



Shane HAWKINS

Expert in Management, Maintenance and Improvement

People <-> Profit <-> Planet

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Dream, Challenge, Innovate. Assist, or lead teams and international undertakings from concept, through delivery and onto operational management (OE and SLM). Expert in leadership and management, programme, operational excellence, customer success and business improvement.

- Culturally aware, strong leader, open-minded and innovative.
- Business improvement : able to identify & lead change, improvement or transformation.
- In depth PMO (portfolio→programme→project) management knowledge : able to set up a programme office (procedures, train team, KPIs).
- Customer Management : knowledge & understanding→opportunities→partnership.
- Strong broad technical background including digital transformation (extensive systems and IT knowledge), expert in innovation, through life maintenance and support for complex systems.

LANGUAGES : English – Mother tongue, French (B2/C1) – Fluent. Dual Nationality : French / British

INTERESTS : Qualified Sailing Instructor, Master of Yachts, Diving Supervisor & Mountain Leader. Enjoys the outdoors, keen skier, has campaigned a racing yacht and been a registered NHBC Builder and ran a successful property development partnership.

EXPERIENCES

Defence, Maritime, Industrial, Retail, Logistics, SaaS, Nuclear, Food/Drink, Banking

- **Freelance** : coaching/assistance, service delivery, projects, change & improvement programmes
- **Operations Manager** (SaaS tech start-up)
- **Senior international programme manager** (CIS / IT programme €180M)
- **Head of communications and information systems group** (2500 users, 4 sites)
- **Group deputy**: group strategy, prioritisation & improvement (Projects £200M, Yrly 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 (IT, 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 & motivation (IIP, HR)
- Transition & Transformation Management
- Manufacturing & Business (ISO9001, 6s, Lean & OE)
- Operations Management (inc Logistics)
- Supply Chain & Supplier Management
- Risk Management
- Engineering Management (EMM, FMEA, PLM)
- Asset Management : ILS and Whole Life Design (covering operating & support model definition)
- Customer, Requirements & Stakeholder Management
- Portfolio, Project and Programme Management (Prince2, EVM, Agile, Scaled Agile)

Detailed experience :

Sep 09 - Jun 19

May 21 - Present

BetterBusiness - Freelance management consultant

Leadership and management, transformation, operational excellence and technical management expertise

Clients : CMA-CGM Ships, EFR Group, Stanley, Black & Decker, Coca Cola Enterprises, OptimumFX, DAHER CSI.

- ➔ Coaching and support for directors and managers to help define their visions and improvement strategies (People and Leadership, ISO 9001, Lean, and OE).
- ➔ Programme management
- ➔ Troubleshooting, or providing guidance and advice on best practices, including project tracking, risk management, and SLM (Service Level Management) for large-scale transformation programs. Keywords: infrastructure, cloud, IoT, Industry 4.0, virtualization.
- ➔ Technical assistance focused on proactive and adaptive maintenance and equipment monitoring.
- ➔ Expertise in automation programs, mass production, or continuous manufacturing to improve margins, product quality, and customer satisfaction.
- ➔ Systems Engineer, Expert: Full product lifecycle (PLM), Integrated Logistics Support (ILS/SLI), and performance monitoring.

- successfully implemented key business development programmes, provided expert guidance and team advice to directorates to safeguard and secure operational and business objectives.
- change portfolio manager banking : oversight and management of budget, business case and prioritisation process, linking to execution under agile. Set up and refine processes including onboarding change leads, manage transition to new organisation, implement new tools and provide training and support.
- programme manager for pan European digitalisation 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.
- Instigated and managed innovation programmes : stood up and led technical workshops with SMEs and industry experts for both large series manufacturing and continuous manufacturing programmes / factories with a balanced mixture of blue skies thinking, industrialisation and focussed objectives, transitioned outcomes into discreet programmes of work.
- successfully intervened, providing leadership and guidance for large series manufacturing programmes 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.
- 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.

