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Summary

PSJ is an experienced SAP specialist and ERP Business consultant with a focus on SAP Security and security processes, SAP Security architecture, SAP implementations, SAP system configuration, data- and business analysis and business processes. PSJ has worked with most application areas in SAP from a security perspective, including HR, BW, APO, CRM, SRM, SCM and SolMan as well as all other standard applications in R/3. The consultant is very knowledgeable in the area of Basis security both concerning roles and basis settings.
PSJ has a very solid knowledge of (SAP) Security auditing, including SoD and SOX - both from a theoretical as well as a practical perspective.

PSJ has worked with the SAP New Dimension products, such as GRC, HANA and S4/HANA – these mainly from a user perspective and not as an implementation consultant.

PSJ is has a lot of experience in international roll-outs of SAP ranging up to 40+ countries and he has done several full implementation life cycles. PSJ has worked as an SAP consultant for 20+ years, and had several roles as team lead and project manager, managing up to 25 people. His main industrial specific knowledge lies within the Public sector, the Energy sector, the Finance sector, the Health sector and the Medical Industry. PSJ has a thorough knowledge of the ASAP (SAP implementation) method and has worked within an ITIL framework on some projects.

Education

MSc Engineering
Specialization in Industrial Management Systems
Graduated from Aalborg University, Denmark
Graduation date – 24 June 1998

Competencies

Below is a list of the core competencies of PSJ. Only competencies where level of experience is 6+ years, and only competencies used within the past 5 years has been included.

- SAP Security - expert
- SAP HR Security - expert
- SAP Basis Security - expert
- SAP Security Architecture - expert
- SAP Security Auditing - strong knowledge
- Security Models, Processes and Procedures (SAP) - strong knowledge
- SAP HR/HCM (all sub-modules except Time and Payroll) - fair knowledge
- Business Models, Processes and Procedures
- Demands analysis and specification
- BPR (Business Process Reengineering)
- User Test (planning, developing, executing)

- Change Management
- Data and Business analysis
- Data Security
- ERP (Enterprise Resource Planning)
- Documentation
- Implementation (ERP/SAP)
- Organization and Organizational Management
- QA (Quality Assurance)
- Project Management
- SoD (Segregation of Duties)
- SOX (Sarbannes Oxley)
- Team Lead
- Project management
- Education/Training

Languages

- Danish, Native speaker
- English, Fluent verbally, reading and writing
- Swedish, understands most verbally, reading and writing
- Norwegian, understands most verbally, reading and writing
- German, Basic knowledge

Work and Project Experience

Saudi Aramco, Dhahran, Saudi Arabia (Permanent Position)
Period: 2013/07 – 2020/07 (Job Title: SAP Security Architect)
Keywords: SAP Security, User/Role/Authorization maintenance, R/3, S4/HANA, SAP HANA, SAP GRC, Defect handling, Process implementation, Documentation, Training, SoD, Audit, Project implementation, Security Policy Development, SAP Upgrade

PSJ was working for Saudi Aramco for 7 years as an IT analyst with a focus on SAP Security in a highly complex system landscape (15+ Production systems, 40+ QA systems, 100+ Development systems) which contained most of the product suite from SAP. The tasks associated with the position included day-to-day maintenance and error finding/correction related to users, roles and authorizations. Besides from this, PSJ was involved in numerous projects, providing assistance to new in-house developments and implementations – this would include project support, as well as developing and implementing the security architecture and ensure that it was aligned with company policies and guidelines.
Amongst others PSJ participated in the implementation of SAP New GL, SystemProfiler, GRC (BRM and Fire Fighter), SAP HANA and SAP S4/HANA (ongoing) in a security advisory capacity and 12-15 system upgrades, including updating of SU24/SU25, verifying/checking SAPNotes and QA/Go-Live test.
A lot of the tasks were closely related to the Internal Auditing and Finance Departments, to continuously keep up to date and develop internal controls and ensure that these were reflecting best practice as well as external auditor recommendations.

Linde Gas, Munich, Germany (Contractor)
Period: 2012/09 – 2013/07 (Job Title: SAP Security Architect)
Keywords: SAP, Global roll-out, Roles/Authorization, R/3 (SD, MM, FI, PM), BW, GRC, CRM, HPQC, Defect handling, Process implementation, Documentation

Linde Gas was rolling out a global SAP template. When PSJ joined the project, the template had been rolled out in New Zealand only but was intended to be implemented in a total of 49 countries. PSJ joined the project to take over all aspects of SAP security architecture. PSJ was organizationally placed in the project and acted as a liaison between this and the Information Security Department, which was handling all technical security aspects. A number of areas within Security had to be redefined and optimized - both from technical as well as procedural aspects. Main areas of responsibility were to ensure that the existing security concept was being adhered to during implementation, to highlight and solve existing procedural issues and to improve the Security concept prior to the next waves of implementations.

