David Hughes

Executive-level Leader, Lean-Agile Expert, Technologist, Teacher, and Speaker

502 Summercroft Drive, Exton, PA 19341-3047
LinkedIn: http://www.linkedin.com/in/david19341
Web: http://dhughes-avc.com

Professional Summary

- Vice president (VP), partner-level management consulting director, line manager, and entrepreneur.
- Expertise and experience include Kanban, Lean, Scrum, eXtreme Programming (XP), Scaled Agile Framework (SAFe), Scrum at Scale, software new product development, team building, executive leadership, traditional project management, departmental budgeting, activity-based costing, strategic planning, formal risk management, on-shore and off-shore development team servant leadership, and training curriculum development and delivery.
- Hands-on technical ability with Agile Lifecycle Management (ALM) systems, database systems, DevOps continuous integration technology, cloud-based microservices architecture, and SCORM-compliant training material,
- Accredited Kanban Consultant (AKC). An AKC is the most qualified professional to lead a change initiative using the Kanban Method. http://edu.leankanban.com/coaches.
- Certified Scrum Professional Product Owner (CSP-PO) and Scrum Master (CSP-SM). Featured by the ScrumAlliance as a Certified Scrum Professional (CSP) changing the world through Scrum and Agile. https://www.scrumalliance.org/certifications/practitioners/csp-certification/csps-changing-the-world/david-hughes.
- Featured speaker at Agile & Beyond, Lean-Kanban North America, AgilePhilly, PMI Southeastern Region, the Network for Women with Careers in Technology, the AICPA, the Software Engineering Institute, and the Naval Undersea Warfare Center.
- Taught professional development and technical courses to over 8,000 students world-wide.
- Served on the faculty of Carnegie-Mellon University, Northwestern University, Camden County Community College, and Cabrini College.
- Originated Accepted Value Costing (AVC), the evolutionary approach to Lean-Agile costing and decision making. https://dhughes-avc.com/AVC%20Explained.htm.

Professional Experience

Senior Lean-Agile Enterprise Coach, Vanguard, Malvern, PA
April 2018 – Present
Recruited to be the Lean and Agile thought leader, mentor, coach, and technical team-builder across business units and the Chief Technology Office. Chartered to "raise the bar" for organizational agility from within.
Key Accomplishments
- Released a full-immersion Lean-Agile training program for product owners, Agile teams, and business stakeholders across the enterprise, based on my pre-existing course material. This course quickly emerged as the most popular and effective course in ten years. Trained over 700 people to-date, with enrollment trending to over 1,000 people by 3Q2019, or roughly 6% of Vanguard's total employee population. Implemented a train-the-trainer process through which two new instructors were qualified.
- Popularly acknowledged as the "go-to" coach for mentoring, advice, servant-leadership, and strategic guidance. Provided these services to 130 individual managers and technical practitioners as well as to 24 Agile teams, delivered strategic recommendations by invitation to the CIO's management team, advised the CTO on a bi-weekly basis, endorsed and participated in a popular weekly Lean Coffee forum collaborating with a fellow coach, and authored material on advanced DevOps and Cloud practices aligned to Kanban, Scrum, and eXtreme Programming.
- Devised, implemented, and completed a year-long empirical study of team maturity levels per Vanguard's Lean Operating Model. Applied formal systems thinking and statistical methods using hypothesis testing, benchmarking, critical success factor analysis, and trending. Presented results as a featured speaker at the Lean Kanban Global Conference 2019 and the Agile & Beyond 2019 conference.
- Proved the value of "coaching deeply" by embedding myself as an Agile coach and technical team member with the Finance Strategy & Data Analytics Scrum Team. Stood this team up, provided management consulting guidance for successful initial funding and product visioning, set up synchronized physical and virtual JIRA boards, trained the product owner and Scrum master in their new roles, and contributed as a technical team member coding data definition, data manipulation, and analytical queries using Oracle, PeopleSoft, AWS, and Tableau. This high-performance Lean team delivered a new product to production in its first four weeks of existence, using one-week iterations. This product identified and mitigated purchase order/voucher exposures totaling $90 million! In three months, the team released Vanguard's first FinTech cloud-based solution offering a one-stop shop for analysts to perform direct expense data analytics. Benefit-to-cost ratio was extremely good, to the delight of management. Applied accepted value costing (AVC) for decision making.
- Kanban coach for many well-established teams suffering from Scrum "stall." Applied STATIK (Systems Thinking Approach To Introducing Kanban) and Enterprise Services Planning to reduce workflow unevenness, over-burdening, and waste. Reduced system lead times on average by over 70% and increased average value delivery rates (production release) by over 300%. One team evolved from Kanban Maturity Level 1 to 3 in just 90 days and was featured in an internal newsletter as an example of success with Lean "new ways of working" or NWoW.