Jun 20 - Apr 21

Operations Manager

Cenareo

Sector : SaaS Digital Signage and Communication

Overhaul Operations

Responsible for Service Delivery (customer roll out and support), logistics (customer and supply), hardware build and software set up, Asset Management (SAM and HAM), customer invoicing.

- Outlined the vision, identified and agreed company wide goals.
- Led team workshops, supported and encouraged independent, innovative and agile thinking within the team and with our partners to reimagine the perceived future state.
- Ran micro innovation workshops, completed a gap analysis for 'current state' to the 'desired state' using industry benchmarking, Customer expectations and known Customer 'pain points' to define the desired future state, listed the key deliverables and results to close the gap in a quick, modular way.
- Reviewed existing processes using lean tools to identify quick, modular actions to deliver rapid improvement.
- Worked with the team to review the setup of the existing management tools and simplified the management process, aligning it to the actual logistics, ordering and support processes to increase speed and enable clear reporting and management.
- Completely overhauled the Customer Online Help Center : provided a coherent structure and layout that was easier to navigate and better aligned to Customer themes (used benchmarking, support incident statistics as well as Customer key words searches as the basis for the changes), added customer tutorials and self help guides as well as interactive diagnostic tools.
- Conducted review and gave advice on the ERP suite specifically the PLM module providing an outline architecture and information framework with decision matrix for process and software changes.
- Overhauled the categorisation of incident and service requests to better facilitate root cause analysis and so prioritisation of problem areas, leading to better, more effective equipment and service improvements.

Jun 19 - Jun 20

PMO

Cenareo

Sector : SaaS Digital Signage and Communication

Set up and run the Cenareo Projects Management Office (PMO)

Responsible for Customer Management and Service Implementation (and delivery) from pre contract client discovery until deployment completion and in service handover.

- Put in place a delivery process and project management office.
- Identified and implemented quick changes to reduce time to deploy and improve delivery capacity through innovative thinking.
- Introduced new delivery management software tools in conjunction with better use of existing CRM and PLM tools to result in effective, easy to use Reporting and Management tools for the internal team and our external partners.
- Working with the team and our partners, delivered on a promise to increase capacity by 400%.
- Put in place guidance and software tools to assist our deployment partners.
- Built strong relationship with clients as a trusted service provider

Systems Engineer and International projects manager (up to €180M - 130, 000 users)

- Systems Engineer, SME : Whole lifecycle PLM, ILS and performance monitoring
- 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 product lifecycle management and 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.

Head communications & information services group (2500 users)

- 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.

Group deputy & portfolio manager (projects £200m, Yr £20m)

- Develop a strategy to improve the groups delivered products and 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 performance monitoring, maintenance, wholelife product management (PLM) including performance monitoring 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.

Customer & requirements manager (assets £2.2Bn, Yr £380m+)

- 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, Product Lifecycle Management (PLM) covering Integrated Logistics Support (ILS), Early Maintenance Management (EMM), asset management and whole life cost of ownership.
- 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'.

PMO - Projects office manager (20 PMs)

- 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 PLM element (of an ERP system) to manage the exchange and management of work packages between business units, along with the associated business agreements, KPIs and performance monitoring arrangements; all whilst ensuring that operations 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.

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

- responsible for global support and providing technical expertise : Information, communication, sensors and automated systems (Armaments).
- 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 automated (weapons) systems, plus deep preventative above water and underwater maintenance packages.

Engineering manager (30 Staff)

Responsible for the communications, information, sensors (electronic, Radar, Sonar), IT and automated (weapons) systems

successfully ran an engineering department: responsible for technical and professional standards and the availability, maintenance and operational performance of the equipment: information, communication, sensor, IT and automated systems (Armaments).

Maintenance Team Leader (3 personnes)

Responsible for the availability, maintenance and operational performance of a number of complex systems with mechanical, hydraulic, pneumatic, electronic and computer components.