PSJ was assigned the role of Team Lead responsible for defining the architecture and was responsible for the set-up of the roles related to CRM. All role creation/maintenance was handled in GRC (BRM).

PSJ was furthermore assigned a minor functional role in connection with the roll-out in Brazil, performing on-site Go-Live support for 3-4 weeks.

Sanofi, Paris, France (Contractor)
Period: 2012/07-2012/09 (Job Title: SAP Security Auditor)
Keywords: SAP, Audit, Roles/Authorization, R/3, BW, HR

Sanofi was implementing SAP HR in a series of stages each involving certain sub-modules. The first stage that had gone live consisted of OM, PA, Performance and Compensation. Sanofi had chosen a security solution based on contextual authorizations which, due to the multidimensional organizational structure, was highly complex.

PSJ was assigned to evaluate and audit the security solution, encompassing all security aspects but mainly focusing on the technical perspective. The very complex contextual solution and the perimeters defined had been causing some issues, especially in aligning the solution across Back-end, Portal and BW. A report was created, based on interviews, documentation and system reviews, highlighting all relevant findings and remediating activities. The report and the associated remediating action plan were presented to the board.

GSK (GlaxoSmithKline), Belgium (Contractor)
Period: 2011/12-2012/06 (Job Title: SAP Security Team Member)
Keywords: SAP, Roles/Authorization, ECC 6.0 (FI/CO, SD, Basis), Documentum, Incident handling, system/roles maintenance, Documentation

PSJ joined the GSK SAP Security Team consisting of 10-12 consultants that are responsible for maintaining the vast SAP implementation GSK has in place. Most SAP R/3 modules are represented including SCR, CRM, CUA and BW. The team supports the entire landscape in regards to security, participates in new projects and developments with an advisory capacity within these areas.

PSJ joined the team in December 2011 and contributed to the above areas as a full-time team member. PSJ mainly worked within the areas of FI/CO, SD and Basis for all security related issues.

Barclays Bank, London, UK (Contractor)
Period: 2010/07-2011/11 (Job Title: SAP Security Architect)
Keywords: SAP, Global roll-out, Roles/Authorization, Team lead, HR (ESS, MSS, OM, PA, Payroll and Time), BI, ECC 6.0, SAP 4.7, GRC, CUA, HR QC

Barclays bank was introducing SAP ECC 6.0 as their global HR template and PSJ was initially assigned as a Security Architect for the UK roll-out. The work was performed as part of a team of NorthgateArinso consultants.

Barclays was upgrading their global SAP system landscape from 4.7 to ECC 6.0, which for some countries meant a first implementing of SAP. The global roll-out was based on a template.

PSJ was introduced to the project after the Global Template had been created and was responsible for rolling the security elements into the UK organization. The initial part of this assignment

consisted of gathering the requirements of the organization, adapting the roles to the UK environment, creating the local Blueprint (and ensuring that all security related requirements of the organization was aligned with the Template), creating the roles, setting up a test plan and testing. It was an integral part of the assignment to create a suitable security framework that would be consistent with the Global set of rules - including upgrading the global security concept where applicable.

From 2011/01 PSJ was assigned to the global team and made responsible for all security related elements of implementing LiveLink, as well as acting as an advisory capacity for the initial stages of a GRC implementation at Barclays.

Welsh Water, Swansea, Wales (Contractor)
Period: 2010/4 - 2010/05 (Job title: SAP Security Team lead)
Keywords: SAP, roll-out, Roles/Authorization, Mapping, IS-U, CRM, BI, MI, HR QC

Welsh Water was about to go live with their Fresh Water solution and PSJ was assigned to take on the role as SAP Security Team Lead for a 6-week period, during the Cutover activity phase. The task mainly consisted of verifying the solution, mapping the users, planning the Go-live and the related procedures. Besides from this PSJ was supporting the existing solution, and was responsible for implementing any changes to the existing solution into the new solution.
The SAP modules going live: IS-U, CRM, BI and MI.