Enterprise Agile Coach (Consultant), **Blue Agility**, Bristol, PA
January 2018 – March 2018
Scaled Agile Framework program consultant to a Tier 1 insurance client. Responsible for Agile release train (ART) mobilization. Tasked with initial coaching and training of business epic owners, product managers, product owners, and release train engineers (RTE). Servant leader for program and product backlog refinement and program increment (PI) planning.
Key Accomplishments
- On-site expert for Rally (CA Agile Central).
- Coached four Agile Release Trains (ARTs) to improve program-level performance, with a focus on better cost-to-value decision making. Conducted program increment planning sessions. Filled the role of professional facilitator for visioning, road mapping, and preliminary backlog creation at the feature level, working directly with business decision makers.

Enterprise Agile Coach (Consultant), **Lincoln Financial Group**, Radnor, PA
June 2017 – January 2018
Enterprise Agile coach for annuity, life insurance, retirement planning, and service distribution initiatives. Member of the small team of enterprise Agile coaches responsible for formulating and executing Agile strategy, and for tactical direction applying consistent, effective practices using Scrum methodology and Kanban techniques at the portfolio, program, and team levels.
Key Accomplishments
- Primary responsibility for engaging executive-level and business unit decision makers to promote the Agile philosophy and the business value of Lean methods.
- Introduced VersionOne ALM and functioned as system administrator. Set up the first 16 teams successfully in six weeks with no disruptions to team cadences. Grew the team user base to approximately 40 teams within the first four months. Introduced basic and advanced Lean-Agile metrics using VersionOne, with a special emphasis on portfolio hierarchy rollup and benefit-to-cost evaluation.
- Led the enterprise adoption of the Kanban Method for service-oriented work streams across business units and geographical areas (Philadelphia, Fort Wayne, Omaha).
- Created and delivered the Scrum product owner workshop series.
- Implemented and led the new Agile coach Community of Practice.
- Led behavior-driven development (BDD) practices within the Agile Coaching Office, itself, including hands-on training and Agile team technical guidance applying Eclipse Neon IDE, Java, Cucumber, and Gherkin.

