

CV for Anders V. Møller

Profil

I am a professionally well-established and result-oriented leader and have extensive experience with strategic management, renewal and business development in public institutions. I have built organisations from scratch and have extensive experience preparing strategies, setting specific guidelines and managing implementation processes, always with a keen focus on the operation.

I navigate well in politically-led organisations and have an eye for the financial and commercial aspects. I am familiar with the political and financial framework conditions in the public sector - and in that arena I deliver creative and innovative solutions. I have experience combining complex managerial issues with political goals - and sticking to the financial principles. My political flair and analytical capabilities enable me *to think out of the box - but within a given framework*.

My professionalism, experience and my network are key tools for new inspiration and ideas. I engage myself deeply in the organisational management chain - and closely observe the transformation from top management to the executing units. My strongest competence as a top manager is the ability to 'execute'.

I emphasise dialogue and carefully formulate the direction for managers and middle managers. I have focus on communication and know how the message should be articulated. Being a front figure comes natural to me. My management style emphasises 'decency' and value-creating cooperation in a safe environment. I am good at creating and maintaining motivation throughout change processes, a competence that is especially useful when it is not possible to refer to a single financial bottom line, but when there are several complex and partly non-quantifiable bottom lines.



Career (Overview)

2020-	Program director at Guldborgsund municipality
2020-2020	Deputy director at Frederiksberg municipality
2016-2019	Faculty director, the Faculty of Health and Medical Sciences, University of Copenhagen
2011-2015	Director, the Agency for Culture and Palaces
2007-2011	Finance director, the Palaces and Property Agency
2002-2007	Office manager and subsequently administration manager, the Ministry of Finance
1999-2002	Finance director, the Immigration Service
1997-1998	Finance director, the Public Employment Service (AF) for Greater Copenhagen, the Ministry of Labour
1991-1997	Head of section and subsequently special consultant, the Ministry of Finance, the Budget Department

Career in detail: Responsibilities and results

Faculty director, the Faculty of Health and Medical Sciences, University of Copenhagen

2016 -

The Faculty of Health and Medical Sciences has an annual turnover of DKK 3.1 billion, of which 50 per cent is financed by external sources - typically through funds. The building mass amounts to 302,000 m² and is spread on six different addresses with highly specialised research laboratories, teaching facilities as well as two hospitals and a museum. The faculty is organised into 15 departments and a joint administration with 330 employees, managed by the faculty director. There are 4,400 employees, including 2,800 researchers and 8,000 students. The faculty is headed by a dean and the faculty director. The faculty director is the top manager for faculty services with 320 employees.

Management and financial administration

Significant results:

- Preparing strategies that will strengthen the management and the financial operation with focus on the managerial asymmetry within the SUND organisation.
- Ensuring coherence between activity changes and the consumption of production factors.

Construction and property administration

Significant results:

- Streamlining and quality development of construction projects and construction management.
- Development programme for digitalisation and optimisation of the operating organisation within the property field.
- Implementing savings, terminating leases etc.
- Visualising and benchmarking of resource consumption.

Centralised HR function

Significant results:

- Implemented a new and centralised HR function at the Faculty (bringing together 40 employees).

Financial and accounts reporting to e.g. the EU and funds

Significant results:

- Restructuring of the financial and accounting function. Description of new organisation and plan for implementation.
- Documentation of users' needs within the accounting field (especially support for external funding sources).
- Initiated development of activity and accounts reporting.
- New procurement organisation, new joint purchase agreements for SUND and establishment of a new internal web shop.

Proposal for the Danish veterinary preparedness

Significant results:

- Preparation and coordination of SUND's bid in response to the Ministry of Environment and Food's tender for the veterinary preparedness. SUND won (and the task will be moved from DTU in 2020).
- Facilitated/authored the transition process, including negotiations with DTU, SSI, the Danish Food Safety Administration etc.

Developing the management of the regulatory area

Significant results:

- Optimising and developing the management of grants and decisions within the regulatory area (students and researchers) as well as certifications.
- Implemented new digital standard solutions.

Savings

Significant results:

- Developing and implementing savings (management of disbursements, the procurement area, the production apparatus etc.).
- Executed a number of budget analyses with savings potential.