Various minor assignments (Contractor)
Period: 2009/05 - 2010/02 (Job title: Consultant)
Keywords: SAP, Security, Roles/Authorization, Support, SOX, SoD, Test

During the above-mentioned period PSJ has not been assigned to any major projects, but have had minor assignments for different companies (Chemstar, PwC UK and WSD). The tasks were mainly consisting of various support tasks in regards to security within APO, SCM, SAP R/3 (HR, PM and FI/CO) and BW.
Besides from this PSJ participated in documenting SOX test scripts for Diageo in the UK and Spain. An amount of test scripts needed to be tested and evaluated in regards to SOX. The systems involved was SAP, Siebel, CE2 and Ariba, and all the tests were related to Security, concentrated around SoD, User assignment and Privileged User access. The extend for all of the assignments were between 1 and 4 weeks.

Vestas, Randers, Denmark (Contractor)
Period: 2007/10 - 2009/03 (Job title: Team lead)
Keywords: SAP, Global roll-out, Change management, Security Architecture, Roles/Authorization, Organizational management, HR architecture, SolMan, ITIL, Mapping, Aris, Education

Vestas was performing a global SAP roll-out based on a template developed in Denmark. The template was rolled out to 20+ countries including USA/Canada, Asia, Europe and South America. PSJ was Team Lead for Organizational Alignment, managing teams ranging in size from 5-20 people, locally defined in the country being rolled-in. PSJ was responsible for planning and executing the role mapping and organizational alignment in the different countries, reporting directly to the Director of Business Transformation.
PSJ was furthermore responsible for ensuring that all change requests in regards to roles were evaluated and implemented (if based on local legislation). This was necessary to maintain the integrity of the template. Vestas used the ITIL framework and the entire roll-out was implemented according to this set of rules.
PSJ acted as a technical resource as well as a liaison between the security team of the SAP CC and

the many Excellence Teams in the project, during the definition of the (SAP) security concept and architecture.

Towards the end of the contract period PSJ had an advisory role related to the introduction of GRC and the company goal of achieving SOX compliance.

PSJ was on-site in the Americas, India, Australia, Singapore and a number of European countries during the various roll-outs.

PwC (PricewaterhouseCoopers), Copenhagen, Denmark (Permanent Position)
Period: 2005/03 - 2007/10 (Job title: Manager)
Keywords: SAP security, Security audit, SOX, ITIL, Security architecture, Customizing (Security and HR), SoD (Segregation of Duties), Auditing procedures

PSJ held a position as manager in the IT-Audit and Security department in PwC, being responsible for teams ranging from 2-8 people. Most of the work was related to SAP Security Audits at various client sites (including, LEGO, Scandinavian Tobacco Company, COWI, NOVO Nordic, Damixa, The National Commission of The Danish Police, Unibrew, Satair and Copenhagen Airport). Most of the audits would be focused on financial risks - typically relating to the SAP modules FI, CO, SD and MM – and would be supporting the financial auditors in their work.

These tasks would typically be 2-4 week assignments, and PSJ would be responsible for gathering and analyzing the relevant information, performing a technical security audit, report the findings in writing and present these to the stakeholders - typically the PwC Financial Auditors, and the external representatives (Financial Directors, IT Directors and CEOs). As part of the reporting PSJ would be advising the clients on measures to be taken in order to minimize or remove potential security risks.

Besides from these auditing tasks PSJ was involved in a few projects of a substantially longer time span. These are briefly described below:

- **Statens Seruminstitut (the Danish Center for Disease Control), Copenhagen, Denmark**
  Period: 2006/10 - 2007/06 (Job title: SAP Security Architect)
  Keywords: SAP, Audit, Security architecture, SoD, Processes (Role- and User Administration), Auditing procedures

  PSJ was responsible for performing a security audit at this client which lead to the implementation of an entirely new SAP authorization concept. PSJ was responsible for the creation of the concept, designing the architecture, the related business processes for these areas and the planning and implementation of the project. A major part of the concept was to ensure that common rules of SoD (Segregation of Duties) would be introduced and maintained, in order to achieve best-practice seen from a financial auditing perspective. PSJ was leading a team of 3-4 people on this assignment and reported directly to the CIO.
  PSJ acted in an advisory capacity in regards to the workflows that were established to support the new security administrative processes.

- **KMD (Former "Kommune Data"), Ballerup, Denmark**
  Period: 2006/02 - 2006/11 (Job title: SAP Security Architect)
  Keywords: SAP, Audit, Security architecture, SoD, Processes (Role- and User Administration), Customizing, HR architecture, SolMan, ITIL, Test, Documentation

KMD is a large hosting partner in Denmark, that amongst others hosts all the SAP systems of the municipals in Denmark. The entire system landscape consists of 400+ clients.

