**Curriculum Vitae**

# Name: Carl Bruiners

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**Profile**

SlideShare [www.slideshare.net/cbruiners/presentations](http://www.slideshare.net/cbruiners/presentations)

LinkedIn <http://uk.linkedin.com/in/carlbruiners/>

YouTube <https://www.youtube.com/user/carlbruiners>

## **Knowledge / Skills**

I have extensive experience as both a coach and delivery expert at all levels (C-level to hands on lead by example). I’m a strong believer in leading by example. My current focus is creating high performing environments and driving positive change through business value focused strategy and customer centric software solutions by leveraging on the best of Agile and DevOps.   
My current professional interests are Wardley mapping, Cynefin, High Availability through DevOps and high performing team enablement through empowerment.

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| **Knowledge** | **Time (Commercial)** |
| Full Systems Life Cycle Project Management   * Organisational strategy * Departmental Strategy * Team Strategy * P&L * Project / Product Estimation * Project Plans * Project Documentation    Project Prioritisation   Project Briefs   Functional / Technical Specifications   * Defining Key Performance Indicators * Key Performance Indicator Analysis    Issue Management   Change Request Systems   User Acceptance Testing   Quality Assurance   Post-implementation Reviews   Risk Management   Specification Management   * Client Liaising * Team collaboration / communication improvement * Onshore, near Shore and offshore disturbed teams * System Analysis * Leading Steering Group * Matrix Management   Establishing and maintaining internal / external client relationship | 10 Years |
| Omni-channel | 5 Years |
| Agile / Scrum (Cert. Scrum Master) | 14 Years |
| XP | 10 Years |
| Kanban | 10 Years |
| Lean | 10 Years |
| TDD | 9 Years |
| FDD | 3 Years |
| BDD (Cucumber, JBehave, Jasmine, etc…) | 9 Years |
| UX / UI / IA (inclusive of UXDD) | 8 Years |
| DevOps | 9 Years |
| Cloud (AWS, Compute, RackSpace, etc…) | 7 Years |
| Application / Systems Architecture | 6 Years |
| PRINCE 2 methodology | 14 Years |
| Hybris | 1.5 Years |
| IBM WCS | 3 Years |
| N-tier application design | 14 Years |
| Object Orientated Design / Development | 14 Years |
| Continuous Delivery | 9 Years |
| Test Automation | 9 Years |
| Selenium | 3 Years |
| ASP.NET (C#) | 1 Year |
| ASP.NET (VB.NET) | 9 Years |
| VBScript | 7 Years |
| JavaScript (Jquery, Dojo, etc…) | 9 Years |
| XHTML / HTML5 | 9 Years |
| SQL | 7 Years |
| CSS | 8 Years |
| X-browser testing | 9 Years |
| Responsive design | 2 Years |
| AB / Multi-variant testing | 5 Years |
| XML | 4 Years |
| Web Services | 2 Years |
| VB6 | 4 Years |
| Search Engine Optimisation | 8 Years |
| Visual Studio Team Foundation Server | 1 Year |
| Visual Studio 2005 - 2012 | 8 Years |
| SQL Server 2000 - 2012 | 7 Years |
| Project 2007 | 2 Years |
| Microsoft Access 95-2003 | 7 Years |
| Flash 4-CS5 | 6 Years |
| Dreamweaver 3-CS5 | 6 Years |
| Fireworks 4 – CS6 | 5 Years |
| Photoshop 6-CC 2014 | 2 Years |
| Final Cut 7-X | 3 Years |
| IIS | 6 Years |
| Adobe Acrobat 5 - 8 Pro | 5 Years |
| Microsoft Office 95 - 2007 | 10 Years |

## **Work Experience**

**MagenTys – August 2018 – August 2019 (Contract extended)**

**Industry: Various - Finance, Telecommunications, Building**

**Job Position: Agile / DevOps Solutions Exec**

**Skills:** OrganisationalAgile transformation chief advisor, hands-on Agile Coaching (coaching / training), DAgile, SaFE / Scrum / Kanban / Lean startup, UX, UI, DevOps Coaching; Continuous integration, Continuous Delivery, TDD, BDD, Ansible, Terraform, Jira