Vice President, Agile Process Management, Berkadia Commercial Mortgage LLC, Ambler, PA.
November 2015 – March 2017
IT vice president, enterprise Agile coach for all Agile teams in the U. S. and India. Servant leader for all Agile team coaches, Scrum Masters, product owners, Kanban team leads, Kanban service owners, Kanban business owners. Member Innovation Technology Leadership (ITL) team. Created, led, and successfully completed the multi-year enterprise-wide Agile transformation. Achieved Agile at scale involving nearly three dozen teams across the enterprise. Defined Agile curriculum, wrote course content, delivered Agile training from basic to advanced levels to hundreds of business and technical students for Agile, Scrum, Kanban, XP, and statistical process control methods.
Key Accomplishments
- Selected, trained, and coached six direct reports in the Agile Process Management (APM) team. APM was one of six centers of excellence (CoE) reporting directly to Berkadia's Chief Innovation Officer (CINO). APM was the only CoE with an overarching enterprise mission, which was to drive Agile practices throughout the business starting with the 170-person IT business unit and ultimately including Agile teams in Payroll, Human Resources, Training and Professional Development, and Legal departments. Before the APM team was formed, traditional project management was the standard project management practice at Berkadia, with value delivery lead times on the order of years. Agile now is the standard project management practice at Berkadia, with value delivery lead times on the order of weeks. This represented an improvement of three orders of schedule magnitude. Results in terms of higher customer and end-user satisfaction were documented across all business divisions – investment sales, mortgage banking, and mortgage servicing – from customer-facing personnel up to division presidents and the C-level management committee.
- Introduced formal risk management models, flow control techniques, and *Net Promoter Score* (NPS) monthly survey results analysis to the ITL team. Reduced lead time for risk exposures to weeks rather than calendar quarters, on average. Made visible all work flowing to the ITL so that collaboration with IT teams and other business units became more transparent and more conducive to happy teams and internal customers. These techniques also contributed directly to mitigating contractual risks with external customers and partners.
- Customer relationship management (CRM) initiative leader. Multimillion-dollar, multi-year program known as *OmniView*. Created new Scrum and Kanban teams, serving initially as each team's technically competent Scrum master. Trained the new product owners, successor Scrum masters, Kanban service owners and team leads, and Scrum and Kanban team members. Leading Scrum team achieved Type-B continuous flow performance within one year, with a documented velocity improvement of 850%; performance for other Scrum teams also increased significantly within Type-A (team) Scrum. The *OmniView* program grew to include a chief product owner and four initiative-focused product owners with Scrum and Kanban teams located around the world.
- Sold the concept for, and then successfully implemented, the transition from conventional project management to Agile practices for the Fannie Mae (FNMA) government sponsored entity (GSE) program supporting a private label platform. FNMA is the largest and most critical GSE partner relationship for Berkadia. The development team was struggling with scope, quality, and delivery lead time issues. Transformed the conventional team into an Agile Scrum team on which FNMA people were full team members along with Berkadia people. Delivered classroom training in Scrum to the FNMA product owners, FNMA program directors, and the FNMA-Berkadia development team. Introduced XP software engineering best practices, including pair programming, test-driven development (TDD), and build automation. Trained the new Scrum Master on the job and handed off full servant leader responsibility after successfully completing release 1. This team doubled its delivery rate and reduced its defect rate by nearly 70% by implementing continuous integration tools and techniques along with Scrum methodology. Restructured the team's production support (ProdSupp) workflow within Scrum by introducing advanced Lean techniques, and guided the team to exceed all contractual ProdSupp service levels to the delight of FNMA.

- Built the *PeopleSoft Finance-HR* Kanban team from scratch and led it from proto-Kanban to team Kanban performance levels. Trained two new Kanban team leads. This was the first Kanban team to successfully integrate business decision makers and business-side team members through formal queue replenishment meetings. It was the second Kanban team to achieve a closed-loop Kanban system controlling work-in-progress limits by applying lead time and throughput metrics using formal statistics and continuous improvement.
- Created and led the first two of eight new Scrum teams implementing a new microservices platform known as *Polaris*. These pioneering virtual Scrum teams in the continental United States and Hyderabad set the Scrum vision, roadmap, and first release plan approach for the succeeding teams, delivered the core Amazon Web Services (AWS) platform including continuous integration (CI) and continuous delivery (CD) functionality, and built the component framework for all subsequent user experience (UX) design and implementation using Angular2. Coached the product owner for the *Small Loans* initiative, teaching him to create a Scrum roadmap, to write minimal and marketable features (MMF) for iterative & incremental delivery, and to write high-quality user stories decomposed from features, all within the product vision defined formally using Roman Pichler's vision board.
- Created and coached the computer systems infrastructure DevOps Kanban team. This enterprise-wide Kanban team for network, help desk, and server infrastructure learned to visualize value streams, make bottlenecks transparent, and use classes of service and Lean "pull system" techniques to reduce lead time and increase system quality. In its first 90 days of existence, this 19-person cross-functional, cross-department team known as *Kanban Team Eagle Eye* applied root cause analysis and team Kanban techniques to isolate and eliminate hard-to-find systemic faults which had posed significant risks to the mortgage service business for nearly a year. Overall, lead and cycle times were cut by an order of magnitude from months to weeks and throughput rates doubled. On average, the team supported 42 work items under work-in-progress (WiP) limits.