The customer had been made aware of certain security issues regarding the access rights of their internal consultants. A lot of roles were very wide and gave the consultants too much access to the systems of their customers. In order to limit this access, PSJ was made responsible for creating a new (SAP) security concept and the security architecture comprising all 400+ clients in the system landscape. PSJ acted as Team Lead (a 3-4 people team) on this assignment. PSJ was also responsible for planning and executing the implementation (specify, customize, test and document all roles). The new concept included changes to the SAP HR structure (OM, PA and PD), which was defined and implemented/customized by PSJ. KMD uses the ITIL framework and the project was implemented according to those rules. Most standard SAP modules were being utilized in the systems of KMD, and the work covered SD, MM, FI, CO, HR and PM.

- **Statoil, Stavanger, Norway**
Period: 2005/05 - 2005/12 (Job title: Manager)
Keywords: SAP, Security, SoD, SOX, Processes (Role- and User Administration), Documentation

PSJ was Team lead for Access- and Role administration in this SOX implementation. The team consisted of 4-5 people, and the tasks were mainly concentrated on SAP. It did however involve some of the other 1500+ systems used at Statoil at the time. The work was focused on the productive environment but an analysis of the roles used in the non-production environments was required to detect/avoid cross environmental security issues.

PSJ was responsible for developing the business processes within all areas related to Access- and Role administration, and all the documentation related to this. This project took place on-site in Stavanger, Norway.

Post Danmark (The Danish Postal Service), Copenhagen, Denmark (Permanent Position)
Period: 2004/03 - 2005/02 (Job title: Senior HR Consultant)
Keywords: Configuring SAP HR (OM, PA, ESS, MSS, PD - qualifications catalogue and succession planning), Processes (HR), SAP HR architecture, ASAP, SolMan, QA, Implementation, Customizing, Test, Documentation.

PSJ was assigned in the SAP HR/HCM implementation team – a part of the internal SAP Competence Center at Post Danmark. PSJ was appointed Team Lead (5-6 people) and SME, and made responsible for planning and implementing the OM and the PD sub-modules which included Appraisals, Qualifications, Jobs/Positions and Career Planning. Besides this PSJ was responsible for successfully integrating the areas of OM and PA, and the PD elements to LSO. The project methodology utilized was ASAP.

Cap Gemini, Copenhagen, Denmark (Permanent Position)
Period: 2001/06 - 2004/03 (Job title: Senior Consultant)
Keywords: SAP security, Security architecture, SAP Customizing (Security and HR), Project Management, SAP Roll-Out

PSJ held a position as SAP senior consultant in the consulting department of Cap Gemini. This was a client facing role, mainly offering services related to implementation of SAP. PSJ was assigned to projects (briefly described below), in both a technical (SAP HR and SAP Security) and a project management capacity. Cap Gemini at the time would mainly use ASAP as their preferred implementation framework, so that would be an integral part of the tool sets used.
Besides from the client related tasks, PSJ was assigned in an internal project to build a generic SAP HR template to ensure faster implementation for client projects.

- **DONG Energy (Danish Oil and Natural Gas), Copenhagen, Denmark**

Period: 2003/03 - 2003/12 (Job title: SAP Security Architect)
Keywords: SAP security (architecture and concept), IS-U, Concept, roles/Authorizations, SolMan, Implementation, Test, Documentation.

During 2003-2004 the Danish market for Natural gas was going through a legislative deregulation phase. In connection with this DONG decided to implement an SAP IS-U solution on top of their existing implementation. As the IS-solutions uses a lot of security components that differs from the standard R/3 solution, existing roles needed analyzing and changing and new roles were required to utilize the new functionality. PSJ was responsible for developing a new security architecture/concept that could take these new elements into account, and plan the implementation of them. Internal consultants of DONG were responsible for customizing all changes in the system, and PSJ was responsible for performing all QA actions related to the security of the system. Furthermore, PSJ was responsible for all aspects of testing the new roles, including their functional correlation with existing roles.

- **ISS, Vilvorde, Belgium**

Period: 2002/02 - 2003/01 (Job title: Project manager)
Keywords: Project management, SAP, Global implementation, Roll-out (FI, CO, SD, MM and HR), Configuring SAP HR (PA, OM, Shift Planning)

Cap Gemini had developed a Danish template for the client (ISS), and this was to be rolled out on a global level. Belgium was chosen as a test country to ensure the validity of the template and PSJ was appointed project manager for this roll-out.
The template consisted of the areas FI, CO, SD, MM and HR. Besides from being a project manager, PSJ was responsible for implementing/rolling-out the HR part of the template which involved the sub-modules (PA/OM/Shift Planning/Time and integration to Payroll - the latter being a parallel project controlled solely by the local Belgium project team). As part of this task PSJ was responsible for maintaining the integrity of the template and ensuring that change requests was only implemented if required by local legislation, or alternatively, incorporate the change requests in the global template upon approval by the global template owner.

