



QUALIFICATIONS SUMMARY

Quality Manager / Process & Work Systems Engineer / Sr. Business Analyst

Specializing in Quality Assurance and Business Transition and Business Process Reorganization: Enterprise and Organizational Business Analysis, Time Studies, Data Analysis, DevOps Analysis, and Operations Research and Statistical Analysis (ORSA). Certified Project Management (PMP), Certified Six Sigma Master Black Belt (CMBB), Certified Lean Master (CLM), Certified Scrum Master (CSM), and ITIL. Professional experienced working in fast-paced environments, demanding strong organizational, technical, and interpersonal skills, with a focus on Continuous Process Improvement (CPI) and organization transformation. Trustworthy, ethical, and discreet, committed to superior customer service: detail-oriented and resourceful in completing projects, able to multi-task effectively; superior analytical and communication skills.

So far as I know, I am the only process improvement professional who has successfully taken an organization through an ISO 9001 certification and a SCAMPI-A Level-3 assessment—back-to-back, start to finish—in less than five months.

– *Most recent articles and publications are available upon request.*

– *Complete resume is available upon request.*

Capabilities Include:

- Continuous Process Improvement; Six Sigma, Lean, ISO 9001-2015, CMMI, DevOps, and ITIL
- Business Intelligence (BI) / Business Transformation (BT) / Organizational Change Management
- Agile Framework / Project / Program / Portfolio Management and Support
- Operations Research/Systems Analysis and Data Governance

EDUCATION

- MBA Degree Graduate Program, University of Mary Washington, College of Graduate & Professional Studies, Fredericksburg, Virginia; 2007 - 2008.
- Certified Oracle Developer training, Advantech Institute, Alexandria, Virginia, 1997.
- Graduate courses in International Affairs, University of Pittsburgh, Pittsburgh, Pennsylvania, 1976.
- B.A., University of Pittsburgh, Pittsburgh, Pennsylvania, 1976.

PROFESSIONAL CERTIFICATIONS

- **Certified Six Sigma Master Black Belt (CMBB)**
- **Project Management Professional (PMP)**
- **Certified Six Sigma Green Belt (CGB)**
- **Certified Six Sigma Black Belt (CBB)**
- **Certified Six Sigma Master Black Belt (CMBB)**
- **Certified Lean Master (CLM)**; Dual Certification, Administration and Manufacturing
- **Basic Military Emergency Management Specialist (MEMS-B)**
- **Senior Military Emergency Management Specialist (MEMS-S)**
- **FEMA & Emergency Management Certificate Courses Completed: 18**
- **ITIL V3 Foundation IT Service Management**
- **Certified Scrum Master (CSM)**
- **Certified Scrum Product Owner (CSPO)**

SECURITY CLEARANCE

Secret (Inactive); U.S. Citizen
Highest Clearance: Top Secret

TECHNICAL OVERVIEW

- **Fastest Successful CMMI-DEV, V1.3 Implementation:** 10-weeks
- **Fastest Successful ISO Certification Effort:** 3-weeks
- **Operations Time Studies:** 3 years
- **Largest Number of Six Sigma Mentees:** More than 50 Green Belts and Black Belts
- **Longest Project:** 58 months
- **Largest Database:** 15 TB
- **Largest Projects Managed:** 5 teams (52 individuals + 2 vendors)
- **Largest Budget:** \$6.3 million
- **Extreme Programming & Agile Framework:** 12 years
- **Current state (AS-IS) modeling:** 17 years
- **Future state (TO-BE) modeling:** 17 years
- **Gap analysis:** 19 years
- **Business process modeling:** 17 years

- **Business process analysis:** 17 years
- **Current-future action plan:** 17 years
- **Functional specifications:** 19 years
- **Project / Risk Management:** 19 years
- **Largest # of Algorithms/Business Rules:** 14,000

