



# Thomas Heine

Program / Project / Interim Management



## Project list

## About me


**Born in:** 1970


**Nationality:** German


**Languages:** German, English

**Marital status:** married

## Contact details

 Im Sackkamp 56, 31139 Hildesheim

 +49 151 2808 5899

 Thomas.Heine@enieH.eu  
www.enieH.eu

## Professional know-how

Engineering and construction  
- Automotive 10 Years  
- Optronics 3 Years  
- Medical 2,5 Years  
- Plant 4 Years  
- Agricultural 2 Years  
- Machine 3 Years

### Interims Team Leader Machine Software

12/2017 - 12/2020

Gleason-Hurth München & Gleason-Pfauter Ludwigsburg

- Mechanical engineering industry
- Managing a software group distributed over two locations
- Optimization of processes / procedures / version management
- Restructuring software, use of an agile working method
- Project management

### Project Manager

02/2018 - 09/2019

Miele & Cie. KG Gütersloh

- Industry consumer goods
- Prototyping "cooking good detection" - Smarthome
- Parameters:
  - Project team: 6 employees
  - Effort 1 day / week
  - Success:
    - Prototype could be tested just in time in test households.

### Project Coach

08/2017 - 02/2018

Miele & Cie. KG, Lehrte & Gütersloh

- Plant engineering (professional dryers / washers)
- Consulting / coaching to improve the cross-location collaboration on the cross-product integration of an electronic platform "Modulo"
  - Requirements (specification, use cases, function trees)
  - coordination architecture (components, modules, interfaces)
  - Creation of metrics to monitor project progress and service delivery
  - Risk assessment Functional safety according to IEC 61508
- Parameters:
  - Project budget: > 10 Mio €
  - Project duration: > 5 Years
  - 2 Development sites
    - 3 working projekt teams in parallel
    - several supplier
  - 2 production sites
- Success:
  - Short term clarification of responsibilities for successful prototype construction and subsequent testing.



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#### Program & Project Manager

01/2016 - 07/2017

Claas E-Systems KAaA mbH & Co KG, Gütersloh

- Agricultural machinery technology
- The order was: Concept development for automatic steering systems of self-propelled tractors and harvesters, taking into account functional safety according to ISO 25119
- Parameters:
  - Project budget: >> 20 Mio €
  - Total project duration: >> 6 years
  - 2 core teams a 8 employees in direct control
  - Overall program: >> 30 employees
- Successes: Introduction of higher-level program management
  - Initiation, coordination, integration planning of 6 component projects
  - Summary of the processing of the individual component projects as one system project (program)
  - System-wide requirements management
  - Introduction of an agile working method

#### Project Manager

08/2013 - 12/2015

Miele & Cie. KG, Bielefeld

- Medical devices
- Overall responsibility for development projects of medical cleaning systems for endoscopes
  - Introduction of systems engineering:
  - Dividing the system into subsystems and delimiting the modules with clear responsibilities and interfaces
- Parameters:
  - Project budgets: 1,5 - 8 Mio €
  - Number of employees:
    - Core team: 3-6 employees
    - Overall project: 5-30 employees
  - < 15 subsystems to be developed in parallel
  - > 10 development service providers
- Successes:
  - Introduction of an agile working method in some subprojects
  - After 15 months the prototype was ready for use.



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#### Project Manager

04/2010 - 07/2013

Cassidian Optronics GmbH, former Carl Zeiss Optronics GmbH, Oberkochen

- Optronics
- Development and manufacturing projects of large optical products
  - Functional safety according to IEC61508
- Parameters:
  - Development projects:
    - Budget < 15Mio€,
    - Core team 8MA from 50
    - < 20 suppliers
    - International customers (India, Norway, USA)
  - Manufacturing projects:
    - budget >> 30Mio€
    - > 30 specialists
    - > 30 suppliers
- Establishment of PMO (Project Management Office)
  - Definition, creation and evaluation of parameters / metrics
  - Project cost budgeting and tracking at subsystem level (in accordance with "Earned Value")

#### Plant Project Manager

02/2008 - 12/2009

Robert Bosch Car Multimedia GmbH, former Blaupunkt GmbH, Hildesheim

- Automotive
- Ensuring the ramp-up of all navigation products at the Hildesheim plant (approx. 600 employees)
- Optimization of project processes
- Coordination of development/production management across locations
  - Development: mechanics, hardware, software
  - Prototyping: assembly, mounting
  - Manufacturing, logistics, quality assurance, service
  - Test: AOI, ICT, FKT, Burn In
  - Definition and verification of compliance with release criteria
- Project manager reorganization prototyping
  - Definition: Communication structure, standard procedure for planning,
  - Implementation and approval of product launches in foreign locations (Malaysia, Portugal)
- Internal consultant
  - Seminars, workshops, special projects
  - Training of internal company processes.



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#### Project Manager for Prozess Improvement

04/2006 - 02/2008

Blaupunkt GmbH, Hildesheim

- Automotive
- Introduction of project management in the field of production preparation
- Process development according to CMMI (Capability Maturity Model Integrated)
- Creation and execution of a "roadmap" to raise the process maturity of project management in the production preparation
- Successes:
  - Raising the process maturity of all product start-ups in production preparation to at least CMMI Level 2
  - Successful certification of selected organizational units according to CMMI Level3
- Regular participation in Bosch internal CMMI appraisals and CMM assessments

#### Process Developer CMM for Project Management

02/2004 - 04/2006

Blaupunkt GmbH, Hildesheim

- Automotive
- Process development according to "CMM for SW" (Capability Maturity Model)
- Regular maturity assessment to optimize weaknesses in project collaboration
- Process consulting, development of simple template(s)
- Success:
  - Successful proof of process maturity in three software development departments at CMM level2.

#### Software Project Manager „After Sales“

10/2000 - 04/2006

#### Software Developer & Integrator

05/1999 - 06/2002

Blaupunkt GmbH, Hildesheim

- Automotive
- Software development for navigation devices
- Customer service from offer to release
- Roadmap, test planning, troubleshooting
- Development, release and integration software modules