

EUROPEAN
CURRICULUM VITAE
FORMAT



PERSONAL INFORMATION

Name
Address
Telephone
Fax
E-mail

Nationality
Date of birth

ROMEO Carmelo

Italian

WORK EXPERIENCE

- *Dates (from – to)*
- *Name and address of employer*
- *Type of business or sector*
- *Occupation or position held*
- *Main activities and responsibilities*

TELEDIFE – DIRECTORATE FOR INFORMATION TECHNOLOGY, TELEMATICS AND ADVANCED TECHNOLOGIES

From 07/2025 to today

Italian Ministry of Defence – National Armaments Directorate

Procurement / Armaments, Programme Management, Radars, Telecommunication and Security

Head of 2nd Division - Radar Surveillance, Radio systems for Flight Assistance, Meteorology and Testing Ranges

To lead the personnel of the 2nd Division with the aim to:

- Perform Study, research, definition, technological development, design, technical development, experimentation, standardization, qualification, and procurement of systems and equipment, including simulation systems, for air navigation assistance across short, medium, and long-range sectors, as well as for instrumental landing;
- Procure radar systems and equipment, including simulation systems, for air traffic control, meteorology, air defense, identification, and area surveillance; systems and equipment, including simulation systems, for the automation of air traffic control;
- Procure systems and equipment tailored to the institutional activities of testing ranges and experimental entities; installation accessories (energy, HVAC, fire protection, security, installation services); and civil works for the installation of systems under the entity's responsibility.
- Provide Integrated logistics support procedure, to be entrusted to agencies, engineering firms, industrial companies, business consortiums, universities, and public research institutions, both nationally and internationally, including within NATO and EU frameworks.
- Elaborate Agreements for the utilization of testing ranges and experimental entities, as well as for the dissemination of meteorological data to public and private organizations.
- Perform Market research, supplier selection, and definition of the technical and administrative conditions for procurement, preparation of technical specifications, identification of procedures, preparation of tenders, and technical and economic evaluation of projects, proposals, and compliance, as applicable.
- Provide Management and execution of contracts, including conducting evaluations, inspections, laboratory tests, and acceptance trials prior to user delivery, as well as the documentation, materials, systems, and performance qualifications for prototypes and lead units, using either internal or, when necessary, external personnel.
- Be the custodian of the technical documentation related to configuration control and the implementation of corrective actions based on issues reported by users.

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OCCAR - EUROPEAN SECURE SOFTWARE DEFINED RADIO (ESSOR) PROGRAMME DIVISION

From 07/2024 to 03/2025

Organisation for Joint Armament Co-operation (OCCAR), Godesberger Allee 150-154, 53175 Bonn, Germany

Procurement / Armaments, Programme Management, Software development, Telecommunication and Security

Programme Control Commercial and Financial Section Leader - *acting as* -

My main duties and responsibilities are were to:

- Deputize the Programme Manager;
- Lead the Programme Control Commercial and Finance Section and the related personnel;
- Report to the Programme Manager on all activities and associated issues as required;
- Be the custodian and assure the configuration management of the programmatic aspects of projects including costs, schedules and documentations;
- Manage all aspects of Contracts and Finance;
- Liaise with the Nations and with the Industry for the drafting of reports;
- Liaise with the Nations and with the Industry for the approval and acceptance of contractual documentations;
- Establish and maintain the Financial specific Programme instructions for the Programme Division;
- Chair commercial meetings and attending other meetings as requested by the PM;
- Ensure that the contracts are negotiated in accordance with the relevant corporate procedures;
- Report in a timely manner Key Performance Indicators;
- Be the Quality focal point for the Programme Division;
- Implement risk management procedures and propose mitigation actions
- Supervise the Finance Officer in applying of OCCAR-EA budgetary, planning, control and forecasting techniques to produce accurate and timely submissions in accordance with OCCAR-EA processes;
- Supervise the ESSOR Finance Officer in producing timely and accurate period-end reporting and consolidation of financial data in accordance with Corporate financial policy and procedures;
- Monitor call for funds and maintain an optimum balance in bank accounts to meet the Programmes and Nations' needs;
- Authorise invoices for payment for acceptance and the maintenance of financial records;
- Supervise the invoices process delegated to the ESSOR Finance Officer;
- Supervise the process for invoices in the Financial Management System made by the Section;
- Supervise the Carry Over Budgets made by the Section;
- Be the point of contact for internal and external audits.