**Budget**: N/A | **Direct Reports:** 0

I returned to MagenTys shortly after the company was acquired by NTT Data. My role was to act as the chief advisor both internally and to MagenTys / NTT Data clients (BMW, EE, Rockar, BT, Telefonica, Virgin Media, etc..) on a number of key areas;

* Agile / DevOps transformation
* Improving existing Agile / DevOps implementations.
* Designing / implementing Agile strategies
* Agile assessments / improvement cultures
* Defining an internal Agile roadmap for delivery

Depending on the client’s needs, I carried out a number of duties;

* Identifying / implementing / coaching SaFE / Scrum / Kanban
* Coaching hypothesis driven development (BML)
* Delivered a culture change programme based on continuous improvement through team / squad empowerment
* Coaching values of Cost of Delay using CD3
* Designed and delivered a continuous delivery pipeline
* Quality improvement coaching BDD as requirements and
* Defined the Agile digital strategy for an enterprise organisation

In addition to the above, I carried out a number of assessments for various companies to help identify key areas of improvement / maturity and made recommendations on driving continuous learning cultures.

**Santander – October 2017– August 2018 (Contract extended)**

**Industry: Retail**

**Job Position: Agile Coach**

**Skills:** OrganisationalAgile transformation, Agile Coaching, Agile / Scrum / Kanban / Lean, Continuous integration, Continuous Delivery, TDD, BDD, Jira

**Budget**: N/A | **Direct Reports:** 0

At Santander, I was on of 5 coaches responsible for the transformation of the organisation’s IT capability in the UK. I primarily looked after two sites; Carlton Park in Leicester and Bootle in Liverpool.

My responsibilities were;

* Day to day coaching
* Coach the coach; identifying and coaching candidate Scrum Masters / Coaches
* Creation and delivery of a ‘BiteSize’ learning programme on a range of topics (CD3, User Stories, DevOps, Scrum, Kanban, etc…)
* Identify and deliver specific in-depth training on a range of topics (BDD, User Stories, etc..)
* Worked with the other coaches on initiatives such as Adobes Kickbox to drive innovation
* Ran ideation workshops with a strong focus on Hypothesis driven development
* Liaise with Snr Management on areas of specific concern and implement a build, measure, learn (BML) culture.
* Deliver keynote speeches on a wind range of Agile topics throughout the organisation to key verticals (Santander is divided into large departments)
* Aid the creation of new squads

In addition to my core responsibilities, I also aided the Support team with their adoption of using Kanban as well assisting a squad build a CD pipeline so that they could ‘learn fast’ through rapid small changes being deployed into production.

**Dunelm – April 2016 – October 2017  
Industry: Retail  
Job Position: Senioer Management Team - Head of Online Services   
Skills:** OrganisationalAgile transformation, Multi-channel platform delivery (WCS), Agile Coaching, Agile / Scrum / Kanban / Lean, UX, UI, Continuous integration (Jenkins), Continuous Delivery, TDD, BDD (Cucumber / SpecFlow), IBM WCS, Jira, Cloud (Azure, Rackspace and AWS), SaaS, Ansible, Dell Boombi **Budget**: £3.9m | **Direct Reports:** 40

As the head of Online Services I am accountable for all Online Services and organisational wide Agile transformation. As part of the SMT I am also responsible for the successful delivery of the 8 core strategic goals of the business over the next 3 years. This is measured through various commercial measurements such as ROI, GOV, etc… the key drive is to grow the Online business and portfolio until we achieve 50% YoY growth.

I am responsible for defining and delivering the vision of online services over the next 5 years. This includes the restructuring of the Online Services department to support the transition from Waterfall to Agile delivery. The Online Services department is split across a number of teams;

* Agile transition team with a heavy quality first approach (i.e. BDD)
* Delivery
* DevOps
* Online Architecture

The delivery team consists of a number of teams with mixture of technologists as well as supporting business analysts and product owners. The primary responsibility is to deliver new features to market and to achieve an increase revenue of £250m+.

The single biggest focus is on delivering higher quality solutions through the adopt of approaches such as behavioural driven development; i.e. requirements that become testable, removal of ambiguous language through a common format, describing desired behaviours as the delivery approach along with adopting CI / CD to run the scenarios against.

