

# GEORGE LOUDON

## PMP, CITRMS

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### **PROFESSIONAL SUMMARY**

*A PMP certified and CITRMS (Certified Identity Theft Risk Management Specialist) naturalized American with 26 years' experience as a IS/IT Consultant in the roles of Technology Visionary and Project/Program/Portfolio Manager (and originally as Analyst, Developer and Architect). Excellent hands-on project management skills and qualifications for the delivery of quality products and/or services, on time, within budget, with least risk.*

Highlights of qualifications and experience include:

- Performed ANSI/EIA 748 Earned-Value Management System (EVMS) Compliance gap analysis. Created ANSI/EIA 748 EVMS Compliance Plan and Description Documentation for Federal/DOD contracts/sub-contracts.
- Authored and published an Earned-Value Management System (EVMS) White Paper, titled "Achieving Sufficient ANSI/EIA-748 (EVMS) Standard Compliance" – refer:  
[http://www.robustpm.com/services/evms/ANSI\\_EIA%20748\\_standard\\_White\\_Paper.pdf](http://www.robustpm.com/services/evms/ANSI_EIA%20748_standard_White_Paper.pdf)
- Optimized management processes through the application/implementation of appropriate IT project management and software development (SDLC) methodologies.
- Managed multiple, concurrent, multi-million dollar, mission critical, high visibility projects that directly impacted core business processes.
- Implemented effective project management processes using available technologies.
- Mentored/trained client staff on project management process best practice.
- Extensive hands-on technical experience in the role of Analyst, Developer and Architect on technologies that include (but not limited to) client/server, web-based (Internet/Intranet/Extranet), object-oriented and service-oriented (SOA, including governance).
- Managed all aspects of a project, i.e. Scope, Schedule, Cost, Risks (and Issues) Quality, Communication (stakeholder, etc.), Procurement (including RFP/RFI) and HR (including resource time management).
- Provide Identity Theft/Fraud Risk Management services.
- A certified SCRUM Master with experience implementing various project management and SDLC methodologies.
- The *Certified Identity Theft Risk Management Specialist* (CITRMS) qualification is issued by "The Institute of Fraud Risk Management" (TIFRM).
- I have prior experience as architect and developer of pre-.net and .net Microsoft environments and Java/J2EE environments. I hold a Sun Microsystems Java2 Programmer certification, as well as numerous OOAD/UML certificates.
- Biography and resume are available online at <http://www.robustpm.com/about/GML/gml.aspx> and [http://www.robustpm.com/about/GML/gml\\_resume.pdf](http://www.robustpm.com/about/GML/gml_resume.pdf) respectively.

### **EDUCATION**

Certified Identity Theft Risk Management Specialist – CITRMS (TIFRM)	- 2009
Certified Project Management Professional - PMP (PMI)	- 2009
Certified SCRUM Master (Agile University / Scrum Alliance)	- 2008
Certified Master in 'IS/IT Project Management' (Villanova University)	- 2006
Sun Certified Programmer (Sun Microsystems)	- 2001
Certifications in OOAD/UML (SmartForce/CBT)	- 2001
Informix Certification (Aztec Co.)	- 1994
Automatic Flight Control Systems License (DCA)	- 1983
Technical Diploma in Flight Instrumentation and Control Systems (Atlas Aircraft)	- 1979
Private Pilot License with Night & Aerobatic ratings (SAAF c/w)	- 1977

## **MEMBERSHIP**

Project Management Institute  
 Institute of Management Consultants USA  
 Armed Forces Communications and Electronics Association  
 Independent Telecommunications Pioneer Association  
 Institute of Software Architects  
 Web Services Interoperability Organization  
 Toastmasters International

## **TECHNICAL EXPERTISE**

**PROJECT/PROGRAM MANAGEMENT METHODOLOGIES:** PMI Project Management Body of Knowledge (PMBOK); Unified Process (UP); Rational Unified Process (RUP); Accenture Delivery Method (ADM); Agile software development management (SCRUM); EVMS standard (ANSI/EIA-748).

**BACK OFFICE:** BEA WebLogic (including WLI), IBM WebSphere, JBoss, JRun, Microsoft Internet Information Server (IIS), MS Certificate Server, IBM HTTP Server, Apache HTTP Server, BEA WebLogic Portal 8.1, WebSphere Portal 5.02, Identitech FYI Enterprise, MS Exchange Server, WebSphere MQ, MS MSMQ, Oracle BPEL Process Manager, WebSphere BI, MS BizTalk 2004, Macromedia ColdFusion, MS Project Server 2003/2007, MS SharePoint Portal 2003/2007, Citrix, Microsoft Dynamics GP.