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OCCAR - EUROPEAN SECURE SOFTWARE DEFINED RADIO (ESSOR) PROGRAMME DIVISION

From 04/2020 to 03/2025

Organisation for Joint Armament Co-operation (OCCAR), Godesberger Allee 150-154, 53175 Bonn, Germany

Procurement / Armaments, Programme Management, Software development, Telecommunication and Security

Through Life Management Section Leader

My main duties were to deputize the programme manager and lead the through life management section with the aim to:

- Support the evolution of the ESSOR Programme in accordance with the expected benefits for the Participating States (Italy, France, Finland, Germany, Poland and Spain);
- Support the achievement of the Programme High Level Objectives;
- Provide inputs to the Corporate Business Plan and the reports to the Steering Committees and the Board of Supervisor;
- Elaborate Through Life Management Plan and Cost Estimation Management Plan;
- Provide inputs for the Programme Management Plan, Risk management Plan and Quality Management Plan.
- Act as Focal point for gathering and managing Programme Information throughout their lifecycle;
- Act as Focal point for Integrated Logistic Support;

- Support the definition and harmonization of the interfaces between the ESSOR products (Programme outputs) and their deployment in the relevant multi-national systems;
- Support the ESSOR Products deployment (Programme outputs) in the European Defence context.
- Support the ESSOR Products deployment and standardization within NATO;
- Represent the six ESSOR nations in the NATO fora;
- Harmonize the requirement management of all the ESSOR products, ensuring their consistency, identifying and mitigating conflicts, undesired redundancy or scope creeps;
- Support the risk management process with special focus on long-terms risks impacting on Programme benefits (Trough Life Risk Management);
- Identify and manage the main drivers supporting or affecting the delivery of expected benefits in the development of ESSOR products;
- Support the configuration management of the full portfolio of ESSOR products;
- Support the knowledge build-up for the ESSOR community, also through the definition and design of specific training Programmes;
- Supervise and coordinate with the other members of the team the transition between operational requirements and technical specification;
- Manage the Joint Configuration Control Board in coordination with the Technical Section Leader;
- Manage the personnel in the Through Life Management section;
- Support the production of shared Concept of Operation (CONOPS)/ Concept of Usage (CONUSE);
- Support the documentation of the expected benefits of the Programme, their enablers and associated value;
- Support the generation of articles, presentations, training programmes and material in order to maintain and develop the ESSOR culture in national systems and international environment;
- Feed and maintain the Programmes' stakeholders data based on their specific status (e.g. Participating States, former Participating States, observers, Working Groups, etc.) and defined the associated communication needs;
- Prepare reports and presentations for Programme Reviews, for the Programme Committees, Programme Boards and for the participating Nations as required;
- In coordination with the Corporate Legal Section, support the Programme Manager in the definition of Intellectual Property Rights Schemes for the generated Programme Foreground Information and sustainable licensing schemes for the ESSOR products (Programme outputs) ;
- Identify and manage the Communities of Interest for the ESSOR products (Programme outputs).

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COMMAND IN CHIEF OF THE ITALIAN FLEET - COMMUNICATIONS, COMMAND, CONTROL, COMPUTER AND SECURITY (C4S) COMMAND

FROM 09/2018 TO 03/2020

Italian Navy, Piazzale della Marina, 4 - 00196 Roma

Military / Operations, Telecommunication, ICT and Security

Head of Technical Office

In charge to deputize the Chief of Staff and to lead 3 teams (Offices) each one composed by 30 militaries, with the aim to:

- Provide technical support to the C4 operational Commander about the Communications and Information Systems in use in the Italian Navy.
- CIS Security Officer.
- Plan and manage the satellite communication resources for all the Italian fleet of warship.
- Validate the cyber security procedures plan for all the Italian fleet of warships.
- Coordinate the Italian Navy CIS centre.
- Coordinate the Italian Navy Command and Control programming centre.
- Coordinate the Italian Cryptography centre.
- Support the Italian Navy General Staff in the definition of the requirements for the new C4 systems.
- Support the Command in Chief of the Italian Navy in the definition of Navy C4 assets for the national activities in the Preparatory Action on Defence Research;
- Elaborate and manage the necessaries technical report in order to represent the efficiency status of the C4 systems of all the Italian warships and auxiliary ships to the C4 operative Commander;

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- Elaborate and manage the necessary technical report in order to represent the efficiency status of the coastal surveillance and reconnaissance systems to the C4 operative Commander;
- Plan and monitoring the maintenance activities related to the C4 for all Italian warships and auxiliary ships;
- Provide presentations and briefings;
- Monitoring the improvements activities related to the C4 for all the Italian warships;
- Provide support for the elaboration of technical specification and costs assessment in order to assure the maintenance activities to the C4 of all the Italian warships;
- Provide support in the elaboration and management of the budget process (i.e. working out forecast of expenditure, monitoring the evolution of operational budgets and preparing reports) for the C4 of the Italian warships.
- Plan and execute qualification and acceptance tests (QA);
- ITS FREMM Temporary Support contact - Project Management Office member;
- Italian voting member NATO STO Sensors and Electronics Technology Panel.

