

CHRISTINE GREEN

CURRICULUM VITAE

SUMMARY OF PROFESSIONAL SKILLS

I have more than 25 years of experience within the IT Industry. I have achieved a broad level of experience from Strategic Leadership to Process Implementation, in addition to Contractual Support, through various roles in my assignments for large scale IT companies. I chose to broaden my experience in 2017 and now work as an independent consultant focusing on Complex and Critical Program Management from Contract to successful recovery and delivery.

My primary expertise is within four areas:

- Program, Project & Test Management
- Software Contracting and Evaluation
- Lean Six Sigma & Process Improvement
- Estimation, Measurement and Benchmarking



I use Leadership and Organizational perspective combined with the expertise listed above for Business Improvement with the prime goal of achieving Software Delivery with Success.

I am often chosen as an advisor and mentor on highly critical programs.

I think you ought to know everyday obstacles using a theory or method to be a true expert. I have therefore chosen to work as an advisor as well as performing assignments as a Program Manager executing the Programs.

For more than a decade, I have performed successfully by cooperating and leading global or cross-European resources and leading teams from a distance. This requires responsiveness to cultural differences, remote management, and team building.

“Learning is Living”. I strive for learning and development, both professionally and personally. I do my best to share my passion and joy of learning and development when I perform training for a company or at an international conference as a keynote or instructor.

EDUCATION/CERTIFICATIONS - HIGHLIGHTS

2021-Present	Certified SAFe® 5 Agilist
2020-Lifetime	Certified Function Point Specialist Fellow – IFPUG
2019-Present	Scrum Master Certification and Agile Lean Leadership achievement
2016-Present	Lean Six Sigma Black Belt Certification - MoreSteam & Hewlett Packard Enterprise
2005-Present	PMP certification – PMI
2000-Present	Certified Function Point Specialist (CFPS) – IFPUG
2013-2016	Certified SNAP Practitioner – IFPUG
2006-2009	Certified Software Measurement specialist – IFPUG
1996	Master’s degree in computer science and Mathematics, Roskilde University, Denmark.

INDUSTRY EXPERIENCE - HIGHLIGHTS

- Healthcare – Radiology in United Kingdom, Ireland, Sweden, Denmark
- IT Company – EDS, Hewlett Packard Enterprise, GE Healthcare, IBM
- Transportation – DSB (the Danish State railway company), SAAB, Rolls Royce Group and General Motors
- Financial – NETS, ABN AMRO
- Government – UK DWP (The British Government Department for Work and Pensions) and European Union
- Telecommunication – Vodafone and Orange
- Manufacturing – SKF (a Swedish bearing and seal manufacturing company)

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TRAINING AND CONFERENCE EXPERIENCE- HIGHLIGHTS

- Project and Process Management (Agile, Hybrid, PMBoK)
 - Estimation, Measurement and Benchmarking
 - Contract Definition and Management using Metrics
 - More than 100 presentations at international conferences, including IFPUG, PMI, ICEAA and SEI.
- A selection of the presentations is available on IPbyGreen.com, including interviews and recorded Webinars.

SHORT FACTS

Nationality: Danish
 Date of birth: January 31. 1966
 Family: Spouse Thomas, Senior Program Manager.
 Children: Mathilde, Natasha and Jonathan
 Languages: Fluent in Danish and English. Sufficient in German and Swedish.
 LinkedIn Profile: <http://www.linkedin.com/in/christinegreendk>

To unwind after work, my main activities are my garden, obedience training with our dog, winter bathing in the ocean & Icelandic Horseback riding and not least, enjoying life with my family and friends.