DevOps owns the tactical direction of automation of environments; including the provisioning, configuration, orchestration, management and optimisation of the Dunelm Delivery pipeline as well as the feedback loop to the engineering teams through extensive monitoring. The purpose of Dunelm’s delivery pipeline is to deliver to production at least 16 times per day.

The Online architecture team is responsible for delivering the transformation of Dunelm’s online services into an extensible and scalable multi-channel platform. The key deliverable is the organisational wide middleware and ETL platform that provides interconnected interfaces across all areas of the business.

The Agile transition team is responsible for a larger change programme than just Online Services, its primary purpose is to deliver the successful transformation from Waterfall to Agile and adopting a bi-modal in the short to medium term.

**Leicester University – October 2015 – April 2016 (Contract extended)**

**Industry: Higher Education**

**Job Position: Agile Coach / Senior PO / Head of DevOps**

**Skills:** OrganisationalAgile transformation, Agile Coaching, Agile / Scrum / Kanban / Lean, Continuous integration (TeamCity), Continuous Delivery (Octopus), TDD, BDD (SpecFlow), Jira

**Budget**: £50k | **Direct Reports:** 6

At the University of Leicester, I was responsible for the initial transformation from Waterfall delivery to Agile delivery.

A successful proof of concept was delivered by transforming two existing teams and an extensive paper (Agile bible for UoL) published to act as a guide for the University beyond my initial period of work.

I was responsible for was planning, identifying and embedding the Scrum Masters who would implement and execute the Agile vision for the University of Leicester. In addition to this I was responsible for coaching and actively being the key Product Owner for backlog selection. Though the ROI modelling was different, it was still applicable to UoL.

A large part of the transformation was enabling the delivery teams to reduce the amount of re-work by implementing behavioural driven development as the requirements capturing and testing approach. This significantly reduced the cost of development as less time was spent on refactoring missing or misunderstood stakeholder requirements.

I also took on an active hand on role by demonstrating how the engineers worked within the SpecFlow framework i.e. writing the fixture code to exercise the various steps in the scenarios.

**MagenTys – May 2015 – October 2015**

**Industry: IT Consultancy**

**Job Position: Head of DevOps / Agile Coach / DevOps PO**

**Skills:** Software delivery, Agile Coaching, Agile / Scrum / Kanban / Lean, Continuous integration (Jenkins), Continuous Delivery (Ansible, TDI – serverspec, full pipeline automation inc all test types), TDD, BDD, (Cucumber / JBehave / SpecFlow), Docker, Bamboo, Shipyard, Jira, Cloud integrations (AWS, RackSapce, Azure and Google Compute)

**Budget**: £150k | **Direct Reports:** 3

I am accountable for the successful building and development of the new DevOps division within MagenTys and its future DevOps platform.

I delivered a vision, strategic roadmap and have implemented the foundation pathway of delivery as well as building a small team that will grow over the next few years inline with the MagenTys DevOps platform.

Inclusive of the foundation pathway work I set the toolsets, patterns and engineering approaches that have been adopted by the other areas of MagenTys (a strong emphasis on quality first approach, i.e. BDD).

This includes provisioning, configuration management (Anisible, puppet, etc..), and orchestration (Jenkins, TeamCity, Bamboo, Shipyard, etc..).

In addition to developing the strategic direction for DevOps for the business, I have also lead engagements with various third parties, including SpecSavers, Companies House and Marks & Spencers. During these engagements I would lead all aspects of the team on site, not only just the DevOps or Agile areas, but also inclusive of test, architecture and engineering and ultimately delivery of successful solutions.

**Travis Perkins – January 2014 – March 2015 (contract extended)**

**Industry: B2C, B2B builder’s merchant**

**Job Position: Head of DevOps / Senior Software Delivery Manager / Agile Coach**

**Skills:** Agile transformation, SAFe, Software delivery, Agile Coaching, Agile / Scrum / Kanban / Lean, Continuous integration (Jenkins), Continuous Delivery (Ansible, Vagrant, TDI – serverspec, full pipeline automation inc all test types, Maven), TDD, BDD, (Fitness, Cucumber), Docker, Hybris, Rally

**Budget**: £3.3m direct (portfolio £50m+) | **Direct Reports:** 20

I am responsible for the successful management of 3 teams within the world’s largest SAFe / Hybris transformations and report directly to the IT Director:

