

CURRICULUM VITÆ for Paul Wilson

Paul is currently exploring aspects of Digitisation and the intersection between artefacts and the virtual world in collaboration with individuals who have relevant knowledge and ideas. His earlier career, between 1973 and 2012, was in the commercial application of computers with CSC (for 27 years), the UK National Computing Centre (for 6 years), CPC (for 2 years), and Kodak (for 4 years). In his final 10 years at CSC he managed large outsourcing bids. Prior to that, was a consultant within CSC's Consulting & Systems Integration Group where he undertook a wide range of assignments with organisations such as Budget Rent-A-Car, Nokia, the Inland Revenue, the Ministry of Defence, British Gas and Dupont. Paul also has extensive knowledge and experience of Usability Engineering and Computer Support for Collaborative Work.

Paul is married with 3 grown up children and lives in Lavendon, Olney, in Buckinghamshire.

Awards and Affiliations:

- BSc (Hons) in Ergonomics, Loughborough University, 1972
- Ergonomics Society Special Award, 1989, for the introduction and management of the HICOM computer conferencing system for the UK HCI community.

Current Activities

See web site for details: www.pwofc.com

CSC Assignment Details

Dept: CSC EMEA European Business Development Group (EBD) Period: Sep 2003 – Jan 2012

Dept Function: EBD is tasked with identifying, pursuing and winning large scale deals of TCV £100M and above, for CSC's EMEA region.

Role/Responsibilities:

Bid Director: Paul was Bid Director for several bids including a bid for Application Services for Anglo American; the National Grid Infrastructure Services bid – a large Infrastructure deal in the Utilities Industry covering Europe and North America and worth approximately half a billion dollars; and the Network Rail infrastructure bid. From 2008 to 2010 he was the Bid Director for the winning Infrastructure US and EMEA megadeal with Zurich Financial Services worth \$2.9B. He also experienced Transition & Transformation as the project manager for one of the transformation projects that emerged from the BAE Systems bid for which Paul was Proposal Manager. Throughout his time with EBD, Paul played a central role in developing the processes and tools used by EBD in its work, including the operation of a Lessons Learned process, and the development of associated training modules. The table below lists the bids that Paul worked on while within EBD.

Client	Requirement	Bid Stage Worked	Final Outcome	Bid Value \$	Role	Team Size	Start Date	End Date
Zurich Financial Services	Applications Outsource	Up to Negotiations	Won	Approx \$1B	Bid Director	14	14Jun11	20Jan12
Anglo American	Applications Outsource	RFP	Lost	\$160	Bid Director	23	28Mar11	13Jun11
National Grid	Infrastructure Outsource	Post RFP	Won	\$0.5B	Global Programme Manager	55	20Feb10	27Mar11
Zurich Financial Services	Infrastructure Outsource	Pre-RFI, RFP, revised RFP, BAFO	Won	\$2.9B	Global Programme Manager	75	02Apr08	19Jan10
Zurich Financial Services	Desktop Outsource	RFP, Negotiation	Won	\$500M	Deputy Programme Manager and Proposal Mgr	35	29Jun07	01Apr08
Network Rail	Server & ERP Platform Outsource	RFP, Negotiation	Won	\$100M	Programme Manager and Proposal Manager	35	15Jan07	27Jun07
BAE Transition Project	Troux Architecture Repository Implementation				Project Manager	5	18Apr06	02Jan07
Vodafone	Apps Outsource	RFP	Lost	\$5B	Proposal Manager	61	28Feb06	31Mar06
NHS	Helpdesk Outsource	ITN, BAFO	Lost BAFO	\$205M	Proposal Manager and Programme Team Member	28	29Aug03	27Feb06
BAE Systems	Apps & Infrastructure Outsource Re compete	RFP	Won	\$1.9B	Proposal Manager	70	16Mar05	28Aug03
MOD DII	Apps & Infrastructure Outsource	RFPI, RFP2, BAFO	Lost BAFO	\$7B	Proposal Manager & Programme Team Member	150+	17Aug03	04Mar05

Dept: CSC UK Bid Mgmt & Support Group.