PROFESSIONAL EXPERIENCE

OCTOBER 2017-PRESENT	INDEPENDENT CONSULTANT	IPBYGREEN
Skills: Business Management Support, Program & Project Management, Process Management, Financial Analysis, Lean Six Sigma, Benchmarking, Estimating, Software Sizing, Leadership Strategy, Facilitation of Workshop, Mentoring and Training		
Results: Successfully delivered large IT projects and advising on contract management		
Owner of IP_{by}Green As a consultant, I aim for smarter and more cost-efficient IT services for the benefit of the clients.		
Special Assignments: 2020-2022: European Union Contract <ul style="list-style-type: none"> • Forecast Specialist for contract negotiation for large scale IT programs for a European Union Agency delivered by an international consortium. • Price model and Senior Function Point advisor on price model factors using benchmark data. • Support of Quantitative Price Model and negotiation between client and delivery organization. • Validating and Verification of Function Point Analysis used, including solutions for disagreement between client and delivery organization. 		
2017 – 2022: GE Healthcare – Radiology Senior Program Manager for an international HealthCare Software provider of Radiology software.		
<ul style="list-style-type: none"> • Project/Program Manager for Danish, Swedish, British and Irish delivery • Closedown and Evaluation of contract deliverables for major Swedish Government Contract • Go2Green with current programs lacking successful delivery. • Monitoring and Execution in accordance with Danish and Swedish Government Contracting - K02 contracts as well as English Government Contracting. • Interface and integration to Sundhedsplatform. Denmark • Pursuit and Clarification – support on estimation, scope evaluation and process definition 		
In my work for GE Healthcare, I have primarily been working with the following Radiology Systems:		
<ul style="list-style-type: none"> • Vendor Neutral Archive (VNA) • Picture Archiving and Communication System (PACS) • Radiology Information System (RIS) • Cross Enterprise Document Sharing (XDS) • Interregional Picture (Billede) Index (IBI) 		

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Ad-hoc <ul style="list-style-type: none"> • Advisor on initiating Contractual and Requirement Gathering for companies engaged in Supplier Delivery Contractual Models using unit-based contracts in accordance with EU recommendation for the usage of IFPUG Sizing Standards. • Advisor on startup of projects and programs • Initiate gathering of requirements at clients ahead of modernization and/or cutover to new software <p>When supporting my clients, I generally use my experience and my “toolbox” of processes to find the right approach at the right time to a given scenario. My focus is always on successful delivery and team efficiency.</p>		
OCTOBER 2016 – SEPTEMBER 2017	PROJECT RECOVERY AND FINANCIAL ANALYSIS	HEWLETT PACKARD ENTERPRISE
Skills: Financial reporting and analysis, Lean Six Sigma, Root Cause Analysis, Lessons Learned Analysis, Management reporting, Scorecard management		
Role: <ul style="list-style-type: none"> • Financial Analyst. • Enterprise Project Officer for Lean Project. General Tasks: <ul style="list-style-type: none"> • Optimization of Project Performance and Control. • Analysis of financial data, focusing on margin deviation for more than 1000 European software projects for Hewlett Packard Enterprise, including Root Cause Analysis, Lessons Learned and Best Practice identification utilizing Lean Six Sigma methods. • Reporting financial status focusing on Root Cause and Lessons Learned to executive management. Special Accomplishments: <ul style="list-style-type: none"> • Identification of Return on Investments and Process Improvement on best project. • Resolution of crisis including Go2green Plan on exceptionally troubled projects. • Recommendation to Global Process Owners related to improvement of their Processes. • Change and Analysis Improvement to Root Cause Analysis reporting to be aligned with Strategic Management Decisions. 		
AD-HOC - 2000-2017	SALES SUPPORT	HEWLETT PACKARD, HEWLETT PACKARD ENTERPRISE AND EDS
Skills: Industry Benchmarking, Cost Modelling, Process Definition and Modelling, Client Negotiation and Presentation, Financial Modelling, Function Point Analysis and Validation		
General Tasks: <ul style="list-style-type: none"> • Responsible for Proposals and Pursuits with focus on: <ul style="list-style-type: none"> ○ Scope Management. ○ Benchmarking Assessment. ○ Measurement and Estimation. ○ Supported definition of; Processes, Performance Indicators and Contractual Obligations, mutually agreed upon between supplier and client. • Master Contract and Due Diligence Support <ul style="list-style-type: none"> ○ Creation of Price Models using Parametric Estimating Approach and Benchmark Data for Large Accounts ○ Facilitate Bottom-up Estimation ○ Validation and Reconciliation of Estimates Special accomplishments: <ul style="list-style-type: none"> • Pricing a +300million USD contract for major government, including Due Diligence Assessment of all applications within the portfolio. • Estimating Model and Master Contract for Major Clients, including presentation of benefit to executive client management. The master contract was mandatory for all projects during a 5-year period. • Contract Evaluations and Reviews; focusing on Service Level Agreements of Information Technology Infrastructure Library (ITIL) related services and software development services. • Multiple Requests for proposal responses – project-specific and at portfolio level – focusing on; Scope evaluation, Process, Pricing, Estimation, and Benchmarking. 		