EXPERIENCE HIGHLIGHTS

Continuous Process Improvement; Six Sigma, Lean, and ITIL

- CMMI for Development, Level 3 SCAMPI-A Appraisal Lead (Company successfully completed SCAMPI-A assessment in ten (10) weeks)
- ISO 9001-2015 Certification Lead (Company successfully certified in three (3) weeks)
- Certified Scrum Master (CSM); Extreme Programming; Agile Framework: Epic / Story Development / Agile Metrics
- Certified Six Sigma Master Black Belt, Certified Lean Master; Knowledge of Six Sigma tools and methodology, including DMAIC (Define, Measure, Analyze, Improve, and Control), DFSS (Design for Six Sigma) and Process Mapping and Management.
- Analyzed and reengineered a wide range of business processes, including most recently: DevOps, Software Release and Integration, Acquisition, Transportation, Education, System Access; Administrative Services; Finance; Pharmacy; Primary Care; Public Health, Mental Health; Alcohol and Drug;.
- Expert in facilitated rapid development processes, senior JAD/JAR/RAD/JRP facilitator.
- Proponent and practitioner of SPIN (Situation, Problem, Implication, Need-Payoff), XP (Extreme Programming) and XPR (Extreme Business Reengineering).
- Participated in and have considerable experience in a variety of process models: Six Sigma, IEEE, CMM, CMMI, ISO and PMI. Familiar with and use both the Federal Enterprise Architecture (FEA) and the Zachman Framework as useful models for guiding change management strategy and processes.

Business Intelligence (BI) / Business Transformation (BT) / Organizational Change Management

- Business Risk Analysis / System Risk Analysis / Enterprise Risk Analysis / Gap Analyses
- Process Manager with experience in time studies involving multiple systems operations
- *Six Sigma Green Belt and Six Sigma Black Belt Instructor / Mentor; 28 Black Belts and 41 Green Belts*
- Program & Project Management support of large, complex multi-component BI problems; DoD, VA and GSA
- 30 years' experience in the analysis and collection of process flows, business requirements, gap analysis, and risk analysis.
- Expert in estimation of level of effort and requirements/business rules collection processes.
- Proven communicator with strong verbal/interpersonal skills, analytical abilities, and experience in a broad spectrum of public contact, including: managerial, marketing, negotiations, public policy, public service, politics, public relations, and sales.
- Possess a proven record of process and communication achievement.
- Rely heavily upon a variety of facilitated and hybrid processes, as well as other consensus-building and active learning techniques, to achieve team building and stakeholder buy-in.
- Familiar with a variety of knowledge management and collaboration software, including Rally, Visio, Rational Suite, IntraSmart, Livelink, SureTrak, and AnalystPro.

Agile Framework / Project / Program / Portfolio Management and Support

- Certified Scrum Master (CSM)
- Fifteen years' experience as a private mediator in the Alternative Dispute Resolution (ADR) field; former Chapter President of Society of Professionals in Dispute Resolution (SPIDR); former non-attorney member, Pennsylvania Bar Association Committee on ADR.
- Expert in collaborative, team building, and leadership processes and techniques.
- Active mentee.
- Hands-on, delegation of tasks leadership style.
- Strong ability in communicating decision choice options to the client.
- Experience in operations, advanced analysis techniques, software engineering methodologies and management approaches.
- Project planning and coordination; proficient scheduling of work breakdown structure (WBS) and tracking of cost, schedule and performance metrics.
- Risk Management: created and implemented risk management plans; risk identification; risk mitigation; baseline risk assessments; risk exposure guidance and prioritization; risk budgeting guidance; risk dependencies; and aligning risk management process improvement goals with business objectives.
- Independently produced full-life-cycle technical products and deliverables, maintained responsibility for project and task management, and have directed staff activities at all levels.

