



Position: **Project Manager**
Name: Per Rolighed Hansen
Year of birth: 1955
Nationality: Danish

Profile Summary:

Senior Prince2, Scrum, SAFe, DSDM(Agile), GDPR and ITIL certified IT Project Manager and Business analyst with expert competence in IT and business in the following areas:

- Project Management of all types of IT projects, including outsourcing projects
- Management of IT and data lifecycle
- Change Management, Business and IT transformations
- Business Analysis and Project Case Evaluations, Requirements
- Contract Negotiation and Contract Management
- Stakeholder and vendor management, outsourcing and 10+ years' experience in international organizations
- GDPR, IT Security, Compliance and Governance
- Project Governance, Project Control and PMO associated work, project models

Very strong communicator who can work with all levels of an organization. Works very well in highly political organizations, steering groups and line management.

With a dual background in business as well as IT, I can bridge the gap between the two areas. From my many projects and tasks around the World, I know the differences in language and culture when people from different countries work together, and I naturally focus on the special challenges in such projects.

I have a very structured and analytical approach, not afraid of making decisions (and take the responsibility). I always focus on delivering highest quality work, but I am also pragmatic, and know what can be achieved, and what not. I am a good team player who is not afraid of hands-on assignments.

I live in the city of Odense, Denmark, and I am used to commute within Denmark as well as abroad. Apart from my native language, Danish, I speak English fluently, and I can also understand German, Swedish and Norwegian well enough to manage.

Focus Areas:

Project Management / Project Execution

Very experienced senior project manager with focus on results, delivered on time and within budget. I have more than 20 years of experience, primarily from the Financial and Energy sectors, but also from Insurance, Public, and Media sectors.

I hold an impressive list of successful projects, using traditional Waterfall models as well as Agile methods.

I am certified in PRINCE2 (practitioner level), SCRUM, SAFe, and DSDM Agile Project Management.

Management of IT Lifecycle

I am very experienced in covering the entire IT lifecycle, from project initialization to de-commissioning of the IT system. When the entire lifecycle is covered in a project, it minimizes the risk of extra work due to unforeseen maintenance in the future.

In practical terms I achieve this by involving Operations and IT Compliance, analyzing the daily situation from process as well as data views.

I am Certified in ITIL.

Management of IT Lifecycle

I am very experienced in covering the entire IT lifecycle, from project initialization to de-commissioning of the IT system. When the entire lifecycle is covered in a project, it minimizes the risk of extra work due to unforeseen maintenance in the future.

In practical terms I achieve this by involving Operations and IT Compliance, analyzing the daily situation from process as well as data views.

I am Certified in ITIL.

Business and IT Transformations

An important part of every project is to ensure a smooth transition to the new business situation. One part of this is the technical tasks related to development, implementation and release of new IT. I have managed several IT transformation projects, latest the Nordea Corporate Netbank migration to a new platform; another part of the transition is the organizational change management. Planning for this is a natural part of my project tasks, from organizational re-structures to change management on an individual level.

I am certified in the Prosci ADKAR Change Management Model.

Business Analysis and Project Case Evaluations

I am very strong on Business Analysis, and always have a focus on Business Case evaluation. With an eye for detail I ensure that scope is under control, and the Value-for-Money is not compromised.

Contract Negotiations and Contract Management

I have strong skills in Contract Negotiations and Contract Management. Experience from both customer and vendor sides gives a good background for organizing and structuring documentation (RFI/RFQ's, Requirements and Solutions) in the best way, but also ensures a solid basis for good negotiations with a win-win result.

Further, I am experienced in EU tenders, using ESPD.

Customer, Vendor and Sub-Contractor Realties

I am an expert communicator with a dual background in Business and Technology. This makes it easy to bridge the gap between business people and IT.

I am used to communicate with stakeholders from all levels of the organization, and with more than 10 years of international experience, I have special focus on differences in languages and culture, when relevant. I have in many projects used sub-contractors, outsourcing, and special vendors, and I know the importance of a very structured, precise, and – sometimes – contractual communication with such external parties.