Management development

Significant results:

- Developed and presently implementing a development process for the management team in Faculty Services (nine department managers).

Representation and negotiation

Significant results:

- Administration of SUND's interests. Good and professional handling of SUND 'as a player' in external fora – primarily the political/administrative field.

New state-owned company established in 2011 for the purpose of managing and maintaining 800,000 m² and 500 hectares of royal gardens. The Agency was similar to a private property company, but the users were national cultural institutions etc. landscaping projects amounting to DKK 300 million were carried out annually. Furthermore, restoration and project engineering services were offered. The task of communication was essential as there were 600,000 paying visitors to the castles on an annual basis. The number of activities doubled during the above period and in 2015 there were 310 employees. Growth was solely financed by increased revenues. The state appropriations were declining during the period and amounted to less than 50% of the total income in 2015. The Agency was dissolved at the turn of 2015-16 as the result of a reorganisation of the Ministry of Culture and relocation of state workplaces. Thus, I chose to resign from my position to seek new challenges.

Managing the structuring of a new state-owned company

Significant results:

- Established and implemented a company strategy, including policies (recruitment, management structure, pay policy etc.)
- Designed and manned a new organisation.
- Implemented a necessary capacity adaptation, including mass layoffs.
- Formulated a new 'culture' and implemented it (from execution to development).
- An entire new budget and accounts registration frame, preliminary statement of account etc.

From financial loss to consolidated accounts: from financial cutbacks to growth

Significant results:

- New revenue areas were developed, and the growth was followed up by tight cost control.
- The investment budget was targeted for additional revenues and cost reduction.
- New approaches: Transformed liabilities to assets that contributed to the bottom line.
- Increased productivity through digital solutions (IT systems).

From administration to business

Significant results:

- Formulated a strategy where everyone in the organisation was able to understand their own contribution.
- Cultural change: Increased the engagement and commitment. 'We work our way through the crisis', and 'we tackle the problems head on (especially the financial problems)'.
- Outstanding financial results.

Property administration

Significant results:

- Prepared and implemented a business model that gathered the property management and doubled the area to 800,000 m² (gathering the property management from 13 cultural institutions).
- Total review of building inspections and mapping of backlog.
- Prepared and implemented IT systems and the entire value chain (automation).
- Increased rentals – and utilisation of the capacity.

Political proposals and consultancy

Significant results:

- Political proposals on reform of the management and financing model within the property area.
- Sparring and preparation of proposals for the minister of culture and others.
- Preparation of policy within the procurement area in the Ministry of Culture.
- Responsible for the cooperation with funds and donors in the Ministry of Culture. Concept regarding application etc.
- Managed the royal court during a period with decreasing appropriations.

Press and communication

Significant results:

- Implemented a clear and consistent press strategy.
- Acted as the face of the organisation and as its spokesman in the press.
- Formulated 'communication' as a key tool to achieving the results of the company.

The Palaces and Property Agency was a state agency that was closed down in 2011. The Agency managed the royal castles and gardens as well as the property holdings of the state's office premises throughout Denmark. The key tasks were the real estate business as well as major construction projects and managing the role as owner/developer. The economy was a core function and rental of office space followed the principles of the private sector, including the principles for market rent assessments and the principles of the Danish Financial Statements Act. The assets amounted to DKK 18 billion and the total annual turnover was approx. DKK 2.5 billion. I was the head of the finance department which had 60 employees and five managers.

Headed the implementation of a financial reform and 'turn around'*Significant results:*

- Implemented a new management concept for the state's office premises (transition to the Danish Financial Statements Act).
- Correct accounts - without remarks (the National Audit Office of Denmark and internal audits).
- Streamlined operations through digitisation and IT systems (developed Navision's building project module).
- Setup for promotion of the value chain (problem→definition→tender→procurement→implementation→accounts entries→payment→registration of the improvement).
- Quarterly collection of rent from 800 tenants.
- Well-defined financial model and proactive financial management (DKK 2.5 billion in revenue and 35,000 invoices).
- Concept for managing donations from funds.
- Responsible for the relationship with various funds and managing the applications for donations.

Sparring with and input to the managing director*Significant results:*

- Established a new organisation from scratch with respect to finances and the property portfolio.
- Proposals and input to the managing director regarding new organisation (establishment of executive board, business procedures, concepts and standardisations of the production).
- Responsible for internal processes in the company, including development of business procedures.
- Built and documented 47 core business procedures (LEAN), with the major part being digitally supported.

