Malcolm Green

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NATO C3 AGENCY - Chief Capability Area Team 9

Network Information Infrastructure – Communication Services

Seasoned, results orientated manager with extensive knowledge in the NATO acquisition business. Ten years experience as a senior NATO manager delivering in excess of 90% of projects on time and cost. Exceptional leader, skilled in developing results orientated, production team that is customer focused. Highly effective at building trust and rapport with customers and staff to create long term loyalty.

Dedicated highly motivated and technically skilled business manager with a proven track record of delivering success. Works well under stressed conditions but able to continuously prioritize work across a highly diverse demanding portfolio of work.

Currently manager of a team of 90 highly skilled scientists, engineers and project managers in two geographical locations, The Hague Netherlands, and Brussels Belgium. This role requires direct leadership of this highly talented staff to define, design, acquire and implement NATO C5ISR[[1]](#footnote-2) capabilities across the twenty eight NATO nations as well as NATO theatres of operations such as Afghanistan.

Directly responsible for the complete definition, management and delivery of 1.8 Billion Euro multiyear investment portfolio, plus the management of an annual operating budget of 20M Euro.

Instrumental in defining new processes and procedures for accelerating the NATO acquisition cycles for mission critical projects as well as deriving cost effective solutions. Highly innovative and successful at winning board funding support for projects both internal and external in a finite and competitive budgetary environment. Successfully delivered a number of major acquisition programs including SATCOM space segment and the Afghan Communications and Information Services (CIS) contracts. These two projects alone constitute the largest acquisitions made by NC3A, being worth 750M Euro and 350M Euro respectively. Successfully won, or negotiated amicable settlement, in all contractor claims made against the Agency in CAT 9 portfolio.

Highly agile and strives to build agile organization able to rapidly respond to changing customer needs. Instrumental in recommending organizational change, its implementation and change management processes.

Currently deployed to Afghanistan as senior NC3A representative to oversee, manage and lead NATO activities related to achieving ISAF Afghanistan Mission network – a single federated network on which all 46 participating nations will conduct operations an initial investment of 11M Euro.

Key Skills

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| Business Development  Business Case Development  Contract Negotiations  Contract Law  Conflict Management  Strategic Planning  Financial Planning & Reporting  Business Process Modeling | Certified Project/Program Management  Certified PRINCE2 & PMP  Risk assessment and management  Expert in Communication Network Engineering Techniques  Highly knowledgeable of C4ISR systems.  Commercial & NATO Standards | HR Soft Skills  Staff Development & Training  FMS Case processes  ITAR & TAA processes  Export Licensing  Through knowledge of NATO acquisition  Accomplished public speaker and presenter |

Experience

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| Chief CAT 9, | 2006 to Present |

Production Team Manager, 2007 to present

Team Manager: leading 90 staff comprising many PhD’s and MSc’s delivering Scientific R&D, Prototyping, applied engineering and acquisition project management.

Results:

Designed and implemented a number of major NATO capabilities. Won best team award for the delivery of the fully functioning ISAF Joint HQ in only 10 weeks. This required 1000 workstations and creation of a Combined Tactical Operations Center in Kabul.

Developed efficiency-enhancing workflow/process improvements that made it possible to manage an increasing portfolio of complex projects. .

Decreased project costs by 15% overall through implementing needed project controls and on operating costs.

Moderated plenary session at MILCOM 2009, Boston, with panel discussion on NATO communications in support of ISAF mission

Key note presenter at SMI and AFCEA conferences, Global MilSatCom London, Deployable CIS Prague. Communications in support of NATO missions, Koblenz

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| Leader Integrated Program Team (IPT) 6 Communications Services | 2002 - 2007 |

Program Manager

Executive manager for all NATO communication and networking programs. Responsible for strategic planning and business development - functioned as primary interface to customers and ensured a consistently positive customer relationship. Results:

Helped drive a 10% increase in customer satisfaction (as measured by a customer survey in 1997).

Generated, consistent, business growth of 20% per annum.

Indentified o number of business processes that needed to be automated to improve efficiency, reporting and control of projects and costs.

Quickly became a trusted manager to the General Manager, executive staff and a reputation for maintaining a positive attitude and producing high-quality work.

Education

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| Montgomery of Alamein, Winchester, UK  Telecommunication Apprenticeship  Full Technological Certificate  BSc Computer Science | 1971  1971 -1975  1973 -1976  1982 – 1985 |

Continuous education program on refining skills and competencies

1. Coalition, command, control, communications, computers, intelligence, surveillance, and reconnaissance [↑](#footnote-ref-2)