GDPR, IT security, Compliance and Governance projects

I have practical experience with GDPR, latest from Codan Insurance Company, managing the GDPR implementation in RSA-Denmark. I am also experienced in IT security, Compliance and Governance projects.

In the future, GDPR will be an important part of the IT Lifecycle analysis, as we must manage data according to the regulative, and I will have focus on this. IT Security is another focus area of the present and future IT environment. I have practical experience in managing this special type of IT. I am certified in GDPR.

Project Management Office (PMO) and IT Governance

I have a special interest in creating the infrastructure of a project or a program, and I love to work with methods, standards, and project models.

I have practical experience in assisting the PMO setting up project infrastructure from many projects, latest from the GDPR project in Codan Insurance.

Education:

Year	Duration	Name
1983-1985	3 years	Datanom Degree, Merchant School of Copenhagen
1981-1982	1 year	IT education, Merchant School of Copenhagen
1977-1980	4 years	Physics / Astronomy, Copenhagen University

Courses and certifications:

Year	Name
2019	Leading SAFe
2018	Full-stack web development
2017	GDPR
2016	DSDM Agile project management
2016	Scrum Master
2014	Prosci ADKAR Change Management Practitioner
2012	PRINCE2 Practitioner Re-certification
2007	PRINCE2 Practitioner
2007	PRINCE2 Foundation
2004	ITIL Foundation

Languages:

Language	Spoken level	Written level
Danish	Native language	Academic
English	Fluent	Academic
Swedish	Conversation level	Some writing skills
Norwegian	Conversation level	Some writing skills
German	Conversation level	Some writing skills

Industries:

Industry	Level	Last used	Years
Banking	Expert	2019	19
Energy Industry	Very experienced	2012	4
Insurance	Very experienced	2018	1
Media	Experienced	2015	4
Public Sector	Very experienced	2019	6

Tools / Technologies / Methods:

Industry	Level (1-5)	Last used	Years
ADKAR Model (Organizational Change Management)	3 - Experienced	2017	3
Agile Methods	5 - Expert	2019	6
CSS	2 – Working Knowledge	2019	1
Epics / User Stories	4 – Very Experienced	2017	3
ESPD	4 – Very Experienced	2015	1
GDPR	4 – Very Experienced	2019	2
ISTQB Testing	3 – Experienced	2018	6
ISO 27001/2 Security	2 – Working Knowledge	2019	2
ITIL services	4 – Very Experienced	2019	12
Java	1 – Some Knowledge	2018	1
Java Script	2 – Working Knowledge	2019	1
Jira	3 - Experienced	2017	2
Microsoft Excel	5 - Expert	2019	8
Microsoft Powerpoint	4 – Very Experienced	2019	12
Microsoft Project	5 - Expert	2018	12
Microsoft Word	4 – Very Experienced	2019	15
MiFID	4 – Very Experienced	2007	2
PHP	1 – Some Knowledge	2018	1
PRINCE2	5 - Expert	2017	9
PSD2	3 - Experienced	2017	1
Ruby	1 – Some Knowledge	2018	1
RUP	3 – Experienced	2007	2
SAFe	4 – Very Experienced	2019	1
SCRUM	4 – Very Experienced	2017	4
Sharepoint	3 - Experienced	2018	3

SQL	2 – Working Knowledge	2019	4
Waterfall Methods	5 – Expert	2018	20

Working areas - Banking:

Working area	Level (1-5)	Last used	Years
Accounting	5 – Expert	2017	12
Asset Management	4 – Very Experienced	2017	7
Back Office	5 – Expert	2008	12
Capital Markets	4 – Very Experienced	2010	10
Cash Management	4 – Very Experienced	2017	7
CLS – Continuous Linked Settlements	3 – Experienced	2003	3
Credit and Lending	4 – Very Experienced	2017	10
Credit Risk Management	5 – Expert	2017	12
Financial Reporting	4 – Very Experienced	2017	10
Front Office	5 – Expert	2017	12
FX/MM	5 – Expert	2008	12
Liquidity Management	4 – Very Experienced	2017	7
Market Risk Management	5 – Expert	2017	25
Payments / Settlements	4 – Very Experienced	2008	8
Retail Banking	4 – Very Experienced	2018	12