The team involved in the roll-out consisted of 5 consultants from the Danish implementation partner, 2-3 from the local implementation partner and 8-10 internal consultants. PSJ was responsible for all contact to the steering committee as well as the local implementation partner.

- **Sandvik, Sandvik, Sweden**

Period: 2001/08 - 2001/12 (Job title: Team member)
Keywords: SAP, Global, SAP HR architecture, Demands analysis, Security concept

PSJ was part of a team (team member) that had been assigned to perform a demand analysis and a demand specification according to the needs for ERP of the client. The analysis was to be used as a decisive parameter for the choice of ERP tool, to decide whether SAP would fulfil the demands of the client. HQ had already implemented SAP FI/CO and wanted to ensure whether its subsidiaries in the UK, Germany, France and Switzerland would be able to benefit equally from an implementation.

The modules in scope was FI, CO, PS, MM and HR. PSJ was responsible for the part of the investigation that involved HR, and he had an advisory role in determining which security concept.

Ernst & Young, Copenhagen, Denmark (Permanent Position)
Period: 1999/01 – 2001/06 (Job title: SAP Consultant)
Keywords: SAP Customizing (Security and HR), Consulting, SAP Project, ASAP

PSJ was working as an SAP consultant (HR and Security) in the consulting department of E&Y. The was a client faced role and PSJ was working on domestic as well as international projects (listed below). At the time ASAP was the preferred implementation framework used by E&Y and all SAP implementations were handled accordingly.

- **Ericsson, Stockholm, Sweden**
Period: 2001/03 - 2001/06 (Job title: Team member)
Keywords: SAP, Global implementation, Roll-out, Security, Structural authorizations, security concept, Business processes, Documentation, Education

This client within the telecommunication sector had a global SAP implementation on-going when PSJ joined the project. PSJ was asked to develop a concept for the use of structural (HR) authorizations. This part of the project demanded a lot of system development since the client needed the authorizations to be contextual. At that time this functionality was not part of SAP standard. PSJ was not responsible for the actual development/programming but undertook an advisory role in this regard.

After developing the concept PSJ configured and implemented the solution, and provided training for the internal consultants of the customer. PSJ was also responsible for developing all the business processes related to the concept.

- **Vattenfall, Stockholm, Sweden**
Period: 2001/01 - 2001/02 (Job title: Team member)
Keywords: SAP, Security, Structural authorizations, Customizing, QA, Education

This client within the energy sector needed short term assistance to have their existing security concept reviewed and quality assured. Furthermore, they needed input related to developing and maintaining their structural authorizations. PSJ was responsible for these two areas including documentation and knowledge transfer to the client. This included developing the training material and delivering the training. PSJ customized a "selection" of structural authorizations and did QA of the security set-up of the system.

- **NESA (now part of DONG Energy), Copenhagen, Denmark**
Period: 2000/04 - 2001/01 (Job title: SAP Security Architect)

Keywords: SAP, Security architecture and concept (HR, FI/CO and SD), BW, Structural authorizations, Demands analysis, QA, Test, Documentation

This SAP implementation project within the Energy and Utility sector involved the modules FI, CO, SD, HR and BW. PSJ was team lead (3 people) for SAP Security, and was responsible for developing the security architecture and the implementation and documentation of all roles and authorizations (including structural authorizations in HR).

PSJ was furthermore responsible for the knowledge transfer to the internal security officers and for information gathering for the HR aspects of the BW implementation.

- **Banestyrelsen (Rail Net Denmark), Copenhagen, Denmark**
Period: 1999/03 - 2000/01 (Job title: Team member)
Keywords: SAP, HR architecture and customizing (OM, PA), Demands analysis, Business processes, Test, Education

This SAP implementation involved the basics of SAP HR (OM and PA). PSJ was involved in the entire implementation life cycle (developing BBP, demands specification, implementation, test and go-live) and was responsible for OM and integration to personnel budgeting and Finance - including the developing of new business processes for the entire area. Besides from this, PSJ was responsible for developing and performing test cases for all the HR areas and undertook the training of the internal consultants for the OM sub-module.