Enterprise Agile Transformation Leader (Consultant), **Berkadia Commercial Mortgage LLC**, Ambler, PA.
January 2015 – October 2015
Enterprise Agile coach, Scrum Master, and Kanban team coach for customer-centric and systems integration projects in mortgage banking and investment sales. Servant leader for multiple geographically distributed teams in a fast-paced development environment. Created and led the successful year-long initial phase of the enterprise Agile transformation effort. Introduced Rally and functioned as the Rally subscription administrator. Applied Scrum at Scale methodology and SAFe best practices, including vision sessions and developing quarterly enterprise release plans through full-scale vision sessions and release planning workshops. Created the first Kanban DevOps team and designed and implemented effective work-in-progress (WiP) empirical controls. Designed, implemented, and maintained the Agile *Community of Interest* (CoI) SharePoint site and the Continuous Integration (CI) Wiki.
Key Accomplishments
- Created and successfully implemented the enterprise Agile transformation program from scratch. Created new Scrum teams and introduced Scrum best practices for Type A (team) Scrum for all teams across two geographic regions. The new banner program, known as the *OmniView* customer relationship management platform, was successfully released across the enterprise at the end of release 3.
- Developed, mentored, and empowered three new Scrum Masters and four new product owners, including the chief product owner.
- Introduced the Rally Agile Application Lifecycle Management (ALM) tool and performed all subscription administrator functions, including enterprise portfolio management, custom view creation, custom query programming, Rally App Builder programming in JavaScript, data loading, data reporting, and financial analysis of release performance.
- Introduced Scrum at Scale (Sutherland/Brown, ScrumInc) best practice patterns and adopted relevant portions of SAFe(Leffingwell) to successfully launch quarterly enterprise release planning, including story point velocity measures and inspect-and-adapt velocity acceleration. Implemented portfolio management in Rally and successfully introduced story point empiricism. Customized the Rally initiative dashboard to automatically provide transparency to, and drill-down capability for, Berkadia management committee members.
- Communicated extensively with senior management on a regular basis to foster enterprise agility, including the CEO, the CINO, the CIO, the CFO, division presidents, business area directors, and vice presidents.
- Mentored the product owners and, working with them on a daily basis in many cases, raised the quality level of the product backlogs by rationalizing the *OmniView* program hierarchy, by implementing Bill Wake's INVEST criteria for quality user stories, by specifying techniques for quality acceptance criteria, by training all teams in how to write effective acceptance criteria and test plans, and by implementing production release traceability for accepted user stories. Rewrote or created for the product owners hundreds of high-quality user stories.
- Introduced Kanban methods for DevOps work and eliminated ineffective Scrum-ban activity, resulting in significant Scrum team performance gains across the board within a single calendar quarter. The new Kanban team demonstrated continuous improvement in lead time and throughput statistics starting just two months after it was created.
- Fostered the use of eXtreme Programming (XP) software engineering practices such as pair programming and test-driven development (TDD), and led the effort to implement continuous integration (CI) tools and techniques for software version control, automated builds, and automated testing.

Agile Coach / Scrum Master (Consultant), **UnitedHealth Group,** Horsham, PA.
June 2014 – December 2014.
Agile coach for the Digital Services division responsible for evangelizing Agile philosophy and Scrum methodology to senior executives, business owners, and delivery teams encompassing data warehousing, shared services, and mobile app business solutions. Served as Scrum master for the core services development team.
Key Accomplishments
- As Agile Coach to the Digital Services division, promoted Agile practices through formal speeches to nearly 200 people, by authoring training modules delivered via email and WebEx, through one-on-one Q&A sessions with senior executives, by responding to coaching on-demand requests from multiple Agile teams and product owners across the enterprise, and by participating in the enterprise community-of-practice with other Scrum Masters and Agile stakeholders at the national level.
- As the Scrum Master for the core services team, selected and trained the new product owners, groomed the product backlogs after establishing quality metrics, and introduced Type-A Scrum methodology best practices. Enhanced the configuration and use of Rally, primarily by defining better physical and virtual Scrum boards, by introducing credible story point models, by defining and enforcing an

actionable definition of done, and by introducing the proper use of empirical methods driving burndown, burnup, and defect charts. As a servant leader, converted the team from Scrum-ban using a Kanban board to *Scrum Guide* and Rally recommended practice for Type-A (team) Scrum methods. Within four months, guided this team from performance that had been benchmarked at one successful and two failed releases in the prior six months to five successful production releases in 54 days. Achieved effective Type-A Scrum supported by the full suite of Rally tools. Derived the team's story point velocity and started communicating credible release plans, for the first time, directly to business stakeholders and senior executives.