Working areas – IT Projects:

Working area	Level (1-5)	Last used	Years
Business Analysis	5 – Expert	2019	25
Business Case	5 – Expert	2016	15
Business / Organizational Change Management	4 – Very Experienced	2017	5
Business Management	4 – Very Experienced	2016	4
Business Processes	5 – Expert	2017	8
Change Management / Release Management	5 – Expert	2016	8
Compliance	4 – Very Experienced	2019	8
Contract Management / Contract Negotiation	5 – Expert	2016	3
Coordination	5 – Expert	2019	6
Data Analysis	5 – Expert	2018	8
Data Models	4 – Very Experienced	2015	3
Data Transformation	4 – Very Experienced	2017	8
Documentation	5 – Expert	2019	9
Facilitation incl. Meeting and Workshop facilitation	5 – Expert	2019	25
Financial Control	3 - Experienced	2015	3
GAP Analysis	5 – Expert	2019	10
Governance / IT Governance	4 – Very Experienced	2016	5
Implementation	4 – Very Experienced	2017	15
Infrastructure	4 – Very Experienced	2017	6
Information Architecture	4 – Very Experienced	2018	4

International Organizations	4 – Very Experienced	2018	12
Issue Management	4 – Very Experienced	2019	6
IT Security	3 - Experienced	2019	3
Legal Requirements	4 – Very Experienced	2018	5
Migration	4 – Very Experienced	2017	12
Organization	4 – Very Experienced	2015	4
Outsourcing	5 – Expert	2017	10
PMO (Project Management Office)	5 – Expert	2019	6
Project Assistant	4 – Very Experienced	2018	4
Project Execution	5 – Expert	2017	25
Project Management / Project Planning	5 – Expert	2018	25
Proof of concept	4 – Very Experienced	2017	5
Quality Assurance (QA)	3 - Experienced	2017	12
Requirement Specification and Management	5 – Expert	2017	20
Risk Management	5 – Expert	2018	25
Stakeholder Management	5 – Expert	2018	20
Statistics and Analysis	4 – Very Experienced	2016	15
Strategy	4 – Very Experienced	2018	5
Supplier Management / Vendor Management	5 – Expert	2019	6
System Test	4 – Very Experienced	2018	8
Technical Project Management	4 – Very Experienced	2019	12
Tender / EU Tender	4 – Very Experienced	2016	2
Test Cases / Use Cases	4 – Very Experienced	2012	8
Test Management / Test Planning	4 – Very Experienced	2017	6

Project experience:

Period:	2018/10 – 2019/01
Client:	Codan
Task / project description:	Project Manager on KMD project for the Danish Central Bank, coordinating the IT security projects, and external audits. Stakeholders: Middle management level, KMD and Danish Central Bank
Operation:	The consultant's responsibilities/actions were: <ul style="list-style-type: none"> • Planning the IT security projects and operational tasks in KMD on the Danish Central Bank systems • Data analysis in IT Security • Project Risk • Planning and coordinating the annual external IT security audits • Facilitating audit and risk meetings and workshops
Result:	IT Security plan including budgets and risks. External audit facilitation; Review of audit reports.

Period:	2017/10 - 2018/05
Client:	Codan
Task / project description:	Project Manager and GDPR Coordinator for a major insurance company in Denmark. Stakeholders: Top management level, Codan
Operation:	The consultant's responsibilities/actions were: <ul style="list-style-type: none"> • Project and Change Management in Codan Insurance Co.