* DevOps
* Solution architects
* Heritage CI (Universe)

The solution architects team are responsible for the successful delivery of new features for the group wide brands by assisting 23 teams on the best approach on their new multi-channel e-commerce platform, Hybris.   
In addition to this I also acted as a Product Owner for DevOps. The key driver for all work delivered was to maximise ROI though we at times also had to carry out tactical work as a future enabler due to the platforming effort on Hybris (i.e. multi-tenanted mobile sites, etc…)

DevOps is responsible for delivering the capability of automating the build process so that realisation of business value can be obtained within the smallest possible time period and delivered incrementally on demand. DevOps own, manage, optimisation and maintain the Continuous Delivery pipeline as well as the feedback loop to the engineering teams. We are currently building a capability that allows the engineering team to deploy to production on check-in at least 100 times per day.

I am solely responsible for defining the strategic direction of the Continuous Delivery pipeline that will deliver over £100m+ worth of benefit to Travis Perkins across all its brands and their numerous channels. I led and coached the rollout of BDD (from ATDD using Fitness) both to the business and the engineering delivery teams (i.e. BA’s, QA and developers).

Heritage CI are responsible for the delivery of Continuous Integration / Fitness BDD within the legacy Universe programs.

I am also responsible for ensuring that the teams deliver value added solutions by working with the business delivery team on priority alignment as well as value stream mapping of projects and sub features.

**Dunelm – May 2013 – December 2013 (contract extended)**

**Industry: Retail**

**Job Position: Head of Agile / Director of Software Engineering**

**Skills:** Agile transformation, Multi-channel platform delivery (WCS), Agile Coaching, Agile / Scrum / Kanban / Lean, UX, UI, Continuous integration (Jenkins), Continuous Delivery, TDD, BDD (Cucumber), IBM WCS, Greenhopper

**Budget**: £4.5m | **Direct Reports:** 25

I head up the software engineering function and the Agile transformation I worked alongside two other Agile coaches on the transformation of Dunelm from waterfall to Agile as well as building an in-house software engineering capability to deliver the new platform using IBM’s WCS.

I report to the CIO on the progress for the entire programme for which I am responsible for the successful Agile transformation and the software engineering multi-channel platform delivery.

I lead four teams, running distributed Agile between two sites, Leicester and London, utilising Scrum / Kanban for our process and XP practices such as TDD, Continuous Integration / Delivery and BDD. This included the rolling out of the technology as well as the coaching on the adoption of behavioural driven development.

Two of the teams (one of which I am the acting Scrum Master) are concentrating on building our abstracted middleware layer, which is being built using a hybrid approach of IBM MQ and Java. And the other two teams (of which I am an acting PO for one of the teams) are working on delivering the e-commerce platform using a customised IBM WCS.

The teams are cross-functional; they consist of a PO, a BA, x3 developers, x1 architect and x2 QA as well as having a shared UI and UX resource which spans the teams to create engaging customer centric solutions. I along with the other Agile coaches are hands on; we deliver change through taking on active roles (i.e. demonstrating great product ownership by being a PO) until we feel comfortable that the people we are coaching can successful continue that role.

I also have a DevOps capability that has built Dunelm’s Continuous Delivery capability so that Dunelm can release software on demand. Neither IBM or any other company in the world using IBM WCS has not achieved this.

**Asos – October 2012 – May 2013 (contract extended)  
Industry: E-commerce  
Job Position: Agile Coach / Senior Software Development Manager  
Skills:** Agile transformation, Software Delivery, Agile Coaching, Agile / Scrum / Kanban / Lean, BDD (Specflow), UX / UI, ALM, TFS **Budget**: £1.1m | **Direct Reports:** 11

I had two roles within Asos; as an Agile Coach. I was responsible for delivering the Russia localised site and coaching of other Scrum Masters and the business.

I was responsible for one team which consisted of an architect, a lead QA, a junior QA, a senior developer, a junior developer, a UI / UX expert, a DBA, a DBE and a small team of translators.

I ran all of for the team;

* Working with stakeholders to determine the work efforts and priorities
* Defining stories (using BDD)
* Backlog management
* Feature release planning
* Sprint planning
* Daily stand ups

The delivery was challenging as the business had fixed the timescale, the cost and the scope. As well as having to meeting strict UI house standards which is challenging when working with Cyrillic characters as they take up more space on screen. The project was successfully delivered before time and under budget.