- DevOps continuous integration including Anthill Pro, HP ALM, SoapUI.

Agile Coach / Scrum Master / Project Management Office Leader (Consultant)**, JP Morgan Chase**, Wilmington, DE.
October 2013 – May 2014
Agile best practice and enterprise project management. Responsible for Agile coaching, Scrum team servant leadership, and enterprise project portfolio management.
Key Accomplishments

- Risk Scoring Model remediation project. Created the Agile environment within which the business product owner, technical developers, and the application system testers were able to adopt and successfully employ Scrum techniques for the first time. As Scrum Master, guided the product owner, project stakeholders, and the development team to create the business case, the product vision, the product backlog, and the Scrum artifacts and team enablers which resulted in successful release of the product.
- Agile Coach and Scrum Master for the Data and Analytics project office, covering all projects pertaining to credit card services, fraud prevention, and regulatory compliance. Worked at the enterprise level to integrate Agile practices with legacy waterfall and conventional SDLC methodologies, and contributed to the JPMC Agile community of practice.
- Created and verified the enterprise project portfolio, the enterprise resource pool, and the capacity vs. demand model for 2014 budget planning. Created the new demand management pipeline and implemented new best practice policies for risk management and estimating.

Technical Line Manager / Agile Coach and Scrum Master / Enterprise PM (Consultant), **SEI,** Oaks, PA.
August 2011 to September 2013.
Distributed Applications line of business management responsibility for four groups: Data Services, Business Integration Services (Trust data real-time replication), Automated Audit and Archival solutions, and Global Wealth Management (GWP) cross-platform solutions. Responsible for portfolio management, capacity planning, budgeting, project estimating, quality control/assurance, full system development life cycle, Managed four project managers and 40 business analysts, developers, and quality assurance technicians, both on-site and offshore. Applied Agile software system development methods, technical product quality control, operational process improvement techniques, and vendor management best practice. Introduced Agile methods (Scrum, XP) to the Technology Services Unit (TSU). Scrum Master for enterprise-level projects within the *Scaled Agile Framework* (SAFe). Coached teams and evangelized to executive management and key partners on Agile methods.
Key Accomplishments

- Directly responsible for strategic planning and tactical direction of an $8 million project portfolio. Implemented a new, improved SDLC methodology which increased deliverable quality by reducing rework. Reduced costs by $80K on two projects within 60 days of implementing the new process which continued to improve on-time, on-budget performance for every project in the FY12 portfolio through enhanced management capability maturity.
- *Fee Rebate 2013* project for the Global Wealth Platform (GWP) to significantly enhance system performance, to comply with new U. S. and international financial regulatory requirements, to reduce operational performance risk, and to halve the cost of on-going system maintenance and support. Performed all functions of the Scrum Master including Agile coaching and participating in enterprise Scrum-of-Scrums program-level meetings to integrate with enterprise portfolio objectives using the *Scaled Agile Framework* (SAFe). As Fee Rebate development team member, performed all functions of the solution architect, with hands-on coding as the database architect, administrator (DBA), senior programmer, GWP data warehouse data extract-transform-load (ETL) specialist, and build/release engineer. Using Scrum methods and XP software engineering techniques, took a legacy application that required 34 hours of compute time to generate a data result set fewer than one million records and reduced the compute time to an astonishing 24 minutes for ten million records while improving accuracy by a statistically significant margin.
- Technical architect and Agile coach, *Billing Statistics* project for corporate accounting and international relationship managers. Introduced and applied Agile (XP) software development methods such as pair programming, refactoring, direct collaboration with customer, and iterative & incremental delivery resulting in the highest quality software system deliverables ever achieved in TSU for this type of cross-platform data warehouse extract-transform-load (ETL) data mart system. Returned 20% of the conventionally estimated budget at project completion.
- Enterprise project manager for the Global Wealth Platform *Free Asset Movement* subsystem. 1.5 year, multi-phased, fast-tracked project with a budget of $700 thousand integrated across four business units servicing customers in the UK and the US. Led project to an on-budget, on-time finish with formal acceptance of all deliverables.
- DevOps continuous integration using Jenkins.

