

GEORGE LOUDON *PMP, CSM, MCTS*

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Senior IT Project Manager and PPM Executive Consultant

Proven success in implementing Information Technology portfolio, program and project management (PPM) best practices within a broad range of industries, including: Healthcare; Health Insurance; Power Management/Marketing; Interactive Media; Dotcoms; Legal/Litigation; Local Government; General Insurance; Engineering, Medical and Pharmaceuticals.

Resume Type

This resume is focused on consulting work **results**, as opposed to activities and is also available online at http://www.robustpm.com/about/GML/gml_resume.pdf. A biography is located at <http://www.robustpm.com/about/GML/gml.aspx> and videos highlighting services provided (and continue to provide) are available at http://www.robustpm.com/video/rpm_elevator.aspx (business synopsis) and http://www.robustpm.com/video/rpm_overview.aspx (services overview).

Core Competencies

- Process Optimization
- Productivity Tools
- Scope, Time, Cost & Quality Alignment
- Program/Project Efficiencies
- PLC & SDLC Methodology Facilitator
- PPM and Agile (Scrum) management Instructor/Trainer/Mentor
- Coaching & Mentoring
- Technical Speaker
- White Paper Author Earned Value Management
- Articulate Communicator
- Team Building & Leadership
- Strategic Visions
- Methodologies Integrator
- Productivity & Time Utilization
- Technology Visionary
- RFP/RFI author
- Risk Management
- Dynamic Mind-Mapper
- Collaboration
- Technical Design & Support
- Program/Project Planning
- Effective Follow-up Techniques
- Transcription Tools & Techniques
- Identity Theft/Fraud Risk Management

Formal Education and Certification

- Certified Project Management Professional - PMP (PMI)
- Microsoft Certified Technology Specialist (MCTS) - Microsoft Project 2010, Managing Projects
- Certified Identity Theft Risk Management Specialist – CITRMS (TIFRM)
- Certified Scrum Master (Agile University / Scrum Alliance)
- Certified Master in 'IS/IT Project Management' (Villanova University)
- Sun Certified Java Programmer (Sun Microsystems)
- Certifications in OOAD/UML (SmartForce/CBT)
- Informix Certification (Aztec Co.)
- Automatic Flight Control Systems License (DCA)
- 3-year Technical Diploma in Flight Instrumentation and Control Systems (Atlas Aircraft)
- Private Pilot License with Night & Aerobatic ratings (SAAF c/w)

Current Studies

- Have begun studying for PMI's "OPM3 Certified Assessor" certification
- Studying towards the ITIL v3 Foundation Certification exam

White Paper

Author of the following white paper:

- [Achieving Sufficient ANSI/EIA-748 \(EVMS\) Standard Compliance](#)

Professional Associations (past & present)

- 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
- Chester County Toastmasters (2011 Treasurer)

Major U.S. Contract/Consulting History

The following highlights major consulting/contracting assignments only:

- **Merck Pharmaceuticals** (PA) – Pharmaceutical Supplier Oct 2011 - through - Jan 2012
 Sr. Project Manager (PMP), Certified Scrum Master (CSM)

 - **Requirement(s):** To execute the roles of project manager and Scrum master for:
 - The design, development, deployment and hosting of a web-based, pharmaceutical drug formulary system (Merck Payer Access) - using Microsoft .NET and Silverlight technologies.
 - The production of multiple system training and advertising artifacts.
 - **Result(s):** The project successfully launched the Merck Payer Access product (application) on schedule, i.e. 12/23/2011. Additional requirements/enhancements were produced in ongoing Sprints.
 - **Tools/Techniques/Environments used (but not limited to):** PMBOK (PMI), Scrum Framework, FreePlane, iMindMap, PersonalBrain, MS Project Professional 2007, Lighthouse, Visio, WebEx.

- **Annodyne** (PA) – Interactive Marketing Service Provider Oct 2011 - through - Jan 2012
 Sr. Project Manager (PMP), Certified Scrum Master (CSM)

 - **Requirement(s):** Contracted to:
 - Implement Project Management and Agile (Scrum) software development processes and artifacts, to enable the successful management and delivery of software systems and creative artifacts.
 - Execute the roles of project manager and Scrum master for the design, development, deployment and hosting of the Merck web-based, pharmaceutical product marketing system.
 - Review existing project processes practiced by Annodyne. Recommend process enhancements and mentor Annodyne staff.
 - **Result(s):** Implemented and executed all project management and Scrum processes and artifacts and mentor all project team members and stakeholders regarding their specific roles/responsibilities. Performed a vulnerability analysis, identifying various issues and documented associated corrections/recommendations. Presented report to executive management.
 - **Tools/Techniques/Environments used (but not limited to):** PMBOK (PMI), Scrum Framework, FreePlane, iMindMap, PersonalBrain, MS Project Professional 2007, Lighthouse, Visio, WebEx, Tenrox.