**DATABASE SYSTEMS:** Oracle, Microsoft SQL Server (2000/2005/2008), IBM DB2, Sybase, MySQL, IBM / Informix Cloudscape, Microsoft Access.

**FRONT OFFICE:** MS Word/Excel/ PowerPoint/Outlook, MS FrontPage, MS Project Professional and PWA (2003 & 2007), MS Visio, MS Exchange, Symantec PCAnywhere, Lotus Notes, Dragon NaturallySpeaking, WebEx, DecisionEdge, PersonalBrain, OmniPage, AutoCAD 2008.

**DOCUMENT, REQUIREMENTS, CHANGE & VERSION MANAGEMENT:** Rational RequisitePro, Borland CaliberRM, IBM Rational ClearCase & ClearQuest, Merant PVCS Dimensions, Microsoft SourceSafe, CVS, Subversion, Documentum, PowerDOCS, eRoom.

**MODELING:** Rational Rose, Rational XDE, TogetherSoft, Microsoft Visio, Poseidon, Enterprise Architect 7.1

**DEVELOPMENT LANGUAGES, METHODOLOGIES & FRAMEWORKS:** SOA, Service Orchestration, OOAD, SOAP, WSDL, UDDI, BPEL / BPEL4WS, UML, JAVA, J2EE (EJB, JSP, Servlets, etc.), JMS, JSF, STRUTS, Hibernate, Spring Framework, .NET, J++, C#, VB, HTML, XML, SQL, JavaScript, VB Script. Visual Studio, SharePoint Designer 2007.

**DEVELOPMENT ENVIRONMENTS:** Eclipse, IBM/Rational Architect Rapid Application Developer, IBM WebSphere Application Developer, IBM VisualAge for Java, Microsoft Visual Studio - Visual Basic, J++, Visual InterDev, BEA WebLogic Workshop, Microsoft Visual Studio .NET - Visual Basic .NET, C#, J#, Borland C#Builder, Borland JBuilder, Oracle JDeveloper, Oracle Warehouse Builder, VisualCafe, Crystal Reports, XMLSPY, Microsoft FrontPage, Macromedia Dreamweaver.

**OPERATING SYSTEMS:** DOS, Novell, UnixWare, Sun Solaris, Linux (Red Hat), Windows Servers (NT3.51, NT4.x, 2000, 2003, 2008), Windows 2000/XP/Vista clients.

**NETWORKS/PROTOCOLS:** Token-ring, Ethernet, X.25, TCP/IP, LDAP, VPN, SSL.

**HARDWARE SERVERS:** Dell Servers, Sun Sparc, Meccer Servers, etc.

## **PROFESSIONAL EXPERIENCE**

### **RobustPM**

Owner/President of RobustPM ([www.robustpm.com](http://www.robustpm.com)), whose value proposition is end-to-end IT program/project/portfolio management, as well as the identification of process vulnerabilities and the elimination or mitigation thereof through the integration of clearly-defined, practically-implemented and optimized project management processes, via appropriate tools and techniques, for the delivery of successful project services or products on time, within budget and of high quality.

**INDUSTRIES SERVICED:** *Healthcare/Insurance; Power Management/Marketing; Interactive Media; Dot.com; Legal / Litigation; Local Government; Health & General Insurance; Computer Peripherals/Appliances; Medical.*

### **CONSULTING PROJECTS (listed by client):**

**NMR Consulting** - Sr. Program/Project Manager, EVMS Specialist  
 Performed ANSI/EIA 748 Earned-Value Management System (EVMS) Compliance gap analysis.  
 Created ANSI/EIA 748 EVMS Compliance Plan.  
 Created ANSI/EIA 748 EVMS Description Documentation containing 'to-be' process and systems (tools) requirement.

**Independence Blue Cross** - Sr. Program/Project Manager and Methodology Specialist  
 Within Accident & Health Insurance lines of business:  
 Implemented resource time management, cost management and earned value management via Microsoft Project Server 2003.  
 Developed SharePoint Portal 2007 Workflows and Dashboard prototypes.  
 Performed administration of Project Server 2003 and SharePoint Portal 2003/2007.

**PJM Interconnection** - Sr. Program/Project Manager and CAD Designer  
 Managed multiple, multi-million dollar, mission critical, high visibility FACILITIES projects, directly impacting core business processes.