Owner, D. Hughes & Co., Exton, PA. September 2005 – July 2011.
Management consulting, Lean process improvement, training, and contract course development. PMI Global Registered Education Provider.
Key Accomplishments

- Strategic process improvement for an $80 million enterprise project and operations portfolio for the College Board. Completed enterprise-wide requirements elicitation across 10 business units. Implemented PPM tool selection criteria, EPM best practice gap analysis and action planning, business process redesign, behavioral and structural modeling, and financial accounting semantic analysis. Defined the 3-year PPM implementation roadmap. Successfully identified sources of conflict, resource contention, and morale issues and then took constructive action to collaborate effectively within and across business units.
- Project portfolio management consultant to the Philadelphia Insurance Companies for its $40 million enterprise IT portfolio. PMO strategic process improvement, demand management process redesign, and Microsoft SharePoint technical optimization for this 170-

person group. Reported directly to the CIO and the Vice President of business intelligence and data services. Mentored 14 senior project managers in industry recommended best practices. Restructured and redeployed the enterprise Microsoft Project Server and SharePoint collaboration environments achieving a 5-to-1 system performance improvement.
- Project management consultant to PEMEX (Petroleo de Mexico), Ciudad del Carmen, Campeche, Mexico for Microsoft Project Server 2003 customization using earned value management (EVM) planning, tracking, and reporting for their Gulf of Mexico drilling platform upgrade.

Director, Springhouse Education and Consulting Services, Exton, PA. June 2003 – August 2005.
Project management education and consulting services. Line-of-business responsibility for training, consulting services, and business development for project management. In two years increased PM division revenue five-fold and grew profit margins from single digits to approximately 30% on annualized sales revenue.
Key Accomplishments
- Curriculum design, course writing, classroom instruction, statistical quality performance evaluation and continuous improvement. Winner of the prestigious Project Management Institute (PMI) Professional Development Provider of the Year award (2005).
- Program Office management consulting to the following selected clients: Battelle, Atlantic City FAA, DRS Technologies, Sanchez Computer Associates.

Managing Director, Whitford Croft, Inc., Exton, PA. November 2001 – May 2003.
Business process improvement, Lean principles, and project management consulting.
Key Accomplishments
- Acting CIO for an evidence-based health technology research firm. Responsible for business-to-consumer (B2C) Web site new product design, development, and launch.
- Collaborated with the CEO and two division vice presidents to complete root cause analysis of high operational costs and declining customer satisfaction service ratings. Took ownership of enterprise change management, business process improvement, cost reduction, and customer service help desk. Cut operational costs by 15% in just six months. Doubled help desk response time performance in 90 days. Implemented fundamental project and program management techniques through an innovative and highly effective training program. Identified and eliminated a serious breach of network infrastructure security.

CIO, Design2Build, Inc., San Francisco, CA and Philadelphia, PA. August 2000 – October 2001.
Venture capital funded start-up. Owned $2.5 million budget and a staff of 10. Designed, developed, and launched a Web-based real-time collaborative engineering project management environment for company operations and customers in Philadelphia, San Francisco, Alaska, and the Philippines.
Key Accomplishments
- Established Eastern region operations center, built core product research and development team, and established and managed key relationships for facilities, hosted IT operations, and venture capital funding.
- Conceived, designed, and built a collaborative engineering services platform for the delivery of professional engineering services world-wide. This product was six months ahead of Microsoft's similar work for Project Central at that time.