The property portfolio*Significant results:*

- Responsible for acquisitions and sales as well as analysing the optimisation of the property portfolio.
- Analysed what the state 'might' save by optimising the consumption of m² (relocating from expensive addresses and avoiding inefficient and energy-poor buildings).
- IT digitalisation of drawing material and of the budget and accounting procedures.

Responsibility for internal operation*Significant results:*

- Service on the agenda.
- SLA for the internal service functions.
- Uniforms and postgraduate programme in 'service'. Value through work with the 'social capital'.

The Ministry of Finance is one of the central coordinating ministries and acts as secretariat for the parliamentary Finance Committee. The Ministry plays a key role in the financial policy of changing governments, e.g. by being responsible for preparing the annual finance laws, budget follow-ups, forecasts, investment budgets, etc. The Department of the Ministry of Finance has approx. 200 employees, distributed on 10-15 offices. In addition, four to five agencies refer to the Department (e.g. the Modernisation Agency). All in all, there are approx. 1,000 employees throughout the Ministry of Finance. As head of administration, I was responsible for four managers and approx. 150 employees and was responsible for the internal administration in the Ministry of Finance and a number of financial management projects and joint public IT initiatives.

Getting a taste of our own medicine ...

Significant results:

- Implemented the same requirements concerning financial management as the Ministry demands from others. Clean-up from the bottom (budgets, registration frame and time and resource management).
- Put HR on the agenda with e.g. new 'HR climate measurements' and competence spin in the Department of the Ministry of Finance.
- Built up a concept for 'group management', including joint IT and accounts within the group.
- Concept for the internal audit in the Ministry of Finance.

Development and policy areas

Significant results:

- Implemented the cost reform as a pilot project in the Ministry of Finance.
- First analyses of administrative communities in the state.
- Developed a concept for streamlining of the strategies for the Ministry of Finance, as a pilot project.
- IT policy: supervision and follow-up.
- Personnel cases and collective bargaining when these were submitted to the minister of finance.
- Digitalisation of the state's procurement (e-invoices).
- Guidelines for the state's financial management (circular letter and guidelines for the state).
- Successful coordination in relation to the parliamentary Finance Committee.

IT systems and organisations

Significant results:

- Responsible in the Department for the Ministry of Finance's joint public digital projects (digital invoicing, digital pay, new LSL pay system, Navision-Stat, the state's data warehouse, SKS and the state's budget system SB). All projects were implemented.
- Prepared and formulated strategies for execution of the implementation of IT systems and digital initiatives.
- Communication plan and contact to interest groups.
- Restructuring of administration and IT in the Ministry of Finance. Responsible for establishing the Ministry of Finance's Administrative Community (FAF).

The trouble-shooter

Significant results:

- Press handling and proposals: Protests against the closure of day care centre in 'Kongens have'.
- Responsible for getting the Ministry of Church Affairs back on the right track after the Ministry had been put under administration.
- Safe handling of problem cases (IT problems, tenders, procurement of automobiles etc.).
- Model to get more Danish public servants admitted to the EU Commission.

Finance director, the Immigration Service**1999-2002**

The Immigration Service is a public undertaking that makes decisions in relation to residence and asylum. In addition - through a number of external operators - the Service operates a number of asylum centres in the country. The period during which I was responsible for the financing and accommodation of asylum seekers was characterised by an increase in the number of asylum seekers and the establishment of asylum centres in the municipalities. Responsible for 45 employees. Revenue: DKK 3 billion.

Financial and management philosophy within the housing area

Significant results:

- Management philosophy within the asylum field (the 'purchaser/supplier model' (BUM model), competition, new players and incentives).
- New concept for procurement of welfare services (medical and psychological assistance to asylum seekers).
- Cost reduction within the area and correct accounts.

Creative innovation – solutions which commanded respect

Significant results:

- Found solutions for accommodation when it was considered 'almost' impossible (container village at abolished barracks, cooperation with municipalities about operation of centres). Increased the capacity to 5,000 housed asylum seekers.
- Proposals to the government for new initiatives (lunch box scheme, Karen's island (Karens Ø) etc.).