Operations Research/Systems Analysis and Data Governance

- Tactical experience in density plots, route analysis, and network analysis.
- Experienced executing strategies for enterprise data management and data governance
- Developed necessary policies, process and procedures to support robust data management activities
- Ensured compliance with corporate data management policies and guidance
- Ensured interoperability of data/information with the greater Community of Interest (COI) and strategic partners
- Provided strategic directions, recommendation and implementation of data federation and data services technologies
- Develop comprehensive data sourcing strategies based on stewardship and authoritative sources
- Worked with the project management teams, technical teams, and business units to help optimize mission operations
- Worked with metadata and master data managers to incorporate appropriate data integration methodologies
- Mapped data/information strategies back to the enterprise architecture to support technical views, system views and operational views
- Conducted data architecture reviews of Enterprise Architecture and participate actively in the various processes surrounding the delivery information management
- Oracle and MS Access database development: performed analysis and scrubbing of data via queries and reports using Oracle procedures, queries with multiple complex joins, views, and reports. Expressions, triggers, parameters, and functions, using SQL, PL/SQL, and VBA.
- Manpower modeling and operations analysis; experience in operations, advanced analysis techniques and management approaches.
- Experienced in a variety of statistical and data mining packages for data and statistical analysis. Have performed a variety of parametric and non-parametric analyses, as well as multivariate regression, regression analysis, factor analysis, and data smoothing techniques.

- MS Excel Power User.

TECHNICAL PROFILE

Operations Research and Spatial Analysis Tools: ORA (2.3.2), Palantir, (3.2.2), Arc GIS (9.3.0.1), Google Earth (5.2.1), Web TAS.

Business Process Modeling Notion (BPMN): Interfacing Visio BPMN Modeler, Interfacing BPMN Modeler, ProcessMaker, Bonita Open Solution, uEngine BPM.

Statistical Programming Languages and Packages: R (2.10.1 -2.13.0), RExcel and R Commander (3.0-19 - 3.1.15), QI Macros 2000 – 2015, Minitab 14 - 16, MegaStat, NCSS-PASS 4.10, Instat 2.52.

Database, Data Mining and Scientific Workflow: SPARQL, Ab Initio, Rattle (2.5.22), Orange (2.0b), PythonWin (2.5.2), Kepler (1.0.0), Oracle 7.x - 11 (TOAD VI, SQL-Programmer 2.5, SQL Navigator 3.1.e.1, Developer/2000, SQL, SQL*PLUS, PL/SQL, Forms 4.5, and Reports 2.5), MS SQL Server 7.0 - 2000, MS BizTalk, MS Access 2.x - 2007, RPTwin v1.0, R&R Report Writer V6.0 & V8.0.

Project Requirement and Knowledge Management: MS Project 98 -2007, Primavera P3, SureTrak, AnalystPro, Rational Suite, Rational Analyst Suite, Oracle Projects, BIS, Visio 1.x – 2013, Rally Enterprise.

CASE and Modelers: Erwin/ERX 2.1 and 3.5, Rational Rose 1.0.7 and 2000, Oracle Designer 2000, WithClass 3.1, InfoModeler 3.1, Total Access Developer Suite.

Collaborative: LotusNotes, Outlook 6.0 - 2010, SharePoint 2001 - 2010, Rally Enterprise (CA Technologies), Wrike.

Other: Word 6.0 - 2013, Excel 6.0 - 2013 (advanced macro development), Publisher, PowerPoint 6.0- 2010, Quickbooks Pro 2008 – 2011.

PROFESSIONAL EXPERIENCE

MCL & Associates, Inc., Fredericksburg, VA, 2001 to Present

Work Systems Engineer, Project Manager and Senior Data / Business Analyst

Projects in Chronological Order:

Government CIO, Washington, DC; ; 06/2015 – 12/2016

- *Quality Assurance Director*

Kane Innovation, Project Management SOP Project; Erie, PA; 06/2015

- Lean Six Sigma (LSS) Consultant (Remote)

Army Reserve National Guard (ARNG), G-5 Directorate, Office of Business Transformation Process Improvement Team, Arlington, VA; 01/2015 – 06/2015

- Lean Six Sigma (LSS) Consultant

Department of Defense, Deputy Undersecretary for Installations and Environment (I&E), Office of Economic Adjustment (OEA), Crystal City, VA; 08-2014 – 12-2014

- Deputy Project Manager/Senior Business Analyst

Capital One Inc., Information Technology, Enterprise Governance Risk & Compliance (GR&C), Anti-Money Laundering Technology Enhancements for Agents (AML TEA) Project; 02-2014 – 07-2014