ITALIAN GENERAL SECRETARIAT OF DEFENCE / NATIONAL ARMAMENTS DIRECTORATE (SGD/NAD)

FROM 02/2016 TO 09/2018

Italian Ministry of Defence - SGD/NAD, Via di Centocelle 301, Roma (Italy)

Military / Research and Technology, Telecommunication, ICT and Cyber Security

Technologies for communications, ICT and cyber defence Section Leader

To deputize the Italian Research and Technology PoC and to lead a team composed by 10 militaries and 2 civilian servants with the aim to:

- Support the Italian Research & Technology PoC in the elaboration of the National strategy in the military research domain (including air/maritime/land and cyber defence);
- Working out forecast of expenditure, monitoring the evolution of operational budgets and preparing reports to Italian NAD staff;
- Plan, execute and monitoring the technology research, in military domain, related to communications, ICT and cyber defence using Italian MoD internal and external resources;
- Evaluate national unsolicited military research projects to finance with MoD budget;
- Evaluate European (EDA and European Commission) and multilateral solicited military research project to finance with MoD budget;
- Task the Military Directorates to award contracts in the military research domain.
- Plan trial and testing of technology demonstrator (TRL 4 - 6);
- Support Italian MoD Cyber Operations Commander.
- Italian representative at EDA Capability Technology Unit for Technologies, Components and Modules;
- Italian representative at EDA Cyber Situation Awareness Packages Ad-Hoc Working Group;
- Italian representative at EDA Cyber Research and Technology Ad-Hoc Working Group;
- Italian voting member at NATO STO Sensors and Electronics Technology Panel.

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Ships Efficiency Service

From 02/2013 to 02/2016

Italian Navy, Roma (Italy)

Engineering, Programme Management, Telecommunication, Satellite systems, Electronic Defense, Procurement

Command, Control, Computer, Communication, Intelligence (C4I) Section Leader

In charge to deputize the Head of Combat System Office and to lead a team composed by more than 60 people (militaries and civilian servants) with the aim to:

- Plan, execute and monitoring the maintenance activities related to the C4I with internal and external resources for the Italian warships and auxiliary ships.
- Plan, execute and monitoring the improvements activities related to the C4I for the Italian warships.
- Elaborate technical specification and costs assessment in order to assure the maintenance activities related to the C4I of the Italian warships
- Elaborate and manage the budget process (i.e. working out forecast of expenditure, monitoring the evolution of operational budgets and preparing reports) for the C4I of the Italian warships
- Execute qualification and acceptance tests.
- Coordinate contractual execution phases relevant to C4I maintenance.
- Coordinate the mentioned activities with the transverse and platform activities.

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- Coordinate major corrective C4I maintenance activities.
- Manage risks and contribute to quality processes for the C4I domain.
- Enterprise Resource Planning (ERP) focal point and coordinator/facilitator Officer;
- Plan and execute qualification and acceptance tests (Q&A).

Naval Armament Directorate

From 02/2010 to 02/2013

Italian Navy - Piazzale della Marina 4 - Roma (Italy)

Programme management, Procurement, Telecommunication, Satellite Systems

Satellite and conventional communication Section leader

I was in charge to lead a team composed by 5 Navy Officers and 2 civilian servants with the aim to:

- Develop technical specification and costs assessment in order to buy new telecommunication systems (inclusive crypto device) for Italian warships and to manage the related contracts.
- Working out forecast of expenditure, monitoring the evolution of operational budgets and preparing reports.
- Coordinate and monitor the provision of end user certificates for imported equipment.
- Participate as technical national expert for telecommunication in technical and progress meetings and to the contractual reviewing process for all the activities related to the telecommunication and combat system in the new Italian Navy ships construction.
- Provide support for the elaboration of technical specification for Temporary Support of the Combat System
- Provide presentations and briefings to the Italian General Staff.
- Plan and execute qualification and acceptance tests (Q&A);
- Provide technical expertise about hazards and non-ionizing radiation on board of Italian warship.