	<ul style="list-style-type: none"> • Data analysis in relation to GDPR compliance • Project Risk • Close coordination with PMO office and GDPR projects in Sweden and Norway in order to optimize the project work • Communication with stakeholders in all areas of Codan, DK • Project Risk management and implementation of Risk mitigation strategies across the organization
Result:	GDPR compliance – planned by mid May 2018. Project plans, strategies, budgets, project logs, documentation of agreements with stakeholders, review of architecture documents

Period:	2016/08 - 2017/05
Client:	Nordea
Task / project description:	Project Manager and SCRUM master on a very complex technical migration project for a business critical system. The Nordea Corporate Netbank to be migrated to a new technical platform. Very decentralized project organization with participants from Nordic, Poland, and India. Stakeholders: Middle management level, Nordea
Operation:	The consultant's responsibilities/actions were: <ul style="list-style-type: none"> • Project and Change Management on Corporate Netbank side • Close coordination with other departments, on strategic level as well as very detailed data level • SCRUM meetings, sprint management • Communication with stakeholders in other areas of Nordea • Project Risk management and implementation of Risk mitigation strategies across the organisation • Agile Prince 2 was used as project model
Result:	Project plans, sprint plans, strategies, budgets, project logs, documentation of agreements with stakeholders, review of infrastructure

Period:	2015/08 - 2016/06
Client:	BaneDanmark
Task / project description:	Contract Manager and Project Manager on EU tender project. Tender for a new 5 year operations contract for operations, support and maintenance of Banedanmark's transmission network and technical IT-systems within an ITIL environment using elements of agile methods. Stakeholders: Middle management level, Banedanmark
Operation:	The consultant's responsibilities/actions were: <ul style="list-style-type: none"> • Business requirement analysis, description of ITIL processes, legal requirements and contract. Working closely with BDK contract owner, legal department, and business users. • GAP analysis in operational contracts with vendors. • Tender and contract documentation reviews. • Part of the negotiation team. • Coordination between stakeholders in Banedanmark.
Result:	As-is descriptions, requirements, ESPD documentation, plans, tender documents, and evaluation documentation and rules.

Period:	2015/02 - 2015/05
Client:	SparNord
Task / project description:	Project Manager on Business and data analysis/modeling and GAP identification. Stakeholder and Vendor management.

	Part of the business change management team in the program. Working closely with BEC and the SparNord Accounting and Reporting management. Stakeholders: Senior and middle management level, SparNord; BEC
Operation:	The consultant's responsibilities/actions were: <ul style="list-style-type: none"> • Business and data analysis, data models, As-is and To-be descriptions, review of data models, and gap identification of the SparNord migration project in the Central accounting and reporting area. • Business change management facilitating the reasons behind the project. • Coordination between project and the new IT datacenter for the bank • Management of vendor (BEC)
Result:	As-is and to-be pictures of SparNord's accounting and reporting processes; Gap descriptions and business prioritization. Business change management strategies.

Period:	2013/01 - 2015/01
Client:	Eniro Management
Task / project description:	Management Consultant on optimizing systems and processes, implementation of IT governance throughout the company. Financial controlling of the Danish sales division. Stakeholders: Senior management level, Eniro
Operation:	The consultant's responsibilities/actions were: <ul style="list-style-type: none"> • Improving Eniro's management information. • Stakeholder management and change management within the Eniro top management and the Sales division. • Implementing new methods and standards in IT governance (PMO). • Implementing new processes and IT systems to the Sales division. • Support to the management team regarding IT solutions and Financial control processes. • Complex excel sheets for sales reporting.
Result:	<ul style="list-style-type: none"> • New IT system for Daily management information; • Business change plans; • New processes for the sales representatives and sales managers to control of sales data, including documentation of the solution.