Period: September 2001 – Aug 2003

Programme/Project Description:

CSC UK's Bid Management & Support Group included 4 full time Bid Managers who operated according to a well defined process. The Group provided proposal development and production services for bids that were too large for Delivery Units to assemble on their own, and that were not sufficiently large to require them to be handled by the European Business Development Group. In practice this meant that the Bid Managers took full responsibility for a variety of different types of bids which fall roughly into the £2-50M bracket.

Role/Responsibilities:

Bid Manager: Paul undertook many bids including being the Proposal Manager for the Consignia RFP (see list below). These presented a range of differing demands including the need to force a No-Bid on the Hays opportunity, close cooperation with FSG staff in the Willis bid, and the trial use of a CSC Portal Project Space (and the conduct of a comprehensive Usability Test) for the Innogy bid. The results of the usability test were passed back to the Corporate Knowledge Office. Paul was also responsible for instituting the Bid Process Improvement Programme, for a major re-engineering of the bid process early in 2003 and for initiating the development of a Systems Dynamics Model to identify key trends. He managed the Portal-based UK Bid Management Community through which the UK Bid Process and Tools were made available to CSC Business Development staff; and he was a member of the Bid Process Improvement Board. The table below lists the bids that Paul worked on while within the UK Bid Management Group.

Client / Bid Name	Bid Type (RFI/RFP)	Final Outcome	Bid Value \$	Bid Budget \$	Delivery Organisation	Team Size	Start Date	End Date
Defra e-nabling Outsource	RFI	Lost RFI	\$1B	220K	GIS/AS/BT/AKC	31	06May03	09Jan03
BP Accelerator SAP	RFP	Lost RFP	\$1.7M	69K	CSI	25	03Apr03	17Apr03
Laura Ashley Outsourcing	RFP	Lost RFP	\$25M	80K	GIS/AS	30	17Oct02	15Nov02
NATS SAP HR & Payroll	RFP	Won	\$2.5M	68K	AS	23	09Sep02	25Sep02
HBOS Mainframe Transitioning	RFP	Lost RFP	\$1.5M	15K	GIS	12	05Sep02	12Sep02
PwC ISS Outsource	RFP	Lost RFP	\$48M	73K	GIS	29	28Jul02	30Aug02
Belron Bridge	RFP	Won	\$22M	58K	GIS/AS	19	18Jun02	31Jul02
Endsleigh Outsourcing	RFP	No bid RFP	\$29M	58K	GIS	3	13Jun02	28Jun02
Consignia (as Proposal Manager)	RFP	Won	\$2.2B	Unknown	GIS/AS/BT Xansa	45	20Mar02	10May02
Innogy Financials	RFP	Lost RFP	\$7M	40K	CSI / AS	12	11Jan02	31Jan02
Willis Blue	Infml RFI	Lost RFI	\$43M	15K	FSG / CSI	9	07Dec01	20Dec01
Hayes eDX	RFP	No bid RFP	\$4M	23K	BPO/GIS Web Hosting	5	22Nov01	29Nov01
Whitbread Darwin	RFP	Won	\$9.5M	19K	Whitbrd Acct/CSI	13	29Oct01	16Nov01
United Utilities ODC	RFP	Lost RFP	\$29M	18K	AS	11	04Oct01	16Oct01

Client: Budget Rent-A-Car, Retained IT Dept

Period: September 1999 – August 2001

Programme/Project Description:

Budget Rent-A-Car is a worldwide vehicle hiring organisation which outsourced its IT operations to CSC and BT in March 1999. The retained IT Dept numbers some 15 people. Late in 2000 the company embarked on a dramatic restructuring programme to regain profitability and to return to a more franchised operation. This included planning and implementation major reductions in IT spend..