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Various Italian Frigates and Patrol Ships

From 02/2001 to 02/2010

Command in Chief of the Italian Navy, Roma (Italy)

Operations

Weapons Engineer Officer onboard Various Italian Frigates and Patrol Ships.

In charge to lead teams composed by more than 40 people to assure the full efficiency of the combat system of the ship and the accomplishment of the assigned mission.

EDUCATION AND TRAINING

- *Dates (from – to)*
- *Name and type of organisation providing education and training*
- *Principal subjects/occupational skills covered*
- *Title of qualification awarded*

From 10/2009 to 7/2010

University of Genova (Italy)

Electronic Defense, Electronic Warfare, Telecommunication, Signal theory, Imaging theory

EQF level 7 (= Master Degree, Post Grad Certificate or Diploma) in Electronic Defense

- *Dates (from – to)*
- *Name and type of organisation providing education and training*
- *Principal subjects/occupational skills covered*
- *Title of qualification awarded*

From 10/1996 to 4/2001

University of Pisa (Italy)

Telecommunication, Signal theory, Imaging theory, Radar theory, Software Programming Languages (C++ and Pascal), Electronic calculators, Math Analysis (I, II and III), Physics, Chemistry.

EQF level 7 (= Master Degree, Post Grad Certificate or Diploma) in Telecommunication Engineering

- *Dates (from – to)*

From 10/1994 to 9/1998

- *Name and type of organisation providing education and training*
- *Principal subjects/occupational skills covered*
- *Title of qualification awarded*

Naval Academy Livorno (Italy)

Navigation, Military Regulations, Naval Architecture, Naval Combat Systems

EQF level 6 (= Bachelor Honours Degree, BSc, Graduate Certificate Diploma) - Navy Officer qualification

MOTHER TONGUE	ITALIAN
OTHER LANGUAGES	
<ul style="list-style-type: none"> • Reading skills • Writing skills • Verbal skills 	ENGLISH Excellent Excellent Excellent
<ul style="list-style-type: none"> • Reading skills • Writing skills • Verbal skills 	GERMAN Basic Basic Basic
<ul style="list-style-type: none"> • Reading skills • Writing skills • Verbal skills 	SPANISH Basic Basic Basic
ORGANISATIONAL SKILLS AND COMPETENCES <i>Coordination and administration of people, projects and budgets; at work, in voluntary work (for example culture and sports) and at home, etc.</i>	Experienced Management Lead with a demonstrated history of working in the military field. Skilled in Research & Technology, Development, System Engineering, Telecommunications, Cyber security, Finance, Integrated Logistic Support and Life Cycle Cost Estimation. Strong program and project management professional with a Master of Engineering - MEng focused in Cyber/Electronic Operations and Warfare from University of Genoa and a degree in Telecommunications Engineering from University of Pisa.
TECHNICAL SKILLS AND COMPETENCES <i>With computers, specific kinds of equipment, machinery, etc.</i>	During my career, I developed excellent skills in using MS Office tools and a deep knowledge of classified and unclassified ICT systems (hardware, software and related CIS security policies). I'm also quite familiar with ERP (in particular SAP), mind manager tools and Advanced Risk Management software (ARM).
ARTISTIC SKILLS AND COMPETENCES <i>Music, writing, design, etc.</i>	Able to read pentagram and to play soprano recorder.
OTHER SKILLS AND COMPETENCES <i>Competences not mentioned above.</i>	<ul style="list-style-type: none"> - Negotiation mastery certification awarded by Harvard Business School; - PRINCE2 certification; - PM2 certification / Management of projects with particular focus on the ones co-funded by European Union awarded by PM2 Alliance; - Quality Management Systems Lead Auditor certification - Lead auditor in accordance with UNI EN ISO 19011- 17021:2011 awarded by Aicq - Sicev; - Management systems auditors certification - Audit methodology in accordance with UNI EN ISO 9001:2008- 17021:2011 awarded by Aicq - Sicev; - Staff Officer awarded by Italian Navy; - NATO Standardisation course (25000); - Project Management Professional (PMP) - course ongoing .
DRIVING LICENCE(S)	Cars and motorcycles
ADDITIONAL INFORMATION	I received the following awards: <ul style="list-style-type: none"> - Medal of Merit for long command; - NATO Art.5 Medal for supporting operations aimed at collective defence; - Medal of Merit for long military service; - BNC qualified personal merit ribbon; - Military Advisor qualified in international law merit ribbon; - Several commendations letter.

Firmato Digitalmente da/Signed by:
CARMELO ROMEO
 In Data/On Date:
 lunedì 27 ottobre 2025 10:50:09