Director, Answerthink, Philadelphia, PA. August 1998 – July 2000.
Partner-level executive with line-of-business responsibility for strategy, architecture, and systems integration management consulting and process improvement at the Fortune 250 level. 14 direct reports with an annual revenue target of $2.4 million. Generated $10 million in new business in a single year.
Key Accomplishments
- $3M strategic customer-centric transformation project for Bausch & Lomb's global e-commerce initiative. Worked in close partnership with the EVP of Strategic Planning, the Corporate VP/CIO, and the Director of CRM to define the future-state architecture plan, the enterprise common customer data model, customer relationship management (CRM) package selection, e-business workflow optimization, enterprise resource planning (ERP) and supply chain integration, and infrastructure cost reduction. Directed 70 people in cross-functional teams across three business units on four continents (North America, Asia/Pacific, Europe, and Latin America) in three languages: English, German, and Spanish.
- BankBoston Customer Information-Based Management (CIBM) Data Warehousing PMO. Led the formal requirements gathering and validation processes, defined and implemented the project plan, and managed a cross-functional team of 20 consultants, functional business managers, and IT employees.
- World Commerce Online business-to-business (B2B) Trading Portal. Responsible for J2EE n-tier architecture definition, cost estimating, project plan definition, rapid prototyping, and interface specification implementation, and a 35-person project team.

Principal Consultant and Co-Director, CTG, Buffalo, NY. April 1995 – July 1998.
Co-director for the National Enabling Technologies Practice.
Responsible for direction of this 200-person virtual team which accounted for approximately $24 million in annual revenue. Formally recognized at the 1998 Achievement Forum as the company's "Most Admired Consultant".
Key Accomplishments
- $12 million Alyeska Pipeline Services Company turn-around. Responsible for remediating contract disputes, business disruption, and Federal environmental compliance exposures. Applied formal Six Sigma/Operational Excellence techniques and tools to address service level agreement notices-to-cure, governance conflict resolution, IT infrastructure improvement, and delivery team skills and morale improvement.
- 25 direct reports in two divisions.
- Achieved full-service level compliance within 60 days.
- Successfully reduced notice-to-cure violations from nearly 100 per month to fewer than 10, a 90% improvement.
- Identified and eliminated the root causes of the most serious security and safety violations reported at operational levels.

Prior to 1995, work experience was in electronic systems engineering for aerospace, submarine warfare, intelligence, and embedded systems. During this time, raised funding to start DB*x*, Inc. The company's mission was to commercialize memory-resident, hard real-time database system technology for embedded systems. Served as chief technology officer and primary product owner for two years.

Degrees and Certifications

- Master of Science, Computer and Information Science, New Jersey Institute of Technology earned 1984-1986; degree conferred May 1987.
- Accredited Kanban Consultant (AKC) certified by Lean Kanban University (2017) http://edu.leankanban.com/coaches.
- Certified Scrum Professional (CSP-PO, CSP-SM) certified by the Scrum Alliance (2015-2021) #217925.
- Scaled Agile Framework (SAFe) Program Consultant (SPC) certified by the Scaled Agile Academy (2015).
- Object Management Group (OMG) eXtreme Programming (XP) Certificate (1997).
- Project Management Professional (PMP) certified by the Project Management Institute (PMI, 2002-2021) #54267.

Technical Qualifications

Database Systems / Programming

Oracle RDBMS, SQL Developer, PL/SQL, Tableau, AWS Glue, Amazon Athena, Amazon EMR, Java, ERwin, Embarcadero ER/Studio, Salesforce (SFDC), AWS, Microsoft Windows Server, Microsoft SQL Server, Transact SQL, Microsoft SQL Server Management Studio and Analysis Services, Eclipse Pro, Java JSE DK, Cucumber, Gherkin.

Agile Lifecycle Management / Collaboration

VersionOne (system administrator), Rally (subscription/system administrator), Jira Agile and Confluence, Team Foundation Server (TFS), SharePoint Server, Windows Sharepoint Services, HP ALM/SM.

Systems Engineering / SCORM / LMS

Team Foundation Version Control (TFVC), Visual Studio Ultimate 2013, Microsoft Visual SourceSafe, TortoiseSVN, Subversion (SVN), Anthill Pro, Jenkins, BitBucket, Adobe Presenter, Adobe Captivate, Inquisiq, Absorb.