

Paul Henman

Certified Scrum Master
Software Development Project Manager

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CAREER PROFILE

Versatile and accomplished project management professional with exemplary, international 15-year track record of helping organizations excel in service delivery through robust range of technology-enabled solutions. Brings highly portable Agile and traditional project management skills to the challenge of major project leadership. Offers creative mindset, technical depth/range (IT solutions and project management methodologies) and client relations skills, developed through broad experience in progressive project mandates with leading service companies. Regarded as consistent high-level performer who delivers projects on time and on budget, supported by proven abilities in client needs assessment and collaboration with technical and non-technical team members.

SKILLS SUMMARY

Project Management

- **Certified Scrum Master:** scrum master for multiple & individual teams; Scrum of Scrums; release planning; sprint planning/review; retrospectives; coaching; facilitation; Extreme Programming (XP).
- **Waterfall (“traditional”) project management:** risk management; budgeting; planning (MS-Project); critical path analysis; earned value; requirements change control.

Software Development

- **Life Cycle (SDLC):** requirements capture/analysis; design; coding; unit testing; integration; system testing; acceptance testing; deployment; training; maintenance.
- **Data Communications:** EDIFACT; ASTM 1238, HL7; X.400 & RFC822 email protocols.
- **Quality Assurance:** ISO 9001.

Vertical Markets

- **Health Care:** electronic data interchange (EDI); clinical management systems; privacy & confidentiality.
- **Military:** electronic data interchange (EDI); Nuclear Biological Chemical (NBC) hazard prediction.
- **Other:** computer telephony integration (CTI); government; transportation.

EXPERIENCE

Introductory Note: During 2009, primarily focused on professional development and career re-assessment, examining target roles and markets while engaged in actively planning for ongoing development of technical & project management skill sets.

Scrum Master (Project Manager), Siemens Enterprise Communications **2006-2008**

Project: delivery of the next generation of HiPath ProCenter, a computer telephony integration software product used in call centres. Approximately 50 development staff; annual budget \$12 million.

Accomplishments (Pilot):

- Championed the introduction of Scrum/Agile practices within development group.
- As the Scrum Master with the pilot team, demonstrated benefits of adopting Scrum; also identified potential issues and recommended action plan in order to address them.
- Coordinated regular teleconferences with other Scrum teams (mostly based in Germany) to discuss business, architectural, technical and process-related topics.
- Facilitated the daily stand up meetings, sprint planning and review meetings, and maintained the team's burndown chart.

- Ensured team delivered required functionality on time by resolving roadblocks, e.g. access to remotely-hosted source code change control system.

Accomplishments (HPPC Version 7):

- As the Scrum Master for three multi-disciplinary teams, coached team members and product owners (internal customer representatives) on Agile software development techniques.
- Developed toolset for scrum masters, e.g. standardised burndown chart and velocity calculations.
- Facilitated regular meetings with the Scrum teams and the Product Owner to review developments (demonstrate functionality), plan for upcoming requirements (user stories) and commit to delivery in the forthcoming four week sprint.
- Conducted retrospective sessions in which all the members of a team could identify areas for improvement (within and outside the team), resulting in specific action plans; these were reviewed during and at the end of each sprint.
- Aided teams to ensure they consistently met requirements, delivery completed (tested and documented) functionality on time and on budget.

Accomplishments (HPPC Version 7R1):

- As the Project Scrum Master (senior project manager), provided the interface between the local scrum teams and other Siemens departments including finance, sales & support.
- Led regular meetings with all the scrum masters and development managers (Scrum Of Scrum); provided weekly progress reports to senior management both locally and overseas.
- Brought the project in on time and on budget, delivering one of the most technically complex upgrades or enhancements to the product.

Technical environment:

- Hardware: PC
- Operating systems: Windows; SUSE Linux
- Other: CTI (Computer Telephony Integration)

Project Manager, Ontario HIV Treatment Network

2001-2005

Project: the HIV Information Infrastructure Project (HIIP) had three deliverables – enhanced clinical support tools for physicians, providing data to researchers, and ensuring the secure transmission of patient data from clinics to a central database. The HIIP team was small (8 people) as the development work was largely outsourced. The OHTN is funded by the Ministry of Health; HIIP’s annual budget was \$3 million.