Period:	2012/05 - 2012/12
Client:	DONG Energy Markets
Task / project description:	Project and Test Manager / SCRUM Master with focus on Vendor and Stakeholder Management and Contract Negotiation. Stakeholders: Senior management level, DONG Energy Markets
Operation:	The consultant's responsibilities/actions were: <ul style="list-style-type: none"> • Running a project to implement a new Gas Forecasting System, from the analysis to the final acceptance test using agile methods. • Part in the contract negotiations team and subsequent Project Manager for the implementation. • Business and GAP analysis as part of contract negotiations with software vendors. • Part of DONG Energy's Negotiation Team • Business change planning and implementation. • Stakeholder and vendor management. • DONG Energy's Prince 2 based model was used as project model. • Implementation of the selected system, and testing against the specifications.
Result:	License contract and Support & maintenance contract with vendor; new IT system to forecast gas and power production installed and live for DK, SE, DE and NL

Period:	2011/03 - 2012/04
Client:	DONG Energy Markets
Task / project description:	Technical Project Manager / SCRUM master on a complex project in an international environment / Vendor and Stakeholder Management. Stakeholders: Senior management level in DONG Energy Markets, IT management in NL, Dutch power operator TenneT.
Operation:	The consultant's responsibilities/actions were: <ul style="list-style-type: none"> • Implementing the power forecasting module for a new power plant in Holland. • Requirements analysis, negotiations and co-operation with vendor. • Coordination with other IT projects for the power plant. • Stakeholder management with focus on creating consensus for the solution. • Change management handling positive and critical attitudes from key stakeholders in the project. • Facilitation of the project mission and strategy towards the DONG Energy forecasting team. • Risk management and coordination of risk strategy throughout the international project organisation. • Planning the user acceptance test and go-live for the power forecasting module. As this project was working very closely with a parallel project in NL, coordination of go-live was essential.
Result:	Updated forecasting module – completed on time and budget.

Period:	2010/11 - 2011/02
Client:	Dong Energy Markets
Task / project description:	Technical Project and Test Manager / ITIL. Stakeholders: IT management, DONG Energy Markets
Operation:	The consultant's responsibilities/actions were: <ul style="list-style-type: none"> • Responsible for optimizing the performance of 4 critical IT systems in operation in DONG Energy's Operations department. Use of ITIL areas Incident Mgt, Problem Mgt, Change Mgt, Release Mgt. • Test planning and test execution.
Result:	Optimized systems and processes according to ITIL principles.

Period:	2010/01 - 2010/10
Client:	DONG Energy Markets
Task / project description:	Project Assistant helping manager with external audit. Stakeholders: DONG Energy senior management
Operation:	The consultant's responsibilities/actions were: <ul style="list-style-type: none"> • Assisting the project manager in execution of an external audit of DONG Energy markets IT governance processes.
Result:	Documentation of internal governance processes, Review of a critical IT programme, and final report from auditor.

Period:	2009/01 - 2009/12
Client:	DONG Energy Markets
Task / project description:	Project Manager on complex IT project to develop and implement a DWH for new infrastructure in the trading and risk departments of DONG Energy. Bringing a business critical project back on track. The project was in a critical state when the consultant took over. According to the plan it should go live within 2 months, but design/development had not even started, and the budget was spent. Stakeholders: DONG Energy senior management and DONG Energy Risk management

Operation:	<p>The consultant's responsibilities/actions were:</p> <ul style="list-style-type: none"> • Project management of complex IT system to develop and implement a new Data Warehouse (DWH) using DONG Energy's Prince2 based project model. • Planning and quality assurance that brought the project back on track. • Data analysis/modeling and GAP analysis as part of requirement specification of new data warehouse to handle Big Data. • Coordination between project and the Roadmap programme. • Stakeholder management including DONG Energy Capital Markets senior management. • Risk planning and mitigation. • Change management handling positive and critical attitudes from other departments in DONG Energy.
Result:	DWH system completed according to new plan and budget. Part of the Roadmap Programme (Endur implementation)

Period:	2008/06 – 2014/01
Client:	Raft Consulting
Task / project description:	Product Director for Raft Consulting's Project Management Team. Product Owner role.
Operation:	<p>Responsible for development of business strategies Career planning for Raft Consulting's project managers Planning, development and facilitation of training and workshops Member of Raft Consulting's management team</p>
Result:	Strategies, Role descriptions, career plans, training courses and workshops