Whilst at Asos I ran a number of sessions on how to improve and scale the Agile model as well a Scrum Master education programme along side other Agile Coaches from Ripplerock to help mature the business during its transformation period.

**Lloyds Banking Group – July 2011 – October 2012  
Industry: Finance – Retail Banking (digital)   
Job Position: Subject Matter Expert Scrum Master / Agile Coach / Head of Service Engineering / Chief PO  
Skills:** Agile transformation, Agile Coaching, Software Delivery, Programme Management, Agile / Scrum / Kanban / Lean, Continuous integration (Jenkins), BDD (JBehave) **Budget**: £60m | (**Direct) Reports:** 200+

I have two primary roles at Lloyds. The first is driving the Accelerated Delivery model using Agile to improve the delivery capability of the build and test digital function and the other part as the head of engineering for build and test functions for the Services Theme with a product portfolio of £60m for 2012 and £100m for 2113 spread across 29 initiatives. I also worked on the Verde program, which is the separation and cloning of the bank ready for sale to the Co-operative bank.

The Accelerated Delivery transformation program is still at the early stages of the transformation. My responsibilities for delivering the Accelerated Delivery transformation are:

* Coaching Scrum and Kanban – process (ceremonies, artefacts, etc..) and practices (BDD, CI, etc…)
* Defining the direction of the organisation as a Chief PO working with various Stakeholders
* Test automation – Integration, Functional, System, Acceptance, etc..
* XP practices – Continuous integration, continuous deploy
* Drive the dashboard project to improve visibility / transparency of our Themes / initiatives
* Implementing Kanban for the Verde priority defect team
* Design and implement Agile training material
* Running twice weekly surgeries with the platform lead to assist steering the business model

As the head of engineering for build and test my responsibilities are;

* Create customer focussed solutions utilising BI, UX and UI
* Resource management including creation of new teams for new initiatives
* Cost profiling for each initiative
* ROI modelling
* Managing design decision challenges
* Managing stakeholder expectations
* Providing metrics for the Theme lead and stakeholders (Senior Management and Executives) to make informed decisions

**GE Energy – September 2011 – July 2012**

**Industry: Energy / GIS**

**Job Position: Agile Expert**

**Skills**: Advanced Agile coaching, Advanced Agile / Scrum / Lean / Kanban, TDD, FDD, BDD (Cucumber), UX, DevOps - Continuous delivery (inc. continuous integration – Electric Commander)

**Budget**: £1m-100m (various) – Total portfolio £1bn+ | **Direct Reports:** 5

I am one of only five Agile Experts across all the GE verticals throughout the world.

My focus is the improvement of everything Agile / Lean / Delivery capabilities through a Continuous Delivery pipeline delivered through a DevOps function:

* Strategic and tactical direction of Agile
* Quality first approach driving improved first time yields from requirements to delivery (i.e. BDD)
* Coaching Agile practices (TDD, FDD, BDD, etc.) – implementation, execution and usage
* Agile site / team assessments
* Test automation
* DevOps implementation of Continuous integration / delivery pipelines
* Tool improvement
* Design, implement and deliver Agile training programs
* Coaching development patterns
* Improving software practices across all verticals of GE

I would also embed myself within a project team for a period and ensure the successful delivery of the team’s product using Agile techniques to maximise productivity, efficiency and quality.

The role required that I had to give daily updates / reports to both the SSG board and the GE board on multiple teams / sites progress. As well as being responsible for the successful delivery of Agile at various sites, I also had to lead the implementation of a Continuous Delivery pipeline for our Core product. This involved defining, implementing and baking into the pipeline the governance controls to ensure a reduced time to market but ensuring high quality.

Additional roles meant that I also led a small .NET team to build tools that enabled tighter integration between existing tools (GE’s technology stack is Java / Magik), gave architectural direction when needed, coached teams to improve their OO practices and facilitated the test automation team.

I am also responsible for facilitating the rollout of Agile programs to newly acquired companies.