Press and coordination among many players

Significant results:

- 'Got off to a good start' in handling the press - offensively (strategic handling of the press).
- Good handling of the coordination among many public and private players (the Ministry of the Interior, the Ministry of Environment, the Danish National Police, the Ministry of Finance, the Ministry of Defence, Danish Red Cross, municipalities).

Finance director, the Ministry of Labour, the Public Employment Service (AF) for Greater Copenhagen

1997-98

The Public Employment Service (AF) for Greater Copenhagen was the largest employment service region in Denmark with 500 employees. The task consisted of conveying work between employers and employees. The biggest and most complicated task was the procurement of capacity sufficient to implement activation of unemployed people. The revenue amounted to DKK 2.0 billion. I managed a finance and accounting office with 60 employees. I was responsible for the IT systems in the Public Employment Service (AF) for Greater Copenhagen, including local anchoring of the Amanda system.

Reestablishment of credible financial management

Significant results:

- Reorganisation of the financial unit. Instructions and handling of invoices.
- Ensured implementation of the government's policy, i.e. that the money was spent on specific groups of unemployed.
- Established management and results follow-up through measurement barometers.
- Streamlined by local use of new IT functions.

Head of section – and subsequently special consultant, the Ministry of Finance, the Budget Department

1991-97

See description of the Ministry of Finance above

Financial management and rules within the state in general

Significant results:

- Joined in the efforts to develop concepts and publications for financial management (www.oav.dk).
- Coordination of the work with appropriation acts (finance acts etc.).
- Public arrears collections (e.g. set-offs in child benefits).
- Responsible for the State Budget System (SB) in the Department of the Ministry of Finance.

International finances

Significant results:

- The field of the Ministry of Foreign Affairs and coordination of expenditures within the international area.
- Responsible for coordination and preparation of proposals concerning support for Eastern Europa (Øststøtte).
- The EU budget within the Ministry of Finance.

The labour market sector

Significant results:

- Proposals regarding the active labour market policy.
- Proposals regarding limitation of the early retirement scheme.
- Member of the Holidays Act Committee (set-off).
- Participated in preparation of reform proposals for early retirement.

Education

2009	Top management course via CBS and at American University, Washington D.C.
2004	Management training: Business Insight '93 (at Mannaz)
2004-2010	Various postgraduate programmes and courses (charts of accounts, Navision, Benchmarking, financial management)
1991-2000	Benchmarking, financial management)
1985-1991	Master (MSc) in Political Science, Aarhus University (during the study programme: Student counsellor education/teaching as well as study period in Budapest)

Networks

2014-	The Management Network Leith Samuelson's Building Network
2010-2014	Member of Network Denmark, CFO and VL47
2013-	Running26

Second Jobs

1994-2006	External lecturer at the Danish School of Public Administration (have e.g. prepared and taught courses in: □ Denmark's Budget and Funding System (OBS). □ the DRG system and methods for benchmarking (the DEA method). □ The Danish Defence's financial management. □ Budget management and appropriation rules for employees of the National Audit Office of Denmark.
1996-2005	External lecturer at CBS. National economy and comparative policy for students at the Business, Language and Culture programme (SPRØK).
1997-1998	Counsellor for the local Government of Greenland. Implementation of budget legislation

Positions of Trust

2011-2015	Member of the board of Koldinghus Museum and member of the board of Esrum Monastery Member of the board of the state's Management Conference Member of the state's Inventory Committee Member of The state's IT strategic forum Member of the Danish Defence Intelligence Service's forum for cybersecurity
2004-2011	Member of the Danish Agency for Governmental Management's 'think tank', the National Labour Market Committee (LAR) and the Regional Labour Market Committee for Greater Copenhagen (RAR) as well as the Holiday Legislation Committee. The Committee for the state's Property Administration. Various special committees under the Ministry of Foreign Affairs.

Other Information

I am 54 years old and have two children aged 20 and 23. The family takes up much of my spare time. We do everything from camping in southern Europe to relaxing and working up new energy on weekends. I run regularly and often participate in ½ marathons. In 2012, 2013, 2014 and 2017 I completed four marathons. I enjoy sailing and fishing in the Sound from my own boat. I am interested in cooking and practical projects around the house.