Period:	2006/04 - 2008/12
Client:	BEC, Danske Bank, Nordea
Task / project description:	Project Manager/SCRUM Master on various projects in the Finance sector, including Nordea Capital Markets MiFID project
Operation:	<p>BEC: Calypso Proof of Concept project Danske Bank: Compliance project in Northern Bank, North Ireland Nordea: MiFID project in Capital Markets Nordea: Implementation of new trading platform in Nordea, New York Nordea: Infrastructure project in Custody area</p>
Result:	Projects were all successfully completed on time and within budget

Period:	2004/11 - 2006/03
Client:	Totalbanken
Task / project description:	<p>IT manager (Line Management) in the bank, and project manager for various IT projects including various development tasks.</p> <p>Stakeholders: Totalbanken's CEO</p>
Operation:	<p>The consultant's responsibilities/actions were:</p> <ul style="list-style-type: none"> • Line Management of the IT team, • Project Management of smaller and larger IT projects, including implementation of IP telephones throughout the bank, implementation of a credit card system, and an upgrade project of the Loans and Credit systems. • Maintenance of the bank's IT systems, including the netbank. • Formal contact to the IT Operations provider, BEC. • Coordination between BEC and Senior management, Totalbanken. • SQL and SAS development of various tasks.
Result:	<p>Day-to-day management of people in the IT team.</p> <ul style="list-style-type: none"> • New IP phone system • New credit card system • Upgraded Loans and Credit system • SQL and SAS jobs

Period:	2003/09 - 2004/10
Client:	Sonofon IT
Task / project description:	ITIL Capacity manager for the IT division. Major project for implementation of a new SAN system. Stakeholders: Sonofon's IT senior management
Operation:	The consultant's responsibilities/actions were: <ul style="list-style-type: none"> • Responsible for all IT hardware, and for software licenses. • Using ITIL processes (Capacity Mgt, Change Mgt, and Release Mgt)
Result:	HW capacity analysis, new SW licenses when needed, new SAN system. Integration of the DWH system on the new SAN platform, new version of the DWH output.

Period:	1992/01 - 2003/06
Client:	Mpct Solutions (Europe)
Task / project description:	Business Architect and Project Manager on implementation projects in the finance sector, primarily in Europe
Operation:	Implementation of the standard banking system, Atlas in banks, mainly in Europe: Standard Chartered, London (CLS) IntesaBCI, Milan (CLS) ABN Amro, Amsterdam (CLS) Rabobank, Utrecht (Liquidity and asset management) ING Bank, Amsterdam (Euro introduction) BES bank, Lisbon (Capital Markets, Commercial banking, Accounting) OKO Bank, Helsinki (FX, MM, CM, Payments, Accounting/Reporting) ING Bank, Amsterdam (Risk management, Accounting)
Result:	Atlas implementations, either a total implementation or work on specific modules

Period:	2000/06 - 2003/06
Client:	Mpct Solutions (Europe)
Task / project description:	Method specialist on Development and implementation of a Project Model for the company worldwide. After implementation, member of the Internal audit/PMO office.
Operation:	Development and implementation of PRINCE-based project model for Mpct Solutions worldwide. Set up of internal IT Governance Audit/PMO office After implementation, member of internal audits in the Sales, Sales Support, and Implementation teams, primarily in Europe. <ul style="list-style-type: none"> • Reporting to management • Further development and refining of PMO deliverables • Input to ISO-9000 project regarding standards and methods
Result:	PRINCE-based project model implemented in the company worldwide. Internal IT Governance Audit & PMO office.

Courses and certifications:

Year	Duration	Name
2018	4 weeks	Full-stack web development
2017	2 weeks	GDPR
2016	2 weeks	DSDM Agile project management
2016	2 weeks	Scrum Master
2014	2 weeks	Prosci ADKAR Change Management Practitioner
2012	2 weeks	PRINCE2 Practitioner Re-certification
2007	2 weeks	PRINCE2 Practitioner
2007	2 weeks	PRINCE2 Foundation

2004	2 weeks	ITIL Foundation
------	---------	-----------------