

BERNARD SANCHEZ

ENGINEERING DIRECTOR

SOFTWARE ENGINEERING – NETWORK SECURITY – IT PROJECTS

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OBJECTIVE

With more than 25 years of experience in leading software projects and teams in the field of **network security** and **Java** development, I am looking for exciting new challenges where leadership, technical vision, and human synergies matter.

EXPERIENCE

1999-2022 Stonesoft/McAfee/Intel/ Websense/Forcepoint

2013-2022 Engineering Director (NGFW SMC)
2014-2016 R&D Site Manager (Intel Security Sophia Antipolis)
2003-2013 Managing Director (Stonesoft France)
2001-2002 Project Manager (NGFW SMC)
1999-2000 Team Leader (NGFW SMC)

I led the development of the **Security Management Center** of our Next Gen Firewall (NGFW SMC) for the last two decades, contributing over the years to all aspects of the product development, from initial conception to maintenance, customer support and user assistance, releases after releases and versions after versions, building a strong development team that have achieved one of the industry references and a key differentiator for the product.

NGFW SMC is a large **Java** multi-tiers innovative application that allows to configure, operate, and pilot thousands of NGFW engines through various UI and APIs.

1997-1999 Octel / Lucent Technologies (Nice Arénas)

Team leader & Software development (C++) for a mail messaging system on top of a voice messaging architecture

1996-1997 IBM (La Gaude)

C++ Software developer – IBM 3746 communication controller UI development

PERSONAL

Classical music enthusiast, as a baryton in an amateur octet, piano & guitar practice, cooking, theatre, and films

EDUCATION

- 1994 DEA Informatique
 - Génie Logiciel et IA
- 1991 DUT Informatique
- 1988 Baccalauréat C

KEY SKILLS

- ENGINEERING MANAGEMENT
 - PRODUCT DEVELOPMENT
 - SOFTWARE DEVELOPMENT
 - TEAMS LEADING
 - INTERNATIONAL ORGS
- HUMAN RESOURCES
 - ORGANIZATION
 - BUDGET MANAGEMENT
 - TRAINING
 - ATTRITION CONTROL
- PROJECT MANAGEMENT
 - AGILE METHODOLOGIES
 - RELEASE MANAGEMENT
 - CUSTOMER CARE
- QUALITY ENFORCEMENT
 - CI/CD PIPELINE
 - PROCESSES
 - CERTIFICATIONS
- SITE DIRECTION
 - TAX CREDITS PROJECTS
 - BUDGET
 - EMPLOYEE BOARD

ENGINEERING MANAGEMENT

I've been leading the engineering work on the Security Management Center for the last twenty years, from its birth to the very accomplished stage it is right now.

As part of the product engineering lead team, I've been working a lot with the **product management** on requirements and specifications, ranking and planning, to solve challenges related to resources optimization and time to market imperatives. Getting the best value out of our teams while following a coherent product strategy that align with company perspectives and expectations requires deep technical understanding from both customers needs and operational constraints and can only be achieved by enabling innovation and bold technical choices in engineering teams.

Software Development: being a former developer myself, I've been very careful in promoting software engineering qualities that always pay off in the long run. High quality goals, peer reviews and strong software skills are keys for engineers blossoming and expertise must be a structure culture within engineering teams.

As the head of SMC I had up to 50 people and 7 teams in my organization, which I've been proudly pushing to many achievements along the years. High expertise, low attrition, and sustained motivation are the results of management experience and strategies that enable and maximize individual fulfillment, fair and transparent **team leading**, acknowledging efforts and challenges, and careful selection and promotion decisions.

The development of the SMC has occurred within different organizations while the company has been through many different acquisitions, from small and European style with Stonesoft to very large American groups as part of McAfee or Intel. In those large orgs, I was able to arrange successful collaborations with many foreign teams in various countries and culture inside **international organizations**.

TECHNICAL BACKGROUND

I have a software development education, and despite I haven't recently sharpen my **development** skills, I'm more than familiar with many languages including C/C++, Java, Python, and scripts languages.

I've been mostly operating all my career in the **Network** field, which constitutes my primary background. Due to the extent of my work in the **Firewall** business, I've a large experience in network security use cases and deployments, from standard perimeter security to more recent hybrid architectures that covers roaming users and private and public cloud services usage and protection.

HUMAN RESOURCES

A large part of my experience has been around managing people rather than software.

As the team starts to grow, the segmentation of goals and effort requires a constant adjustment to make sure that the work division in the **organization** is consistent and balanced. This is achieved by a nice mix of adapted key performance indicators, strong management relays and open direct discussions. There is no magic recipe to build the correct set of humans and technical skills but listening aptitudes and bold actions when required.

Cost saving, and resource optimization is an operational state of mind, if one want to avoid the dramatic cycle of inconsiderate spending and painful restrictions. In many cases headcount is the number one factor in engineering **budget management**, so it requires a big attention, as it very easily impact motivation and productivity.

Money is rarely the only correct answer to **attrition control**. Despite challenging budget I've been able to reach a very low level of turnover in my team (always less than 5%) despite rough periods and uncertain times. There are many sources of satisfaction for team members and working on those eventually pays off.

Education and training are keystones of the team backbone. It both contributes to productivity and personal satisfaction, as by building on people expertise the team get stronger and more adaptive, committed, and hyper efficient on assigned goals, and proud of its own work, initiating a positive virtual cycle.

PROJECT MANAGEMENT

Once the objectives are clear and the team is set on, comes the true operational challenge, from ideas to code, and from code to a product that customer are willing to pay for. That's a large part of my experience.

I would not stick to strict recommendations when it comes to tools and methods, as the team culture and specifics might figure out a more effective way of achieving its tasks, but through the years and the experiments, I would encourage **agile methodologies**, and it forces to reconsider in timely manner any wrong choices or decisions that cannot be avoided. Iterations based approaches, scrum derivatives, have had my preference for a long time.

As part of the SMC engineering, we had to produce major, and minor releases several times a year. I am accustomed to **release management**, from release scheduling to content scoping, being a proactive actor between the product team and the engineering team, to reconcile goals and reality when needed, or to explore technical opportunities and innovation when emerging from the team.

I had many opportunities to engage directly with customers, to support our **customer care** department, mostly to collect direct feedback from our users, understand their challenges and expectations, providing consideration and technical information in using the product in the smartest way when possible, and helping to adapt our development strategy to solve their specific issues when needed.

QUALITY ENFORCEMENT

Software Quality is one of the main drivers in the long team, not only for the product's sake but also for team morale. I've put a constant investment towards quality objectives, within the development, and in the quality department, to always develop and enhance our **CI/CD pipelines**.

In parallel I have been very active in development and promoting company processes inside engineering, as getting the correct mix of uniformization and team specifics is a difficult problem, especially when engineers are experts and highly qualified: they will be reluctant to follow them unless they are making sense and they can get some value from the **development process**.

I also organized a couple of projects around **certifications**, both governmental and technical, by supplying or assisting our user assistance documentation team, define processes and tools to collect answers and concrete proofs if needed.

SITE DIRECTION

I've been leading the development site in Sophia Antipolis (France) since 2003. As part of the management duties, I gained a lot of experience in **budget** definition and control with local providers and French specifics. I successfully handle a couple of **Tax Credit for innovation** projects (CIR) by building the expected tools and files. I'm also used to many French specific direction aspects, as I was the France general manager for a couple of years, including Employee board chairman (CSE).

REFERENCES

References available on demand.