NOVEMBER 2010-OCTOBER 2016	EXCELLENCE MANAGER	HEWLETT PACKARD & HEWLETT PACKARD ENTERPRISE
<p>Skills: Leadership, Strategy Workshop, Organizational Transformation, Team Management, Organizational Transformation and Transition, Due Diligence, Lean Six Sigma, Program Management Support, Project Management Process, Financial Savings, Organizational, Process Reporting</p>		
<p>Role</p> <ul style="list-style-type: none"> • Process and Team Manager in the Global Excellence Team on a regional level (Europe, Middle East, and Africa- EMEA). • Global Process Manager with a focus on Software Development and Maintenance Processes. • Resource Leadership for a team of 9-14 cross-national team members. <p>General Tasks</p> <ul style="list-style-type: none"> • Influencing Lead on Internal Process Improvement: <ul style="list-style-type: none"> ○ Platform and Process Definition ○ Implementation, Mentoring and Training in global process improvement covering Industry Standards for support of all processes for service delivery. • Organizational Transformation and Transition for Process Improvement, Cost Savings and Change of Resources from high cost to low-cost areas. • Assisting new clients with: Due diligence, Transition, Transformation, Expanding Business, Enhancing Processes and Portfolio Management <p>The assignment included Training, Awareness, Planning and Setting Strategy for Implementation of Processes or Sub-processes adjusted to leadership as well as lower-level resources.</p> <p>Special Assignment:</p> <p>Nov 2015-Oct 2016: Process Implementation</p> <ul style="list-style-type: none"> • Tailoring and add-on process definition of global processes for large contracts in Europe and top 3 accounts in United Kingdom and Germany. • Transformation for Financial Savings (Lean Six Sigma Project) and Financial Compliance, Re-organization of Resources towards PMO and offshore partners with a focus on Optimization of Project Management Processes. <p>Jun 2015-Jun 2016: Strategic Quantitative Measurement</p> <ul style="list-style-type: none"> • Goal, Question, Metrics (GQM) Workshop Facilitator for Executive Management on a regional and sub-regional level in setting measurable strategic goals and objectives <p>Nov 2014-Nov 2015: Lean Transformation Program</p> <ul style="list-style-type: none"> • Global Transformation Program as part of due diligence for Hewlett Packard merge and spin. • Managing communication and controlling interface between External Lean Six Sigma Consultants, McKinsey, and Hewlett Packard for the international Lean Improvement Program • Lean Transformation of recommended high-level initiatives into Process Improvement Projects with a focus on large European accounts. • Cost Saving and Optimizing of Project Management Process, including recommendations for skillset pyramid, PSO/PMO and Offshore/Onshore distribution. <p>Nov 2010-Nov 2014: Regional Team Manager</p> <p>Team Management and Leadership for a Cross-European team supporting; Sizing, Estimation, Measurement and Scheduling.</p> <ul style="list-style-type: none"> • Coordination of Pursuit, Project Support and Management Reporting. • Participation in; Strategy Setting for EMEA, Monitoring of Process Improvement and Critical Project Review. • Initiation of Corrective Actions associated with Improving Projects on a critical path. <p>Jun 2011-Jun 2013: CMMI Support</p> <p>Lead on coaching, mentoring and development of the process for a major French Client in CMMI-DEV.</p> <ul style="list-style-type: none"> • Project Planning, including Estimation. • Measurement and Analysis Implementation. • Setting Strategy and Goals for future engagement with IT providers – using Estimation and SLA settings. • Participation in Process Improvement for a Global Client based in United Kingdom, implementing CMMI L4 and L5 processes. • Management and Analysis on current processes for improvement of IT as well as business processes. 		

