

Una McGarvie

I am fortunate to have enjoyed an exciting career which has spanned both the public and private sector. It has enabled me to obtain a wealth of experience in the professional areas I love, project & programme management, change management, HR and learning & development.

Contact Information

Mobile: 077 914 67868

Email: Una@connectingdots.co.uk

Twitter: @connecttweets

[LinkedIn](#)

www.connectingdots.co.uk

Director of Connecting the Dots Ltd – August 2011 – Present

I am co-owner of ConnectingDots. We provide learning solutions to organisations and develop the skills, expertise and business acumen of learning professions. Services include coaching, consultancy, instructional design, learning design and delivery. Examples of my achievements include:

- Developing Change Management Skills for Senior Executives in the Aviation Industry
- Delivery of Leadership Development for IT Executives in an international courier company
- Development of Project Management capability across a range of organisations and sectors
- Instructional design and development of online learning
- Design and Delivery of a learning programme for the Chinese Civil Service
- Coaching of senior leaders of programme and projects across the public sector
- Design and facilitation of learning and development solutions including leadership development
- Design of career planning solutions

Director of Insight in Change Limited October 2010 – November 2012

As the sole owner of this Management consultancy company I offered consultancy support to clients with a focus on Change Management, project management and Talent Management. Work included:

- Project management in a global manufacturing company supporting transformational change to their global recruitment process and coaching internal staff.
- Working with a Global Foundry business to design a relevant and pragmatic Talent Management solution to develop current and future capability and provide succession management.
- Design of an employee engagement survey, evaluating responses and delivering workshops to involve staff in identifying key projects to improve engagement.
- Lecturing at two London Universities on graduate and Post Graduate Human Resource courses in areas of the learning organisation, talent management and change management

Project Manager for Cross Government Transformation Project (August 2009-September 2010).

My challenge was to halve the cost of delivering learning and development services across all of Central Government. This was achieved through:

- Analysis of service delivery processes and management information to identify efficiency savings
- Developing a business case to the Civil Service Management board identifying £93m of savings.
- Matrix managing a large team people dispersed around the UK.
- Cross Government engagement with broad range of key stakeholders to bring about significant culture change, behavioural change and encourage greater innovation and collaboration between Departments.

Head of Learning & Development for Department of Innovation, Universities & Skills, May 2008 to Aug 2009

A strategic role where I defined and implemented a skills strategy aligned to business needs for a new government department within challenging timescales. This required a creative approach enabling learning provision through an outsourcing model with external providers and other Government Department. I promoted a culture change towards self-managed learning, action learning, group initiatives and implemented a learning resource portal. I had regular discussions with the permanent secretary and executive board members and with Heads of Learning in other Government Departments. I also sat on cross Government Project boards, for example, I was Senior User for implementing a £2bn framework contract for learning services across the wider public sector.

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Head of Learning & Development for the Home office, October 2006-May 2008

The aim of this role was to manage and turn around the reputation of the learning organisation responsible for providing learning solutions for all Home Office staff. I defined the business Strategy & plan for service delivery whilst meeting challenging KPI's. I delivered business and cultural change resulting from the creation of the Ministry of Justice, introduced stretching performance standards and a change programme to address issues (such as poor customer service, inadequate MI and customer dissatisfaction).

Head of IT & Project/Programme Management Skills – Home Office, May 2003 – Oct 2006

My responsibility was to build the departmental IT and PPM Skills Capability. I introduced a culture change to enable learning at the desk and non-classroom based learning to be accepted. I introduced E-Learning for 25,000 staff across disparate IT Networks and locations, providing 24*7 access to learning for all. This delivered savings of £1m pa. I audited the IT skills of 7000 staff and introduced an IT skills strategy based on the outcomes leading to significant changes in IT learning. I also engaged in cross government initiatives to improve Project and Programme Management effectiveness and define a PPM skills competency framework.

Project Consultancy Home Office Policy areas October 2002 to May 2003

I provided project consultancy support to two Home Office policy programmes (Race Equality and Community Cohesion). I established project management structures, implemented project support functions, coached staff in project techniques and assisted with delivery planning and risk management. These projects reported through to the Prime Ministers Delivery Unit. As part of this role I liaised with Ministers, Directors, internal and external stakeholders.

Head of Project Development Police IT Organisation April 2001 to Sept 2002

I engaged in cross government initiatives with the Office of Government Commerce and the Lord Chancellors Dept. I coached and mentored project staff, and undertook contract negotiation, project workshop facilitation and provided consultancy across the 43 police forces for a wide range of Police IT Projects.

Summary of Other Roles

- I established the Project Support Office for the Police IT Organisation. This supported 50 projects and programmes and provided independent project assurance to the Executive Board
- I project managed the Implementation of the first Mobile Data Network providing direct access for all police forces from their mobile vehicles to the Police National Computer (PNC).
- As Head of Service Delivery for the Police National Computer I was responsible for service delivery targets of 99.9% availability, 24x7.
- I undertook full benchmark of Police National Computer services and full and partial replacement of the mainframe computer hardware, including implementing Disaster Recovery Systems.
- I undertook Casework for the Criminal Injuries Compensation Board – Assessing claims for compensation including high profile cases such as the Brighton bombing.

Professional Memberships and Qualifications

Association of Project Management, British Computer Society, Chartered Management Institute, Fellow Chartered Institute of Personnel Development, member of European Coaching and Mentoring Association.

MSc in Project Management, Post Grad. Certificate in Leadership, HND Business Studies, Cert. Psychology of Management, Certificate in Coaching Practice, ISO 9000 Lead Auditor, ISEB Certificate in Project Management for Information Systems, MSP Advanced Practitioner, PRINCE 2 Practitioner, APMG Accredited Programme and Project Sponsor qualification, ITIL Foundation Certificate in IT Service Management, Certificate in Training Practice. Licenced Practitioner for Insights Discovery psychometric profile.