Experienced Director Technical Programmes et Projects

Shane HAWKINS
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Interim Manager and Consultant on projects and programmes including large international undertakings from concept, through implementation and onto operational management (OE and SLM). Expert in technical management and business improvement.

• Culturally aware, strong leader, open-minded and innovative.

• Business development : able to identify & lead change, improvement or transformation.

• Customer Management : knowledge & understanding→opportunities→partnership.

• In depth PMO (portfolio→programme→project) management knowledge : able to set up a programme office (procedures, train team, KPIs).

• Strong technical background (extensive engineering, systems and IT knowledge), expert in through life maintenance and support for complex systems.

INTERESTS : An ex military officer, Shane is a Qualified Sailing Instructor, Master of Yachts, Diving Supervisor & Mountain Leader. He enjoys the outdoors, is a keen skier, has campaigned a racing yacht, has been a registered NHBC Builder and ran a successful property development partnership.

Language : English – Mother tongue, French (B2/C1) – Fluent

EXPERIENCES (defence, maritime, telecoms, nuclear, tooling & food/drinks)

• **Freelance (support & interim management)** : implementation, change & improvement programmes

• **Senior international programme manager** (programme €180M)

• **Head of communications and information systems group** (2500 users, 4 sites)

• **Group deputy** : group strategy, prioritisation & improvement (Projects £200M, annual budget £20M)

• **Customer and requirements manager** (active programmes £2.2G, annual budget £380M)

• **Projects office manager** (PMO, 20 project managers, projects £60M)

• **Head global support group** (3 project managers, teams of 60 persons, annual projects £20M)

• **Senior project manager** (team of 60 persons, projects of £1M)

• **Head technical department** (30 persons)

ACADEMIC QUALIFICATIONS

Post Graduate systems engineering with leadership & management (Masters Programme)
B Eng (Hons) Degree in communications systems (RF, networks, design, architecture) with business (operations, logistics and management) and language (French)
HNC, OND & ONC in Electronics, Engineering and Electrical Engineering

CERTIFICATION

FCMI - Fellow Chartered Management Institute
Eur Ing - Ingénieur Européen FEANI
C Eng - UK Chartered Engineer
PMP - Project Management Professional
PRINCE 2 Practitioner
Agile – extreme PM

AREAS OF COMPETENCE

Personnel management and motivation (IIP, HR)
Transition & Transformation Management
Manufacturing & Business
(IBM, ISO9001, TQM, 6s, Lean & OE)
Operations Management (inc Logistics)
Supply Chain & Supplier Management
Risk Management
Engineering Management (EMM, FMEA, PLM)
Asset Care: ILS, Whole Life Design and Management (inc operating & support model definition)
Customer, Requirements & Stakeholder Management
Portfolio, Project and Programme Management (Prince2, EVM, Agile, Scaled Agile)
Microsoft Office, Microsoft Project, EPM et Share-point

Detailed experience :

Since Sep 2009	BetterBusiness - Freelance management consultant

Programme, operational excellence and technical management expertise
Clients : EFR Group, Stanley, Black & Decker, Coca Cola Enterprises, OptimumFX, DAHER CSI.

- successfully implemented key business development programmes, provided expert guidance and team advice to directorates to safeguard and secure operational and business objectives.

- programme manager for pan European equipment programmes including software and equipment roll out and replacement (new equipment, new products, end user/consumer interface, data / user migration, retail data collection), as well as Cloud based IoT equipment performance monitoring and management along with organisational change.

- Programme manager for large automation programme including ERP and CRM connectivity, system data setup, IT LAN / WAN infrastructure, remote server virtualisation, whole system validation, verification and acceptance testing.

- provided a mixture of technical and engineering consultancy support covering asset care, quality and engineering management: from vision & strategy to the delivery of tangible, sustainable (continuous) improvement as well as broader operational excellence (OE) and managerial consultancy support. Implemented shop floor engineering standards and operational team procedures covering team and production line management and a back to basics management walkround.

- successfully intervened, providing leadership and guidance for a large series manufacturing programme in difficulty, working with the customer to improve understanding and communications as well as time to market, product quality and the margin. Produced the Quality Assurance Project Management Plan, put in place Risk, Project and FMEA management procedures as well as leading innovation workshops.

Jan 07 – Jan 09	International projects manager (up to €180M – 130, 000 users)

NATO NC3A	Sector: Communications (Space, Telecommunications and IT)

- responsible for stabilising and sustaining a large complex international C&IS programme covering the implementation, migration and in service phase: implemented integrated Reporting, Performance, Acceptance, Requirement, Service Level and Customer / Supplier Management Processes and agreements (under ITIL), whilst working in tandem with the customer and other stakeholders to improve communications, programme delivery and customer satisfaction.

- account manager Norway: successfully led a couple of important customer support projects providing advice on technical requirement setting for a couple of communications and IS programmes: conducted response to tender: creation, review and submission business case, contract production and issue tender response. Initiated projects, managed the client relationship and ran the projects, delivered product(s) and gained customer acceptance. On completion produced the project report and lessons learnt and closed out the projects.