JANUARY 2003-SEPTEMBER 2010	REGIONAL PROCESS LEAD	HEWLETT PACKARD
<p>Skills: Industry Benchmarking, Estimating Models, Project Management, Mathematical Modelling, Price Modelling, Financial Modelling</p>		
<p>Role:</p> <ul style="list-style-type: none"> Key Team Leader and Program Manager for Cross-European Team <p>General Tasks:</p> <ul style="list-style-type: none"> Europe-wide Simultaneous Implementation of: <ul style="list-style-type: none"> Output Measures for Applications Support and Development. Estimating Best Practice using Task Based and Size Methods. Estimation using: <ul style="list-style-type: none"> Parametric and Analogues Estimating Techniques. Validation of Bottom-up and Expert Estimates. Evaluation and Support in setting up Estimating Process. <p>Special Assignment:</p> <p>Aug 2007-Dec 2009: Project Manager for Cross-European Team</p> <ul style="list-style-type: none"> Sizing and Estimating Portfolio. Advising and Working on Major Deals. Setting up a Price Model using Function Points as the method for pricing. Follow up and Assessing Productivity Targets before and after the Price Model is agreed. Solving issues in corporation with External Vendors and Clients associated with using the Price Model. <p>May 2005-Nov 2006: Global Process Establishment Subject Matter Expert in Global Program</p> <ul style="list-style-type: none"> Setting up a Global ISO Certification with valid processes compliant with ITIL, COBIT, CMMI, ISO and SOX. Setting Process and Procedures for Estimation and Measurement utilized in several different areas with the purpose of Review and Evaluation to Establish Best Practice. Defining and implementing Processes, with the main goal of making the process and procedures user friendly for a global team – including training material. Streamlining of Processes and Removal of Inefficient or Unnecessary Processes. <p>Dec 2003-Dec 2006: Client Process Manager Responsible for Process Improvement for Major Global Client (SKF, Gothenburg, Sweden).</p> <ul style="list-style-type: none"> Process Improvement Initiatives and Institutionalization. External Audit Coordination – FISCAL, Sarbanes-Oxley (SOX), Benchmark and ISO. Deployment coordination of CMMI L3, ITIL compliant process and Project Management Process using PMI framework. Management of Cross Functional Change and Communication. Management for Quality and Process. ISO, ITIL, BS7799 (Security) and CMMI compliant process definitions. Resource Leadership for a Cross-European team of 6 team members. 		

FEBRUARY 2000-DECEMBER 2003	REGIONAL METRICS EXPERT	EDS
<p>Skills: Benchmarking, Estimating & Cost Models, Process Definition and Modelling, Client Negotiation and Presentation</p>		
<p>Role:</p> <ul style="list-style-type: none"> Lead Benchmark Expert. Team Member in European Specialist Team. Responsible for Introducing Project History Database Tool Function Point Specialist in on-going and new Development Projects in Europe. <p>General Tasks</p> <ul style="list-style-type: none"> Maintaining and Introducing Corporate Estimation and Measurement Process in all European Sites. Process for Performance and Quality Measures in Software Development or Maintenance Project. 		

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Special Assignment:**Feb 2001-Dec 2003: Metrics Lead**

- Responsible for all metrics related Strategy and Communication with management in Europe and member of Metrics Strategy and Planning Board.
- Interface with CMM/CMMI Lead assessors and Supporting organization on CMM, including L4.
- Ad-hoc support organizations involved in external Benchmark Assessments performed by Gartner and Price Waterhouse Cooper.
- Member of Metrics Strategy and Planning Board for the purpose of Implementing Global KPI and SLA.
- Sales support on using Metrics in Contracts for Development and Maintenance Projects as well as Infrastructure Contracts.

Jun 2002-Nov 2003: Benchmark Advisory and Implementation for Government Client in United Kingdom

This assignment included a 10-month stay in Northwest region of United Kingdom from January 2003-November 2003

- Coordinating and Reporting Benchmark Data on; Software Development, Maintenance Performance and Quality.
- Coordinating and analyzing the result of Gartner Assessments on Quality and Performance.
- Coordinating and Deploying Metrics and Benchmark processes for +3000 employees.
- Bid's Estimating and Price Models for ensuring reconciliation of Parametric and Bottom-up Estimates.
- Parametric Modelling using Function Points and Internal and External Benchmark Data.