- Process Manager

EMR Technical Solutions, LLC, Open Electronic Medical Records (EMR) 4.1 Project; 01-2014 – 03-2014

- Project Manager / Sr. Business Analyst, Business Healthcare Provider Search Web Site Project

- Project Manager / Sr. Business Analyst, CMS LLC Invoicing Project

United States Army Reserve Command (USARC), Command Group, Continuous Process Improvement Office; 09-2013 – 12-2013

- Project Manager, Business Process Reengineering Project

Department of Defense, Office of the Secretary of Defense, Office of the Deputy Chief Management Officer (ODCMO); 01/2013 – 08/2013

- Lead Consultant / PMO Project Manager, Business Intelligence and Analytics (BIA)

- Information Assurance Officer (IAO); DoD/ODCMO/ Business Intelligence and Analytics (BIA)

Veteran Administration, Veteran Relationship Management (VRM); 08/2012 – 10/2012

- Sr. Business Analyst, Identity and Access Management (IAM)

ExxonMobil Global Services Company, Sourcing Process Center of Excellence, Fairfax VA; 03/2012 – 04/2012

- Sr. Analyst/Statistician, Large Optimization Problems & Focus Group Statistical Analysis & Interpretation

Veteran Administration Central Office (VACO), Washington, DC; 10/2011 – 02/2011

- Program Manager/ Operation Research and Systems Analyst (ORSA), IT Helpdesk Support Services

Joint IED Defeat Organization (JIEDDO), Afghanistan; 05/2011 – 10/2011

- Operation Research and Systems Analyst (ORSA), CJTF (Combined Joint Taskforce) Paladin

Defense Logistics Agency (DLA), Fort Belvoir, VA; 11/2010 – 02/2011

- Enterprise Data Strategy Analyst, Enterprise Architecture (J623)

United States Army, Installation Management Command (IMCOM), Crystal City, VA; 3/2006 – 12/2010

- Lean Six Sigma Master Black Belt /Technical Lead, INCOM Business Process Reengineering Program; 10/2009 – 11/2009

- Operations Research/Systems Analysis (ORSA), Task Force/Year of Manpower (TF-YOM)

United States Army, Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA(M&RA)) , Crystal City, VA; 04/2008 – 4/2009

- Deputy. PM/Sr. Management Consultant, OASA (M&RA) Geographically Dispersed Task Force (GDTF)

Department of Defense, Defense Intelligence Agency, Bolling AFB, Washington, DC; 11/2007 – 2/2008
- Consultant, Business Processing Re-engineering/Business Process Improvement (BPR/BPI) Initiative

Booz | Allen | Hamilton, Inc., Global Operations, McLean, VA; 7/2005 – 2/2006
- Project Manager, Corporate Systems, Project Manager, Gemini Program, Storage Area Network (SAN) Replacement

- Project Manager, Corporate Systems, Project Manager, Gemini Program, Extranet Project

Pennsylvania Turnpike Commission, Harrisburg, PA; 6/2005 – 7/2005
- Evaluation Specialist, Enterprise Resource Planning (ERP) Selection Project

BEA Systems, Inc., Reston, VA; 5/2005 - 6/2005
- EVMS Analyst, Communication, Navigation Identification & Reconnaissance (CNIR), Future Combat Systems (FCS) Project

Thomas & Herbert Consulting LLC, Silver Spring, MD; 2/2005 - 4/2005
- Team Lead, HUD PIH, HOPE VI Data Collection, Quarterly Reporting and Program Support

Booz | Allen | Hamilton, Inc., McLean, VA; 1/2005 – 2/2005
- Sr. Systems Requirements Analyst/Coordinator, Corporate Systems, Systems Access Control Project

Pfizer Global Research & Development (PGRD), New London, CT; 12/2004 – 1/2005
- Sr. BPR Analyst, PGRD C&O (Contracts & Outsourcing) Contracts & Payments Project

Exeter Government Services, LLC, Rockville, MD; 8/2004 - 01/2005
- Sr. BPR Analyst, Federal Enterprise Architecture (FEA) framework project

Anthem Blue Cross/Blue Shield; Richmond, VA; 6/2004- 8/2004
- Sr. Business Analyst, Benefit Structure Analysis Initiative

Sacramento County Department of Health and Human Services (DHHS); Sacramento, CA; 6/2003 - 6/2004
- Business Process Management (BPM) Manager, DHHS-BPM Project.
- Business Process Reengineering (BPR) Lead, DHHS-HIPAA Project

US Air Force Surgeon-General, Air Force Medical Operations Agency, Falls Church, VA; 1/2004 - 1/2004
- Customer Surrogate/Senior Business Analyst.