**PJM Interconnection** - Sr. Program/Project Manager and SOA Governance Consultant  
 Managed multiple, multi-million dollar, mission critical, high visibility IT projects, directly impacting core business processes.  
 Coordinated multiple 3rd-party suppliers/vendors.

Mentoring junior project managers on various project management best practices – as per PMI.  
Enhanced MS Project Server 2003-based OLAP cube and views and performed integration with MS Excel-based reports.

**Independence Blue Cross** - Sr. Program/Project Manager and Methodology Specialist

Within Accident & Health Insurance lines of business:

Reviewed existing project schedules and aligned them with the Accenture Delivery Method (ADM) SDLC Methodology, within PMI Process Groups.  
Authoring standards-based Project schedule templates for high repeatability, specific to Business Intelligence.

**Corporation Services Company** - Sr. Project Manager / Risk Consultant

1. Analyzed current state of mission-critical system.
2. Performed vulnerability analysis of all 'Service of Process' system (SOP) subsystems and associated touch-points (dependencies, etc.), including infrastructure vulnerabilities – i.e. networks, disk arrays, etc.  
Reviewed existing business continuity plans and identified vulnerabilities.
3. Documented of a Remediation Plan – including potential systems enhancement through Service-oriented Architecture (SOA).
4. Created and presented Microsoft PowerPoint and Visio-based LCD presentations to a broad spectrum of audiences (stakeholders), including project customer and sponsor, upper and middle management, developers and support personnel.

**Comcast Interactive Media** - Sr. Project Manager / Methodology Specialist

Transfer knowledge regarding PMBok project management tools and techniques.  
Concurrently managed 5 projects.

**ABC Graphics** - Sr. Project Manager

Analyzed requirements and documented Use Cases and performed UML modeling using Poseidon.  
Architected and designed a web application using Eclipse 3.0 IDE and utilizing the lightweight 'Spring' Framework.  
Utilized Hibernate for Object/Relational Mapping purposes for transparent persistence onto a MySQL database.

**City of Philadelphia** - Sr. Project Manager / SOA Governance Consultant

Analyzed of the various existing IT/IS units and their relationships with various business units, as well as the maturity of existing business services, if any.  
Authored and provided a presentation on Enterprise SOA and the Governance thereof.  
Identified and documenting Enterprise SOA Governance Standards, policies and processes.  
Facilitated the inauguration of an Enterprise SOA Governance Committee/Body.  
Evaluated potential SOA Governance/ Management software tools.

**Nationwide Insurance** - Sr. Project Manager / Sr. Architect

Within Property and Casualty Insurance lines of business:

Analyzed and documented/spec'd an enterprise wide Managed Metadata Environment (MME) related to a wide range of metadata sources / meta models, including IBM's IAA.  
Evaluation of various potential MME tools.

**Kyocera** - Sr. Architect

Performed architecture of a multi-tiered, SOA, J2EE-based, web application (within a STRUTS framework) to consume ERP services.  
Successfully recommended incorporation of various Unified Process methodology documents – including Vision Document, Software Architecture Document and Use Case Specification Document.  
Authored numerous use case specifications.  
Identified architecturally significant use cases.

**American Board of Ophthalmology** - Sr. Project Manager / Sr. Architect

Gathered requirements and performed initial architecture and design of a Jboss-based J2EE proof-of-concept.

**Caring Hospice** - Business Analyst & Process Specialist

Performed Business Process Analysis and Re-engineering.  
Reviewed Business Continuity plans and identified vulnerabilities.  
Provided senior management with a presentation highlighting the advantages of migrating to a MS Exchange environment.

**Exquisite Vestments** - Sr. Project Manager / Sr. Architect, Project Engineer

Performed analysis and documented of Use Cases.  
Managed release 1 of an online SOA-based, process-driven Sales Quotation, Ordering and Fulfillment System utilizing WebLogic Integration Platform 8.1.  
Managed implementation of business processes by means of orchestrating business services using JPD (Java Processing Definition language).  
Managed implementation of a portal (WebLogic Portal 8.1).

**Aetna Healthcare** - Project Engineer / Methodology Specialist

Within Accident & Health Insurance lines of business:

Architect, design & prototype a MVC WebSphere-based J2EE Insurance Agent Order Capturing web system.

**The Hartford Insurance** - Sr. IT Consultant / Methodology Specialist

Within Property, Casualty Accident & Health Insurance lines of business:

Architect, design & construct numerous multi-tier client server and web-based, and Data Warehouse applications/ETL via Microsoft and Java development environments

## **CONSULTING PROJECTS (listed by function):**

### **Senior Program/Project Manager - Project Management Remediation**

Provided hands-on consultation to assist organizations in improving management of existing and/or new portfolios, programs and projects (IS/IT and Facilities) through the review of its current methodologies/approaches, incorporating people, processes and tools.