JANUARY 1999-NOVEMBER 2001	PERFORMANCE AND PRODUCTIVITY IMPROVEMENT	EDS NORDIC
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Skills: CMMI, ISO, Function Point, Requirement Management, SAP

Role:

- Team member in Nordic quality and Improvement Team
- Responsible for Deployment, Training and Mentoring in methodology areas compliant with SEI CMM L3-L4 and ISO 9001:2000, including ISO audits in Denmark.

General tasks

- Project Management Processes.
- Ad-hoc Project Start-up Support to large Nordic Projects.

Special Assignment:**Jun 2000-Jun 2001: SAP rollout lead**

- Rollout of SAP into Danish organization including training of Danish resources in HR, Finance, Logistic Modules.

BEFORE 1999	SYSTEM ENGINEER ADV	FLSMITH & OCEANOGRAPHIC DEPARTMENT
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Skills: Oracle Development, Requirement Management, Requirement Gathering, Participatory Design, Iterative Lifecycle Definition

Role:

- Responsible for Design Definition.

General tasks:

- Requirement Gathering and Design with a focus on user friendliness.
- Design and Implementation of Complex Reporting System for Production Sale.
- Design and Implementation of Oracle User Interface for Oceanographic.

VOLUNTEER NON-PROFIT EXPERIENCE

NOVEMBER 2003 – PRESENT	EXECUTIVE BOARD MEMBER AND DIRECTOR	INTERNATIONAL FUNCTION POINTS USERS GROUP (IFPUG)
<p>Skills: International Board Experience, Financial & Budgeting Insight, Leadership, Strategy Planning, Contract Creation and Negotiation, Program Management, Leadership, Knowledge Sharing, Cultural Awareness and Teamwork</p>		
<p>Nov 2021 – Present: Executive Board Member, Immediate Past President of IFPUG.</p> <p>Nov 2019-2021 Executive Board Member. President of IFPUG.</p> <p>Nov 2017-2019 Executive Board Member. Vice President of IFPUG.</p> <p>Nov 2015-2017 Executive Board Member. Secretary. Director of Certification. Leadership of the Certification and ISO Committee, IFPUG.</p> <p>Nov 2011- Nov 2015. Board of Director. Director of Applied Programs. Leadership of Committees related to Non-Functional Sizing and Measurement, IFPUG</p> <p>Special accomplishments:</p> <ul style="list-style-type: none"> • Leadership for Establishing and Implementation of a new industry standard – Software Non-Functional Assessment Process (SNAP). The project started in 2009 and is now an ISO & IEEE standard. • Change of Supplier for Certification. <ul style="list-style-type: none"> ○ Contract Negotiation. ○ Roll out of new Certifications. ○ Streamline of Certification process. ○ Strategy for Certification. <p>Nov 2003-Nov 2011: Committee Member and Vice-Chair (2004-2011). IT Performance Committee, IFPUG</p> <p>Sep 2007-Sep 2012: Project Manager.</p> <ul style="list-style-type: none"> • Team Manager for International Team of +15 team members creating a Framework Definition and Process Manual for a Non-Functional size Measure intended for Software Development Projects. • Certification Process for Practitioners. • Industry Standard Practices Manual. <p>Sep 2004-Sep 2007: Creator and Instructor of IFPUG Workshop</p> <ul style="list-style-type: none"> • Principles of Estimating and Benchmarking using industry Data. 		
NOVEMBER 2005 – PRESENT	BOARD MEMBER AND DIRECTOR	INTERNATIONAL SOFTWARE BENCHMARKING STANDARDS GROUP (ISBSG)
<p>Skills: International Board Member, Financial Responsibility, Leadership, Strategy, Budget Planning and Tracking, Financial Strategy, Governance Setup</p>		
<p>Sep 2017-Sep 2018 Academic Research Manager.</p> <ul style="list-style-type: none"> • Coordinating and Evaluating Academic Research between ISBSG and Universities around the world. <p>Nov 2013-Sep 2017. Executive Board Member – Honorary Treasure.</p> <p>Nov 2005-Sep 2018. Board of Director Member - Representative Director for IFPUG.</p> <p>Special accomplishments:</p> <ul style="list-style-type: none"> • Budget Planning and Tracking. • Governance Definition for Non-Profit Organization. • Communication between multiple Non-Profit Organizations. • Created and Improved the Process for Academic Research Management for ISBSG. 		