Role/Responsibilities:

Project/Programme Manager: Paul established project and programme management procedures; defined and implemented user IT Request procedures; and managed the handover from Arthur Andersen of their implementation of new front and back office systems. He was Project Manager for the rollout of front and back office systems to Budget Spain; and for the integration of the acquired Woods car rental business into Budget systems. He established a current state architecture and an architecture repository. During the restructuring period Paul played a key role in assessing the cost effectiveness of the company's main systems and in negotiating with BT a new Internet-based Virtual Private Network (VPN) to replace the existing expensive fixed line network servicing 350 rental sites across Europe. He subsequently managed programmes of work to develop and rollout the VPN network; and to develop and implement IT systems and services for Franchisees.

Client: ICO**Period: July 1999 - September 1999****Programme/Project Description:**

ICO is a start-up company which is creating a global satellite telephone system. The BOSS SI project integrated off-the-shelf products with bespoke software to provide the business systems to support ICO's operations. The project engaged over 140 staff.

Role/Responsibilities:

Paul was in the three person HCI (Human-Computer Interaction) team which defined web-based interfaces for all bespoke applications being built by the project. Paul helped produce the HCI Strategy document and the Style Guide; and he was responsible for the specification of the Service Provisioning application interface. He also did some HTML development work.

Client: Dupont Agrochemichals**Period: March 1999 - July 1999****Programme/Project Description:**

Dupont Agrochemicals has 8000 staff in 130 sites worldwide engaged in the production and sale of agrochemical products. To support a major IT Investment Programme a need was established for current and future state architectures and architecture governance processes.

Role/Responsibilities:

Paul was the Application and Data Architect and built current state views of those domains. He led the definition of the contents of the overall Architecture, and he created and managed the web-based Architecture Repository. Paul also helped develop Governance procedures.

Client: Nokia**Period: September 1998 - March 1999****Programme/Project Description:**

Nokia partnered with CSC to establish a new Unit to conduct Integration and Configuration of computer systems provided as part of mobile phone infrastructures for clients. The organisation unit was intended to have 100+ staff and 4 sites worldwide within 2 or 3 years.

Role/Responsibilities:

Paul developed an SCC web site to provide easy access to a) the SCC design architecture; b) details of how SCC operates and its current activities; and c) templates, checklists and tools to help people do their work. Paul assembled the current state architecture, and developed procedures for maintaining it. He facilitated the identification of other information required by staff and its novel presentation in the web site. Paul improved the prototype by conducting a usability test of the web site.

Client: CSC C&SI AVM project**Period: November 1997 - August 1998****Programme/Project Description:**

CSC's C&SI Division was entering the Application Outsourcing market and required an Application Value Management (AVM) unit to be designed and created across 7 architectural domains - Product, Process, Organisation, Location, Data, Application, and Technology (POLDAT).

Role/Responsibilities:

Paul was responsible for the Process, Organisation and Location architecture, and for managing the format and content of the whole architecture. He designed an improvement infrastructure, which integrated knowledge management, improvement activities and the use of an operational architecture.

Client: Lloyds TSB**Period: October 1997 - November 1997****Programme/Project Description:**

Lloyds TSB was undergoing a major change programme to merge the business of both banks and were considering using the IBM MDp switch product to integrate some of the two bank's systems. A 'Switch Proof of Concept' project was initiated by the Business Transformation Group.

Role/Responsibilities:

Paul joined the project as the Technical Architect. After 3 weeks he took over as the Project Manager and managed the setup of the project and initial design activities until the Computer Services Group insisted that the project should be managed internally.

Client: CSC UK Division**Period: June 1997 - September 1997****Programme/Project Description:**

CSC UK Division had 4000+ staff undertaking outsourcing and consultancy work. In 1997, CSC UK embarked on a major Transformation Programme to change from a Business Unit structure to a Matrix structure with Industry Practice verticals and Lines of Service horizontals.