- Conducted a status assessment and instituted changes to revitalize the overdue project, including redefining roles and responsibilities between the project and the vendors.
- Worked closely with the software vendor to introduce change control processes, acceptance testing methodologies and improved software rollout practices.
- Defined business requirements for secure data extraction & transmission based on input from stakeholders; subsequently presented joint paper (“Privacy and Confidentiality in a Real World Setting”) at national eHealth conference.
- Met critical milestones, ensuring ongoing funding for project.
- Brought sub-contracted Clinical Management System (CMS) development to completion, including final testing.
- Managed selection of, negotiations with, and rollout to four beta sites.
- Designed province-wide implementation process for over 100 clinics.

Technical environment:

- Hardware: PC
- Operating systems: Windows
- Other: IT Security; PKI

Project Manager & QA Manager, Systematic Software Engineering Limited 1994-2001

Projects: healthcare electronic data interchange (EDI), working with UK's National Health Service hospitals and laboratories; also EDI projects with UK Ministry of Defence and NATO, UK Ministry of Agriculture, and non-EDI projects for Railtrack and NATO.

- Introduced Agile-style practices to enable small team to better respond to customer requirements, stop-start conditions, and maximise utilisation whilst minimising churn.
- Collaborated with National Health Service's standards committee to improve EDIFACT message definitions for medical data exchange.
- Successfully delivered many-to-many EDI translation system configured to enable transfer of test results from hospital laboratory systems to physicians.
- Identified sales opportunities leading to three significant new contracts worth over \$8 million.
- Seconded to company's head office (in Århus, Jutland) for crucial role in military messaging product development.
- Ensured acceptance of Nuclear Biological Chemical (NBC) hazard prediction system by Ministry of Defence; conducted training for NATO experts.

Technical environment:

- Hardware: Siemens Nixdorf; Sun; HP; PC
- Operating systems: Sinix; Solaris (SunOS); HP/UX; SCO UNIX; Trusted Solaris; Windows
- Languages: C; shell; Systematic's EDI toolset
- Other: EDIFACT; HL7; ASTM 1238; ITSEC; MMHS (X.400 + STANAG 4406); NBC / CBRNE

Team Leader, Uniplex Limited 1992-1994

Project: ported Hewlett-Packard's X.400 email server (OpenMail) to 25 flavours of UNIX as part of an office application suite.

- Technical expert for all X.400, porting, UNIX and software quality assurance related issues.
- Ensured BS5750 (now ISO 9001) approval for development, porting and testing division.

Technical environment:

- Hardware: Various UNIX boxes (including DG, HP, IBM, ICL, Motorola, NCR, Pyramid, Sequent, Siemens Nixdorf, Unisys)
- Operating systems: 22 flavours of UNIX
- Languages: C; shell
- Other: POSIX; X.400; RFC822; LDAP; BS 5750 / ISO 9001

Software Engineer, ICL (International Computers Limited) 1988-1992

Project: fault-tolerant X.400 email server development aimed at national telecommunications companies.

- Designed and developed operating system interface library functions, simplifying porting between ICL's DRS/NX operating system and Stratus' fault tolerant VOS platform.
- On-site and remote technical assistance for MCI New York, a major test site for the project.

Technical environment:

- Hardware: Stratus (IBM System/88); ICL DRS series
- Operating systems: VOS; DRS/NX
- Languages: C; shell
- Other: X.400; BS 5750

EDUCATION

B.Sc. (Hons) in Computer Science with Operational Research,
Lancaster University, England, 1985-1988.

Certified Scrum Master,
Berteig Consulting, May 2006.

EXTRACURRICULAR ACTIVITIES

Home network:

- Hardware: PC; Apple
- Operating systems: Linux (Red Hat, Fedora, Ubuntu, OpenSUSE); Mac OS X; Windows (XP, Windows 2000, Vista, Windows 7)

Hobbies:

- Badminton: webmaster for local badminton club.
- Hiking: IT advisor to organisers of Ontario Walks and Toronto Trails; photographer for both groups; organiser of Festus Arbor photo competition & director of associated video.
- Photography: creator of TorontoPhotoWalks.ca; organiser of photo walks for amateur & established photographers.
- Social media: active in local communities both online (e.g. Flickr, Twitter, Facebook) and offline (e.g. Toronto XP group, DemoCamp).