meets business and stakeholder requirements
* Develop / manage taxonomy for tagging documents / search retrieval, and other items needed for build and implementation
* Initial plan and manage build including stakeholder engagement in design / wire frames
* Plan and draft training materials and communications
* Initial plan and input into proposed test and implementation phase including test scripts, IT liaison.

Due to Covid-19 – project has not been assigned funding. Feedback from management positive on work output however no requirement for extension due to current crisis. Discussion to return in future once funding approved.

**July 2018 – May 2019 BAE Systems Applied Intelligence**

**Consultant Business Analyst**

**Confidential Project (UK Government Security Clearance Obtained)**

**London, UK & Doha, Qatar;**

**Lead Business Analyst**

Role responsibilities included:

* Senior stakeholder management with Customer & Development Team;
* Documentation of business & solution requirements including data models; technical specifications;
* Data completeness, Data Integrity, and Gap analysis
* Planning & 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 project team
* Process mapping; scoping (and monitoring scope creep); planning and tracking; risk management
* People leadership across multiple offices

**July 2018 – August 2018 Simmons & Simmons LLP (Adaptive)**

**Consultant UAT Manager**

* Reporting to the Head of Adaptive, ensuring finalization of User Acceptance Testing for their bespoke online resourcing, talent management and invoicing Hub
* Daily progress and status updates to the external development team
* Ensuring Data Sets completeness within Hub
* Regular updates to the Head of Adaptive and HR Director on progress, and issues (with impact assessment and remedial solution proposals)
* Daily contact with external developers to ensure effective management of project and fixes

**PRIOR EXPERIENCE**

Multiple consultancy projects successfully completed with the following clients:

**Barclays Bank (entire 2001, 2004, and 2010)**

**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 Basel 2 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 concerning data and test infrastructure matters
* Convening of meetings and workshops for 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)

**Implementation Manager: Data Feed Sites**

* Project Implementation Manager for Data Feed Sites, (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
* 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) (2011)**

**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, analyzing, 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 (Entire 2007 & 2008 and 2010)**

**Change Management Team – Product Control (Securitisations)**

* Documentation of business requirements with users concerning optimization 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
* Ownership of the Reconciliation Process for Retail Banking and Global Banking & Markets (GB&M)
* 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) (2008 – 6m)**

**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 (2013 – 6m)**

**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 optimize cash Control processes
* Compilation of the Business Requirements Document

**ICBC-Standard Bank (2014 – 2015)**

**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 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 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 (2016)**

**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 (2012)**

**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/Tools used: Business Process Model & Notation (BPMN), JIRA, iServer Process Mapper

**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 171 marathons and 6 Iron Man 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 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

**Change Management, Project Management and Delivery**

* Utilizing full range of project management; business and strategic analysis skills to deliver change management project solutions as stipulated by business stakeholders
* Drawing on Financial Accounting background to effectively liaise between finance, IT, business and operations to achieve timely and accurate scoping (and monitor scope creep); planning and tracking; build process, testing, implementation and delivery. Experience with budget and people management as well as resource modeling.
* 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
* Familiarity with Lean/Six Sigma project/process principles
* Understanding and exposure to Agile approaches is desirable

**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)
* 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

**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 good people management skills through market risk experience

**PROFESSIONAL QUALIFICATIONS / EDUCATION**

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

**University of South Africa**

B. Compt (Accounting)

**PERSONAL INTERESTS**

**World Travel** 83 Countries visited on all 7 continents

Strong interest in International Geo-politics

**Flying**  Private Pilot’s Licence

**Road Running** Silver medals for distances of 8 km to 90 km, including 171 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 races

**Military Record** Compulsory Military Service - 3 years Military Service completed (1984 - 1986)

Lieutenant, after promotion from Second Lieutenant (2 medals awarded)