Identified those aspects (vulnerabilities) of the current project management domain that are functioning correctly, those that require minor changes and those that are simply not currently adding any value within the domain.

Formulated remediation plans to potentially remedy said vulnerabilities and have made presentation to the PMO and/or senior executives.

Facilitated the adoption of the remediation plan so as to enable the organization to produce required/quality project deliverables on time and within budget, and in an ongoing/repeatable manner.

Senior Project Manager Facilitated Organizational Management Restructuring

Regarding People within the PM domain – i.e. that fit within the role categories of customers, sponsors, business owners, core team members, project managers, etc. – reviewed their individual approaches to the concept of projects and the management thereof, and identify potential personality issues that may negatively impact successful project outcomes. This review, in addition to those for PM processes and tools, provides input to the remediation plan - Refer Project Management Remediation (above).

The goal of the activity is to implement a new (or improve an existing) organizational management structure best suited to project environments.

### **Senior Program/Project Manager - Earned Value Management**

Informed/mentored organizations on the importance to successful project management of Earned Value management (and effective use of its metrics).

Created and published SharePoint Portal-based Dashboards containing Earned Value metrics (as mentioned previously/above).

### **Senior Program/Project Manager - Facilities Project Management**

Performed Facilities project management in the highly secure and complex context of management and control of the national US electrical power grid.

#### *Responsible for:*

Identifying console furniture requirement for the control room and training simulator environments.

Developing detailed console furniture and IT equipment layout sketches including plan, side elevation and sight-line views, etc. in AutoCAD format.

Involvement in the development of the control room and training simulator console furniture RFP.

The rapid conversion of a large quantity of control room telephone turret numbers from hardcopy to electronic format.

Providing technical input to the project team regarding computer hardware infrastructure and software architecture.

Creating computer hardware equipment asset registers for the control room and training simulator environments

### **Senior Project Manager - Project Integration Management**

Regarding the various processes and activities needed to integrate the various elements of project management, have been responsible for:

Identifying and documenting project vision and initial scope and project management plans;

Executing project management plans;

Monitoring and controlling processes and people as per project management plans, from project initiation to closing.

Providing consultation regarding change management systems, as well as designing and publishing (deploying)

Sharepoint Portal-based workflows, for either demonstration and/or production purposes.

Performing project closing activities.

Facilitating weekly and biweekly project meetings, including status meetings, etc.

### **Senior Project Manager - Project Scope Management**

Regarding the various processes needed to confirm that the project includes all specific work required (and no more), to complete the project successfully, have been responsible for:

Working with the customer, sponsor and business owner to verify the scope of the project and the activities/tasks that are required to successfully provide the project deliverables based on the scope.

Providing consultation on scope control best practices.

Facilitating requirements workshops, etc.

### **Senior Project Manager - Project Time Management**

Regarding the various processes concerning the completion of the project on time, have been responsible for:

Creating and maintaining project schedules based on verified project scope.

Estimating human resource work effort and materials required to complete activities/tasks.

Providing consultation on time management best practices.

### **Senior Project Manager - Project Cost Management**

Regarding the various processes involved in planning, estimating, budgeting, and controlling costs, have been responsible for:

Creating and maintaining project schedules based on verified project scope. The typical tool I use is Microsoft Project Professional/Server/PWA 2003/2007.  
 Estimating cost of human resource work effort and materials for all activities/tasks.  
 Providing consultation on cost and budget management best practices.

Furthermore, I inform/mentor organizations regarding the processes/procedures needed to satisfy the requirement for monitoring and controlling project capital and expense costs, managerial and risk reserves, as well as ensuring that projects cost allocation and the reporting thereof conform to the organization Accounts Department's best practices – to the greatest extent possible.

**Senior Project Manager - Project Quality Management**

Regarding the various processes involved in assuring that the projects satisfy their objectives, have been responsible for:

Creating and maintaining Quality Assurance plans for the purpose of confirming that the project deliverables are congruent with its vision and scope.  
 Performing Quality Assurance and Control.

**Senior Project Manager - Project Human Resource Management**

Regarding the various processes that organize and manage the project team, have been responsible for:

Documenting and maintaining HR management plans, including how HR time management (actual work) is captured. The tools I use include Microsoft Project PWA 2003/2007 and SAP.  
 Identifying team members based on skills and experience required to successfully complete project tasks, including on-shore and off-shore resources.