Jan 06 – Jan 07	Head communications & information services group (2500 users)

Plymouth Area - Directorate Engineering & Support (DE & S)
Sector: Telecommunications and IT

- responsible for assuring provision of CIS services to the business units over 4 sites. This work included financial planning, future business planning, contingency planning, supplier and customer liaison, service level agreement and assurance (ITIL, QA), staff management, personnel reporting, training and administration.

- identified critical IT network resilience issues and worked closely with the supplier(s) to implement an acceptable IT network resilience solution.

- planned, oversaw and partially implemented the migration of 4 sites onto a new cloud based IS system (2500 users).

- oversaw and managed the migration to a centralised and then an outsourced support model.

May 05 – Jan 06	Group deputy & portfolio manager (projects £200m, Yr £20m)

MGMS Equipment IPT: design and support - Directorate Engineering & Support (DE & S)
Sector: Defence (Sensors and Armament)

- Develop a strategy to improve the groups delivered services to

customers at reduced cost (lean, output focus & value stream) and ensure group co-ordination covering business and project management, in particular: project risk, project business case submissions, performance management, project stakeholder communities of interest and group activity prioritisation. Secondary role providing systems engineering advice to the project teams focusing on equipment maintenance, management and ILS.

- introduced a value management framework using value stream and output focus techniques to focus the group on more effective (reduced cost) delivery to the customer without loss of quality.

- identified that project teams were not forecasting the actual improvement expected (value added) by new, or existing sub-project activities. He outlined such an approach and demonstrated that many activities were not cost effective; resulting in the re prioritisation of resources to best effect.

Aug 03 – May 05   Customer & requirements manager (assets £2.2Bn, Yr £380m+)

MGMS Equipment IPT: design and support - Directorate Engineering & Support (DE & S)
Sector: Defence (Sensors and Armament)

- Ensure a working interface between the Team and its clients. To develop, maintain and manage the Team's Internal Business Agreements and Customer Supplier Agreements and to provide a monthly brief to the management board on key customer and stakeholder issues. Work as the clients representative on new projects and assist project managers during the various project stages (project initiation, planning, execution and closure), key roles: requirement setting & management, stakeholder management & customer liaison, plus: providing advice and support to cover technology maturity, project concept, product demonstration and assessment, bid evaluation and selection, production, handover, utilisation and eventual disposal; all in consideration of the equipment whole life cost.

- provided expert advice on requirement setting, equipment design, ILS (EMM), equipment in service support (Asset Care Management) and whole life cost of ownership for equipment.

- presented the group at customer reviews, worked to deliver improvements to customer relationships widening channels of communications, understanding and translating technical requirements, and setting up visits for learning and sharing knowledge. Built a sound understanding of the customers' current and future needs and interpreted this into a tactical action plan and strategic route map for the group.

- identified that the agreements did not correctly align responsibility to the supplier teams : scoped and championed a radical change to the performance monitoring & management system to provide accurate performance data that would enable these agreements to be changed, whilst improve response to the customers'.

June 01 – Aug 03   PMO - Projects office manager (20 PMs)

Plymouth Naval Dockyard: maintenance, repair & support - Directorate Engineering & Support (DE & S)
Sector: Defence (Sensors, Communications, IT, Marine, Armament)

- Set up PMO office governance and procedures inc reporting and centralised PMO dashboard.

- successfully led the work to identify the scope and manage the transition into the partnering arrangement for a large element (£300M) of a multi £B transition programme: this included moving the team to new premises, setting up a new common ERP system for the exchange and management of work packages between business units, business agreements, agreeing KPIs and performance monitoring arrangements; all whilst ensuring the active projects themselves were not affected.

- advised on the form and function for a new global PLM system and took part in key stakeholder meetings as an equipment support SME.

Mar 01 – Aug 03   Global engineering support & senior project manager (Teams up to 60, 3 PMs, annual budget £20M)

Plymouth Naval Dockyard: maintenance, repair & support - Directorate Engineering & Support (DE & S)
Sector: Defence (Sensors, Communications, IT, Marine, Armament)

- responsible for global support and providing technical expertise.

- Managed diverse & complex projects : from the design and construction of communications & information infrastructure including civil engineering, to the redesign and construction of ship structure, exchange of gas turbines, diesel generators and weapons systems, plus deep preventative above water and underwater maintenance packages.

Nov 98 – Mar 01   Engineering manager (30 Staff)

Responsable for the communications, IT, sensors (inc Radar & Sonar) and weapons systems
Royal Navy   Sector: Defence (Sensors, Communications, IT, Armament)

successfully ran an engineering department: responsible for technical and professional standards and the availability, maintenance and operational performance of the equipment: sensors, comms, IT and weapons.

Jan 87 – Nov 98 Training, technical team leader, system engineer