



UPM Team Member Profile

Name: James Ormrod

Position: Associate

Current Engagement: Requirements Manager, NHS SUS data warehouse, BT Major Programmes

Past Roles: Demographics portfolio lead, NHS NPfIT Nation Spine at BT Global Services
Lead CMMI Implementation Architect. DWP Account at EDS, an HP Company
Lead Process Engineer, HMRC major programmes at Capgemini
Tools and Standards Manager, Global Technology Services at PWC
Lead Architect, Razorish e-commerce
Technical Lead LIFFE Connect automated trading platform

Years in the Industry: over 20 years

Specialties:

Major IT programme technical leadership, client management, supplier management (off-shore and on-shore), commercial management

Pragmatic application of software development methodologies and measurement to reduce cost and increase quality

Pragmatic application of RAD, RUP and Agile techniques across the full software development life-cycle

Project and programme management

Charismatic leader who consistently gets the best out of his teams

Measurement and estimating used to drive up value and quality across releases and drive down costs with suppliers

Business Strategy, Business Architecture, Business and Systems Analysis, IT governance, architectural frameworks

CMMI - both implementing a CMMI improvement programme and being assessed at level 3 for all Software Engineering and PM process areas

Process improvement and cultural change in complex organisations

Use Cases, UML, requirements management tools, CASE and modelling tools, requirements tracing, baseline and change management

Ability to understand and assess technical IT issues including architecture, software design and code, performance, Data Warehousing, large scale integration.

Summary:

James is expert at applying agile techniques to major complex programmes to deliver cost savings, improve quality and reduce time-to-market.

He started writing applications for blue chip clients in the 80's, when you either adopted a "big M" methodology or hired good people and figured it out for yourself. James did the latter, applying structured analysis and design techniques, data driven development and prototyping to deliver high quality software to retail banking and telecoms customers.



By the early 90's James was doing RAD and was applying OO Analysis and Design and Development, incremental prototyping and Boehm's Spiral Model in an iterative incremental development process that won him major clients and was presented at development conferences.

Mid 90's and into the early 00's, James was a software engineer and technical lead on high-profile projects for television, derivatives trading and e-commerce. His toolkit by now included the Unified Process, Model driven development, UML and OO. JAD, strong baseline, quality and configuration management and daily builds with self-testing code ensured that James' projects always exceeded expectations.

Focus on cost at the end of the internet boom forced organisations to recognise that strong processes were essential for the successful delivery of complex software. James helped one of the world's largest accountancy firms by introducing the Unified Process and a major UK public sector organisation to apply it effectively on its largest programme.

As we move into the 2010's, James is once again at the sharp end, in his 3rd year on a major UK Health programme, again delivering software in a key role on a major complex programme and achieving measurable cost and quality benefits.