

Philip Williams

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Profile

Philip is an experienced and successful General Manager with an extensive background managing and motivating teams to achieve business goals

Key Skills

- Leading and motivating operational support teams
- Building successful teams, including training and development
- Establishing and improving customer technical support, including helpdesks
- Developing and implementing ICT strategies
- Managing significant change programmes
- Developing and negotiating service level agreements
- Bringing order, control, and measurement to operational teams
- Coaching and mentoring in various situations
- Innovating — Quantifying — Orchestrating
- Negotiating with Trade Unions

Career History

Sole Trader: PWConsultants (June 2004 — to date)

- Represent senior managers at Grievance/Discipline hearings
- Design and create web sites for small businesses
- Managed the £100,000 refurbishment of 200 year old farm house – saving at least £30,000
- Managed the installation of a 6Kw wind turbine, batteries and associated plant

Having left BT with an attractive voluntary redundancy package I have been managing the refurbishment of our 200 year old house (www.NR133QD.co.uk) including installing a medium sized wind turbine. That renewable energy source provides 60% of the power needs of the house. At the same time I have been following my interest by working part-time providing e-mail and web presence for small companies (e.g. www.MountainArks.com, www.amhey.co.uk, www.burghislandcauseway.com, www.MickHanbury.com, www.PortaMaterna.it, — see www.PWConsultants.co.uk) along with some ICT consultancy. Because of my extensive experience of HR processes I occasionally work for Russell, Jones, and Walker (employment solicitors) to represent senior managers at discipline hearings.

IT Programme Director: BT Business (March 2004 — June 2004)

- Led, for BT Business, the BT Group wide “my customer promise” change programme
- Managed a virtual team to deliver a key business change programme

BT Business was the division within BT Retail dedicated to serving the IT and communications needs of small and mediums sized businesses in the UK. BT Business generated over £2.5 billion revenue for the BT Group. Following the successful move of my former duties to a new shared service organisation I was asked by the BT Business Managing Director to lead a major change programme aimed at making a step change in the customer focus of the business. The virtual team that I led delivered the process and cultural changes necessary to support the launch of the advertising campaign.

Head of Systems: BT Business (November 2003 — March 2004)

- Managed the systems development spend for BT Business (~£15m)
- Supported the creation of a shared service IT organisation
- Negotiated robust and fit-for-purpose service level agreements

This was a new post created to improve control over the development spend for BT Business and optimise the organisation and coordination of systems development work in order to get the most business benefit from a limited budget. This project transformed the way in which IT systems development was carried out for BT business — including cessation of my role.

Eden Project Acting ICT Director (November 2002 — November 2003)

- Developed and implemented an IT strategy
- Set up customer focused helpdesk with performance measures
- Reduced telephony spend by over £150,000 per year
- Managed implementation of state of the art VoIP system

The Eden Project is a small business with a turnover of £25 million that runs a unique and very successful visitor centre in Cornwall. They originally planned for 500,000 visitors a year, had 2 million in their first year, and maintained that in subsequent years. The Eden Project is more than just a visitor attraction they also aim to assist in the regeneration of Cornwall and raise awareness of environmental issues. I was seconded to the Eden Project at the request of the BT Business Managing Director to work with the Eden Project Executive Directors to develop and implement an appropriate ICT strategy. Initially the secondment was for 6 months but was extended to a year because of the success achieved.

General Manager Data & Desktop Services (2000 — 2002)

- Led and managed a large IT Support team (in excess of 900 people)
- Managed budgets in excess of £150M per year
- Managed the transfer of over 340 people from BT to Computacenter under TUPE regulations
- Negotiated with the trade unions to successfully avoid 13 references to the industrial tribunal
- Met all targets — performance, manpower, financial and revenue and generated £7m in external revenue
- Introduced Event Driven Customer Satisfaction Measures to the whole of the operation
- Negotiated business wide service level agreements

This was a national post to which I was promoted because of my success as a Regional Manager. The Data and Desktop Services was a unit of over 900 people (technical and managerial) and had responsibility for providing support (install and repair) for the in-building elements of all of BT's IT infrastructure and desktop estate — some 125,000 customers. I reorganised the unit out of existence when the field installation and repair part of the unit was outsourced to Computacenter in March 2002. That was a very turbulent time for the team but by skilful leadership performance of the team in satisfying customer demands improved steadily

Southern Regional Manager for Data & Desktop services (1999 — 2000):

- Managed the successful amalgamation of three disparate helpdesks into one and
- Improved helpdesk on-line clear performance from 50% to 90%
- Specified and developed a state of the art trouble ticketing system (Remedy)
- Managed a major transformation removing two levels of management
- Achieved a 48% reduction in temporary staff, saving £2.1 million a year
- Phased out the endemic management overtime payments
- Developed and implemented a web-based event driven customer satisfaction measurement system
- Increased customer satisfaction with the services provided from 75% to over 95%.

Earlier Positions

Manager BT Laboratories Customer Services (1994 — 1999): Computer & Network Support and Management (1990 — 1994): Software Systems Development and Management (1981 — 1990): Artificial Intelligence research (character recognition) (1974 — 1981): BT Canterbury Telephone Area Engineering apprenticeship and various telecoms engineering jobs (1966 — 1974).

Qualifications

Fellow of Institute of Electrical Engineers	2008
Institution of Engineering and Technology, Chartered Engineer	2006
Diploma in NLP	July 2006
OCN Level 2 (6 Credits) in Mentoring	2005
Fellow of the British Computer Society	2005
Member of the Institute of Electrical Engineers	1970
BA (Honours) in Computer & Communication Engineering — University of Essex	1970 - 73
Telecom Technicians Part II Certificate — City & Guilds of London Institute (CGLI)	1967 – 69
Member of the Institute of Electrical Engineers	1972

Interests

I enjoy walking and digital photography. I keep up with technology and have a great interest in the internet (my team put in BT's very first internet connection in the 80s) and web technology. For a short period (June 2004 — November 2004), before moving for family reasons to the Norwich area, I served as a Parish Councillor for Mellis village in Suffolk. I like to help others and have represented people who have had issues at work, both in BT and in other companies. I have also worked as a volunteer mentor as part of the government's new deal scheme for young people out of work for more than 6 months. In pursuit of this I gained an OCN level 2 (6 credits) qualification in Mentoring.

Voluntary Activities

Whilst building a very successful career in BT I was also active in the national independent trade union for managers in BT (SPOE then STE now Connect). I held various senior positions including: Research Branch Secretary (1979 — 1983), National Executive Council member (1981 — 1990), Research Senior Branch Treasurer (1990 — 1999), Senior Managers Branch Chair (1999 — 2004), General Branch committee member (2004 — 2007), General branch Principle Officer (2007 — to date)

In those positions I dealt with negotiations on the discipline code and handled personal cases for members subject to that code or with grievances of harassment, discrimination and so on. As chair of the responsible committee of Council in the 1980's I led the negotiations with the company on the appraisal system and the discipline code. We also had discussions with ACAS on their discipline code guidance. During that time I also taught handling discipline cases and negotiating skills to union activists. Since 2004 I have dealt with a number of discipline cases for members in companies other than BT.

For a short period (June 2004 — November 2004), before moving for family reasons to the Norwich area, I served as a Parish Councillor for Mellis village in Suffolk.

From August 2004 until the scheme finished in December 2005 I was a volunteer mentor as part of the government's new deal scheme for young people out of work for more than 6 months. In pursuit of this I gained an OCN level 2 (6 credits) qualification in Mentoring.

References available on request