Furthermore, I inform/mentor organizations regarding the processes/procedures needed to enable resources to enter their actual work directly into Microsoft Project Web Access (PWA), so as to provide real-time resource time (and cost) management.

**Senior Project Manager - Project Communication Management**

In regard to enhancing the planning, distribution and reporting of project information, have been responsible for:

Documenting communication management plans.  
 Creating, managing and distributing project status reports.  
 Designing and publishing (deploying) SharePoint Portal-based dashboards composed of project Key Performance Indicators (KPIs) and Earned Value metrics, etc. - for demonstration and/or production purposes.  
 Developed SQL-based data queries to auto-extract project data from Project Server 2003/2007 for use MS Excel-based reports displayed on the SharePoint Portal-based dashboards, etc.

Extensive experience as super user, designer and administrator of SharePoint Portal (2003/2007) and Project Server (2003/2007) - in addition to many other tools, as referred to in this document.

**Senior Project Manager - Project Risk Management**

Have been responsible for:

Documenting risk management plans.  
 Mentoring organizations regarding the accurate/succinct identification, quantification and qualification of project risks and the management thereof.

**Senior Project Manager - Project Procurement Management**

Regarding purchases, acquisitions and contracts, have been responsible for:

Documenting and distributing requests for proposal (RFPs).  
 Reviewing potential supplier responses and distributing to project team and stakeholders for acceptance/rejection.  
 Maintaining open communication lines between HR contract suppliers and the HR department regarding contract start, closure and how the contact costs are charged to the project.  
 Managing 3rd party HR and service provider vendors.

**Mentor** - Mentoring junior project managers on project management and SDLC best practices.

**Methodology Specialist - PLC methodology**

Provided hands-on consultation in regard to people, processes and tools, etc. which constitute Project Life Cycle best practices as per the PMI PMBok

**Methodology Specialist - SDLC methodology**

For IS/IT projects, have provided hands-on consultation in regard to people, processes and tools, etc. which constitute Software Development Life Cycle best practices as per the Unified Process (including RUP), and Agile lifecycles (SCRUM, etc.). In addition, I have provided consultation to migrate existing Waterfall to Agile/Iterative lifecycles.

*In addition, have:*

Aligned project plans to the Accenture Delivery Method (ADM) – SDLC Methodology within PMI (Project Management Institute) Process Groups.  
 Authored standards-based Project Plan templates for a high degree of repeatability, specific to Business Intelligence environments.

**Methodology Specialist - Project Mapping**

Provided consultation to organizations and mentored their project managers, etc. regarding the advantages of creating project mind-maps. Two of my preferred tools are provided by TheBrain.com, i.e. PersonalBrain and BrainEKP (Enterprise Knowledge Platform).

**Business Analyst & Process Specialist - Business Process Re-engineering**

Performed Business Process Analysis and Re-engineering.

Consulting

Architect Service Oriented Architecture-based Systems

As Consulting Architect, was responsible for:

Technical Architect on a multi-tiered, J2EE-based web application (within a STRUTS framework) to consume ERP services within an SOA (service-oriented architecture).

Documenting Software Architecture document and Use Case Specification document.

Authoring numerous use case specifications.

Identifying architecturally significant use cases.

Authoring use case models.

**Consulting Architect - Service Oriented Architecture Governance**

Responsible for:

Creation of an Enterprise SOA Governance Framework.

Analysis (including Business Analysis) of the various existing IT/IS units and their relationships with various business units, as well as the maturity of existing business services, if any.

Authoring a presentation on Enterprise SOA and the governance thereof.

Identifying and documenting Enterprise SOA Governance Standards, policies and processes.

Facilitating the inauguration of an Enterprise SOA Governance Committee/Body.

Evaluating potential SOA Governance/Management software tools.

Educating management on the importance of SOA Governance.

Providing key features SOA Governance tools need to provide.

**Consulting Architect - Business Intelligence**

Responsible for:

Analysis, architecture and design of Java-based ETL processes accessing numerous data sources, i.e. mainframe feeds, relational databases and flat files, etc.

Analysis, architecture and specification of an enterprise-wide Managed Metadata Environment (MME). The MME was required to integrate to a wide range of metadata sources / meta models, including IBM's IAA.

The evaluation of various potential MME tools.

Authoring and hosting the following presentations to all key warehouse project stakeholders regarding the Rational Data Modeler and Oracle Data Warehouse Builder (OWB) products.

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