U.S. General Services Administration, Washington, DC; 4/2003 - 5/2003
- Project Manager, Federal Procurement Data System (FPDS) Analysis and Reports Project.

CIGNA Insurance, Hartford, CT and Manchester, NH; 3/2003 - 4/2003
- Business Analyst, HIPAA 835 Transactions Remediation Project

Clinical Information Technology Office (CITPO), Falls Church, VA; 5/2001 - 8/2001
- Program Quality Improvement (QI) and Risk Management (RM) Team Leader

Department of the Army, Integrated Total Army Personnel Database (ITAPDB), Alexandria, VA; 1/2001 - 4/2001
- Sr. Business Analyst

Commonwealth of Virginia, Department of Military Affairs, Virginia Defense Force/Division HHC, Richmond, VA, 2010 – 2012 **

Warrant Officer [WO-1 (VA)]

ASSIGNMENTS:

- Operations Research / Systems Analyst (ORSA), HHC George Washington Division, Office of the Chief of Staff
- *Emergency Operations Technician and Training Facilitator*, HHC George Washington Division, Operations Branch (G-3)
- *Joint Operations Center (JOC) Shelter Support Operations Planning Team (SSOP-T), Mullins Armory, Sandston, VA.*
- *VDF HHC Tactical Operations Center/Emergency Operations Center (TOC/EOC), Richmond, VA.*

AWARDS:

MEMS-B Badge, with flash (actual EM activation and/or mobilization)
MEMS-S Badge, with flash

*** Resigned commission to pursue independent lobbying and research on National Guard and State Militia issues.*

Sage Management Systems, Inc., Alexandria, VA 1997 to 2000
Database Developer / Business Analyst

Projects in Chronological Order:

- *CAIS Internet, Washington, DC / Senior Business Analyst*
- *SmartSynch, Jackson, MS / Senior Business Analyst*
- *Marriott International, Inc., Bethesda, MD / Business Analyst, Oracle Developer*
- *Government of the District of Columbia, Office Chief Technology Officer, Washington, DC / Business Analyst / Contingency Plan Analyst*
- *Harvard Pilgrim Health Care, Boston, MA / Business Analyst*
- *National Child Care Information Center (NCIC), Vienna, VA / Contract Analyst*

- *Advanced Marine Enterprises, Inc., Arlington, VA / MS Access Developer/Business Analyst*
- *Air Force Total Ownership Cost (AFTOC), Reston, VA / MS Access Developer/Business Analyst*
- *Health Cost Consultants, Reston, VA / Business Analyst*
- *Kaiser Permanente, Columbus, OH / MS Access Developer, Business Analyst*
- *L. C. Raney & Associates, Washington, DC / MS Access Developer, Business Analyst*
- *Keller & Heckman, LLP, Washington, DC / MS Access Developer, Business Analyst*
- *EER Systems, Springfield, VA / MS Access Developer/Business Analyst*

PROFESSIONAL ORGANIZATIONS / WORKGROUPS

- *Member, Institute for Operations Research and Management Sciences (INFORMS).*
- *Member, Military Operations Research Society (MORS).*
- *Member, Project Management Institute (PMI), DC Chapter and Central Virginia Chapter.*
- *Member, Statistical Programming DC (SPDC).*
- *Member, American Society for Quality (ASQ).*
- *Member, Software Process Improvement Network - Washington, D.C. Area.*
- *Member, State Guard Association of the United States (SGAUS)*
- *Member, United States Army Warrant Officer Association (USAWOA)*
- *Executive Member, County of Stafford Virginia, Community Emergency Response Team (CERT)*