**GE Energy – March 2011 – September 2011**

**Industry: GIS**

**Job Position: Agile Coach / Scrum Master (Contract extended)**

**Skills**: Scrum Master, Agile coaching, Lean, Kanban, Rally

**Budget**: £100k | **Direct Reports:** 60

At GE Energy I was the sole SCRUM Master for 8 teams split between Cambridge UK and Hydrabad India.

My main task was to ensure the successful delivery of a range of products for both internal and external customers for the Core GIS team. This included running Scrum for our project (NPI) deliverables and Kanban for delivering defects.

My day to day efforts included;

* Requirements gathering – Ensuring the BA’s had gathered enough quality information
* Organising release schedules
* Sprint planning
* Coaching (including product manager, product owner, on-shore / off-shore developers, on-shore / off-shore testers)
* Defect management through Kanban
* Coaching other Scrum Masters

Some of my main deliverables are;

* Improve existing Agile models
* Galvanise the core team – Cambridge / Hydrabad
* Increase productivity / efficiency of the Cambridge / Hydrabad teams
* Introduce Agile best practice
* Coach the teams to become self-sufficient
* Introduce the teams to a more ‘Lean’ framework
* Implement / encourage TDD

My role included process improvement, handle turning, report generation, user story improvement, implementing acceptance criteria and reporting up to the Energies board.

**Figleaves.com – August 2010 – Present (Contract extended until March 2011)**

**Industry: E-commerce  
Job Position: Agile Coach / Software Delivery Manager**

**Skills**: Scrum Master, Kanban, FDD, Project management, Project / Product life cycle, Agile / Scrum, Application / Systems Architecture, UX, UI, IA, Visio 2007

**Budget**: £700k | **Direct Reports:** 12

At Figleaves I had to fore fill many different roles for both the IT department and the business.

The initial remit was to improve Figleaves initial SCRUM implementation, through team coaching (including Product Owner, Product Manager, Developers, Testers, etc), and to ensure successful deliver of agreed projects.

My responsibilities include liaising with the business to ensure that all of their requirements were being captured through a user driven design framework (inclusive of all UI and UX elements), discuss customer / stakeholder needs with the Product Manager, carrying out daily SPRINT update meetings, fortnightly SPRINT reviews, SPRINT retrospectives, SPRINT planning and SCRUM process model improvement.

Due to Figleaves’ implementation of SCRUM I formulated a number of process improvements which included;

* Create a phased hybrid work framework that facilitated the business transform from a more linear waterfall working framework (PRINCE2) to becoming more Agile
* Changing the SCRUM implementation so that it was not acting as a mini-waterfall
* Form a test team to improve Quality Assurance through tighter Quality Controls
* Introduce Quality Controls, TTD, peer reviews, unit testing, safety net work flow process, integration testing, etc.
* Introduce a fine mechanism for failure to be on time and for failing SPRINTs.
* Empower the team to deliver by protecting them from daily ad-hoc requests from the business
* Facilitate at all times both the business and IT to resolve any impediments that may hinder the successful delivery of a SPRINT
* Introduce and implement architectural changes that shifted the team from classic ASP to .NET. This included build a .NET services layer that support the legacy classic ASP layer.

Due to Figleaves being acquired by N Brown and the constant changing of available resources, my role had to diversify so that I not only acted as the SCRUM master, but I acted as a Development Manager and a Technical Consultant. My primary role was split 50/50 between being a SCRUM Master and development manager.

**Defaqto – March 2010 – August 2010**

**Industry: Finance**

**Job Position: Senior Development Manager / Internal Apps Senior PO**

**Skills**: Application / Systems Architecture, Senior / Product Ownership, SCRUM Master, Project / Product management, Project / Product life cycle, Agile / SCRUM, PRINCE2, Visio 2007, Visual Studio Team Foundation

**Budget**: £1.6m | **Direct Reports:** 32

As the development manager my main responsibilities are split into two areas, staff and operational responsibilities.

At a staff level my responsibilities are to manage staff on a day to day basis, carry out interviews, define Smart KPI’s, set monthly / quarterly objectives and carry out appraisals.

At an operational level, I have the role of wearing multiple *hats* within a matrix environment, these hats on a daily basis would be;

* SCRUM master
* Senior Product Owner
* Product Owner
* Development Technical Lead

As the Senior Product Owner my responsibilities are to ensure that the all streams were delivered successfully and on budget. My responsibilities included liaising with the business to ensure that all of their requirements were being captured, discuss customer / stakeholder needs with the Product Management team, carrying out daily SPRINT update meetings, fortnightly SPRINT reviews, SPRINT retrospectives, SPRINT Grooming / Planning and SCRUM process model improvement.