Role/Responsibilities:

Paul was responsible for the Systems Architecture work and produced current and future state architectures. He subsequently acted as the Chief Architect within a follow-on UKD IT Strategy study and was the driving force behind the production of the IT Strategy document.

Client: British Gas Trading (BGT)**Period: November 1996 - May 1997****Programme/Project Description:**

British Gas Trading (BGT) sells gas and other products to UK consumers, and was undertaking a programme of development projects to underpin its position in the gas market and to enter the electricity market. CSC set up a central architecture team to support this.

Role/Responsibilities:

Paul was the Applications Architect within the Central Architecture Team. He created current and future state application diagrams and interface catalogues; and he co-ordinated the application architecture work across 6 major projects.

Client: Inland Revenue, Planning Division**Period: April 1991 - September 1996****Programme/Project Description:**

A variety of Human-Computer Interaction (HCI) and Usability initiatives had been started by Mr. Wilson during his previous assignment in the IR Systems Architecture Unit (see below). This programme of work aimed to capitalise on those initiatives.

Role/Responsibilities:

Usability Consultant: Paul finalised the IR's Usability Techniques guide and planned an HCI culture change programme. Paul also played a major role in a 4 person team which conducted two sets of Usability Tests on the Self Assessment Tax Calculation letter and Statement of Account. He devised the test methods and helped carry out the tests with 40 randomly selected taxpayers.

Client: Inland Revenue, Systems Architecture Unit **Period: October 1991 - March 1996****Programme/Project Description:**

The Inland Revenue had an open systems network of more than 40,000 terminals linked to 1000+ servers and over 30 mainframes, as well as several thousand stand-alone or locally networked terminals and PCs. The Systems Architecture Unit defined what components could be integrated into the network and how, and the overall IR architectural strategy.

Role/Responsibilities:

Paul was a Systems Architect and defined architectural requirements for features such as Local Administration, X500 Directory, Bulk Data Capture OCR, distributed printing, and the Bull DPX/20 server. He provided architectural support to the IR Email project; and he defined the IR X500 schema and registered new X500 objects with the UK naming authority. He defined an HCI architectural framework, and an Interface Style Guide; he chaired a cross-organisation Style Guide Forum; and he piloted usability testing techniques. He directed the creation (using Help files) of the IR's 'Strategic Information Repository' of key manuals and guides, which was issued to thousands of users.

Client: Fleet Air Arm**Period: March 1991 - May 1991****Programme/Project Description:**

The Fleet Air Arm required a Full Study of requirements for a new IT Infrastructure including hardware, Common Operating Systems and Software, and Office Automation facilities.

Role/Responsibilities:

Paul was the Office Systems Analyst and produced an office automation requirement's report after visiting several different parts of the organisation.

Client: CCTA Advanced Concepts Branch (ACB) Period: October 1989 - March 1991

Programme/Project Description:

CCTA is the UK Government's Computing Agency. The Advanced Concepts Branch was embarking on an evaluation of Computer Supported Co-operative Work (CSCW).

Role/Responsibilities:

Paul provided technical and project management consultancy: He assisted the client in producing a plan to investigate Computer Supported Co-operative Work. He produced reports with other CSC staff on Desktop Conferencing and the use of X400/X500 in CSCW. He arranged and conducted a CSCW study tour around the USA for the ACB Manager; and he wrote an overview of CSCW which was published as a joint CCTA/CSC book - 'Introducing CSCW' by Intellect Books and Kluwer.

Client: COSMOS Project Consortium Period: October 1984 - November 1989

Programme/Project Description:

Cosmos was a 3.5 year, £1.4 million, collaborative project within the UK Government's Alvey research programme. The Cosmos partners were British Telecom, CSC, Queen Mary College, and Manchester and Nottingham Universities. Cosmos researched and developed process support functionality for formal and informal systems based upon the X400 and X500 email standards. COSMOS emerged from a group-working experiment instigated by Paul within the BLEND project at the NCC. Paul was a prime mover in getting COSMOS off the ground and he brought the project with him when he joined CSC.