One of the main area’s that I concentrated on was process management and how to further improve the processes in place which though heavily SCRUM based also had elements of more general project management, using similar concepts to the PRINCE2 methodology. As a senior project owner I had the role of overseeing multiple streams and ensuring their successful delivery.

As the product owner for the Internal Applications stream I had the responsibility for the successful delivery of all internal applications which included Defaqto’s Purchase Order system, financial researcher data input tool, data extraction tool and other market specific tools for collecting and analysing data.

I also formed the architecture design board that ensured that the development team would

As well as performing the product owner role, I would often fore fill the role of product manager, as there would often be times when it became necessary for me to do so due to numerous reasons, often including but not limited to, inexperienced product manager coaching, lack of suitable product management and product manager shortage.

**Girlguiding UK – July 2006 – March 2010**

**Industry: NFP / Charity**

**Job Position: Application Development Manager (changed from Web Development Manager)**

**Skills**: Systems / Software Architecture, Project / Product management, Project / Product life cycle, Agile / Scrum, PRINCE2, TDD, DSS / PCI implementation / certification, UX / UI, BI, Visio 2007, Project 2007

**Budget**: £500k | **Direct Reports:** 7

**Technical Skills:** ASP.NET 2.0/3.0/3.5, ADO.NET, Visual Source Safe / Subversion, XAML, Visual Studio.NET 2005 / 2008, LINQ, CSS, JavaScript, JQuery framework, XML, Fireworks 8 / CS4, Flash 8/CS4 (including Flash Media Server), Papervision3D 1.5, Sharepoint, CAML, Silverlight 2.0 / 3.0, IIS Administration

**Contact:** Eddie Thomas, Head of IT

As the Application Development Manager I am responsible for the delivery and maintenance of each web site / application of the organisation. The main focus was on the main Girlguiding UK web site, the e-commerce site, CMS, intranet, FAT's (financial application) and the CRM.

I am responsible for defining the architecture of all systems that the organisation develops internally. This includes, but not limited to, identifying / defining resource requirements, identifying / defining system / software requirements, identifying impact / risk, product selection (if work is being carried out by an external company), defining delivery timelines, defining best practice, conceptual planning / definition, implementation planning and managing projects from concept through to completion.

My team responsibilities include managing / coaching a team of five, one senior developer, three .NET developers, a SQL developer and a technical analyst, carrying out appraisals, setting individual developer objectives against the current departmental / organisational requirements and defining the Application Development Team strategy.

My role also requires me to be the main driver for all project management (including, but not limited to, Project Initiation, Functional / Technical specification, Change Control, Quality Assurance, UAT, etc..) for the Application Development Team and to influence / aid the business.

I am responsible for reporting / liaising with a wide range of employees within the organisation, this includes the Chief Executive, Senior Management Team, Head of Information Services, Key Customers / Stakeholders, Project / Product Managers and external companies.

In 2007 my team began to adopt to a new ‘IT Best Project Management Practices’, this included the reconstruction of my own team to adopt and adapt to Agile / SCRUM methodologies based on my recommendations to do so. Part of this process required a phased approach so that my team could adopt / adapt to our SCRUM environment without causing any major disruption to the business.

Other aspects of my role include being part of the IT project management steering group, defining the SDLC (Software Development Life Cycle) documentation, the organisational security steering group (its primary role was to aid the organisation in meeting DSS / PCI standards), the CMS replacement selection team, IT R&D team to indentify future suitable technologies and the planning for the internal / external hosting hardware / software.

**Qualifications**

**Professional**

Scrum Master Certified (since 2006)

Microsoft M2323 – Advanced ASP.NET

Influencing

Coaching

### **A Level’s** Information Technology A’s

Design Technology A’s

Computer Science

Communication Studies

### **GCSE’s**

Maths

English Language

English Literature

Science (dual award)

Design Technology

Art

Physical Education

**Sports (football)**

Coaching football L1

Coaching football L2

Futsal L1

Futsal L2

Youth module 1

Youth module 2