Role/Responsibilities:

Paul managed all aspects of CSC's involvement in the project. He contributed to the Structure Definition Language work with Manchester University and established Cosmos' relationship to the emerging field of Computer Supported Co-operative Work (CSCW). He produced 6 issues of the Cosmos Newsletter (mailed to 150 CSCW researchers worldwide).

Client: Ministry of Defence Period: November 1986 - June 1987

Programme/Project Description:

The CHOTS Project provided Office Automation to over 18,000 MOD HQ staff. Phase 1 produced an Operational Requirement, and Phase 2 covered project management and technical support.

Role/Responsibilities:

Paul was an Office Systems Consultant in Phase 1. He defined operational requirements for CHOTS office systems applications, and for the User-Machine Interface (UMI). In phase 2 of the project, Paul evaluated the UMI competence of the 4 bidding suppliers.

Client: Patent Office Period: November 1985 - March 1986

Programme/Project Description:

The Patent Office required an Integrated Office and Patents Computer System (OPTICS). CSC conducted a Technical Design Study for the system prior to building the full system

Role/Responsibilities:

Paul was a Technical Designer in the Technical Design Study (TDS) and produced transaction descriptions and screen proformas for the OPTICS system. He also produced a volume on Man-Machine Interface (MMI) considerations for the TDS report.

Client: Inland Revenue, IT Division Period: April 1985 - November 1985

Programme/Project Description:

The Inland Revenue was implementing the COP (Computerisation of Pay as You Earn) system involving a dozen mainframe centres and tens of thousands of networked terminals. A Maestro system was being installed to support the several hundred IT personnel involved.

Role/Responsibilities:

Paul was an Office Systems Consultant and evaluated the human aspects of the IR Maestro system to determine potential usability problems and training requirements.

National Computing Centre Assignment Details

Employer: National Computing Centre

Period: August 1978 - October 1984

The National Computing Centre's (NCC) mission was to promote best computing practice in the UK. It did so by investigating leading edge research, supplier and user organisations, and feeding back the findings to users in training, consultancy, books, videos, talks etc.

1980-1984: Senior Consultant, Office Systems Team: Paul visited 50+ organisations in Europe and USA and wrote books on Planning for Office Automation (OA) ('82), Fax Evaluation Guide ('82), OA benefits ('83), Electronic Mail ('83), and Electronic filing ('86). He took part in ISO standards work on office system symbols; and in the British Library experiment to produce a scientific journal electronically (the BLEND project; Jan81-Sep84) using computer conferencing.

1978-1980: Senior Consultant, Methods team: investigated Human-Computer Interaction and wrote a book with HUSAT (Loughborough University) ('Designing Systems for People', 1980).

CPC Assignment Details

Employer: CPC (UK) Limited

Period: January 1977 - August 1978

CPC is a large multinational food manufacturer and was processing corn at its Manchester factory to produce bulk food products such as starch, caramel and glues.

Internal Consultant in the Factory Management Services Dept.: Paul produced a Manufacturing Stores systems proposal, a Factory Personnel Information initial study, a report on the ergonomic aspects of a proposed Order Processing System, and guidance on how to organise and carry out systems development work. He also represented Management on a weekly joint Trade Union/Management Job Evaluation committee.

Kodak Assignment Details

Employer: Kodak Limited

Period: October 1972 - January 1977

Kodak is a large multinational manufacturer of photographic products.

1973 - 1977: Needs Analyst in Estimating and Planning (E&P) Dept.: defined changes to Stock Control, Sales Forecasting, and Production Planning systems; defined and implemented an imported goods receiving system; introduced the use of microfiche in the Dept.; produced an overview of departmental systems and their inter-relationships.

1972 - 1973: Paul was recruited into Kodak as a Graduate Trainee. He spent some months as a Stock Controller and a Sales Estimator, before joining the Organisation & Methods Dept.