- **RobustPM** (PA) – Project Management Specialists Mar 2011 - through - Oct 2011
 President, Sr. Project Manager (PMP), Certified Scrum Master (CSM)

 - Obtained an MCTS certification – i.e. Microsoft Certified Technology Specialist (MCTS) - Microsoft Project 2010, Managing Projects.
 - Produced and distributed a project management services marketing campaign for business development purposes, including the production of videos.
 - Developing a Cloud-based, integrated project management and software development life cycle dynamic knowledge base (mind map).
 - Managing the analysis, design, development and implementation of corporate applications (Python) on Facebook.
 - Developing and publishing Scrum training and execution materials.
 - **Tools/Techniques/Environments used (but not limited to):** PMBOK (PMI), Standard for Portfolio Management (PMI), Standard for Program Management (PMI), FreePlane, iMindMap, PersonalBrain, Rally, VersionOne, Python, Django, WebEx.

- **Independence Blue Cross** (PA) - Accident & Health Insurance lines of business Jun 2010 - through - Feb 2011
 PPM Executive Consultant, (PMP), Methodology Specialist

 - **Requirement(s):** Contracted by the Enterprise PMO (EPMO) / Strategy Office to:
 - Document existing ('as-is') portfolio, program and project capabilities.
 - Develop and implement effective 'to-be' PPM capabilities for incorporation with CA Clarity v12 PPM tool.
 - Design a PPM governance framework.
 - Design and deploy a PPM metadata repository and identification/capture all 'as-is' and 'to-be' PPM attributes based on current and future communication methods (e.g. reports, etc.).
 - Designed a PPM Attribute Governance framework/Standard.
 - **Result(s):** Successfully completed documentation of all existing ('As-Is') processes/capabilities, as well as 'to-be' PPM capabilities, as per Clarity implementation - phase #1. Designed a PPM governance framework. Designed and implemented an MS Access-based PPM metadata repository on the EPMO SharePoint site, including the identification and capture of all currently identified 'as-is' and 'to-be' PPM attributes. Designed a PPM Attribute Governance framework/Standard.
 - **Tools/Techniques/Environments used (but not limited to):** PMBOK (PMI), Standard for Portfolio Management (PMI), Standard for Program Management (PMI), ITIL, FreePlane, iMindMap, PersonalBrain, MS Project Professional/Server 2007, MS SharePoint 2007, CA Clarity v12 PPM, MS Access 2007, WebEx.

- **RobustPM / RobustID** (PA) – Project / Risk Management Specialists Nov 2009 - through - May 2010
 Project & Risk Management Instructor/Trainer

 - As a Certified Identity Theft Risk Management Specialist (CITRMS), have been educating business owners, employees and individuals on risks associated with business and personal identity theft, as well as and providing effective measures to enable reduction of said risks.
 - Educating organizations, employees and individuals on the effective management of acquired information, including project/program/portfolio information, via the use of mind-mapping and audio-to-text tools and techniques.
 - **Tools/Techniques/Environments used (but not limited to):** CITRMS, PMBOK, Scrum, FreeMind, FreePlane, iMindMap, PersonalBrain, MS Project Professional/Server (2003, 2007 & 2010), MS SharePoint (2003, 2007 & 2010), WebEx.

- **NMR Consulting** (MD) – Federal/DOD contractor Oct 2009
 PPM Executive Consultant (PMP), EVMS Specialist

 - **Requirement(s):** Contracted to produce an EVMS Compliance Plan as per ANSI/EIA-748.
 - **Result(s):** Successfully completed the required EVMS Compliance Plan in a cost-effective and timely manner, thereby enabling the client to successfully submit a proposal for Federal contract work.
 - **Tools/Techniques/Environments used (but not limited to):** ANSI/EIA-748 Standard, PMBOK.

- **Independence Blue Cross** (PA) - Accident & Health Insurance lines of business Jun 2008 - through - Dec 2008
 PPM Executive Consultant, Methodology Specialist, Certified Scrum Master (CSM)

 - **Requirement(s):** Contracted to implemented resource time management, cost management and earned value management (EVM) best practice processes within a Data Warehouse/BI focused PMO.
 - **Result(s):** Successfully completed the requirement through the optimized implementation of said processes via Microsoft Project Server 2003, SharePoint workflows and dashboard, while mentoring client staff on PMI/PMBok and Agile/Scrum related best practices and on the value of information association through Mind Mapping. The implementation of said EVM cost management enabled the client, for the first time, to understand the extent to which 3rd-party vendors were actually impacting projects. Managed Data Warehouse/BI projects involving FTEs, as well as onsite and offsite/offshore vendors/contractors.
 - **Tools/Techniques/Environments used (but not limited to):** PMBOK, Scrum, PersonalBrain, MS Project Professional/Server (2003, 2007), MS SharePoint (2003, 2007), WebEx.

- **PJM Interconnection** (PA) – Electric Power Management & Marketing Aug 2007 - through - May 2008
 Sr. Project Manager

 - **Requirement(s):** Contracted to manage multiple (eleven), mission critical, facilities-based projects, including commissioning and decommissioning.
 - **Result(s):** Successfully delivered on the requirement by means of PMI/PMBok-based project management processes, including designing draft floor plan and equipment layouts for RFP use by 3rd-part vendors.
 - **Tools/Techniques/Environments used (but not limited to):** PMBOK, PersonalBrain, MS Project Professional/Server (2003), MS SharePoint (2003), SAP, AutoCAD, TurboCAD, WebEx.

- **PJM Interconnection** (PA) – Electric Power Management & Marketing Nov 2006 - through - Jun 2007
 Sr. Project Manager, SOA Governance Consultant

 - **Requirement(s):** Contracted to manage multiple (six), multi-million dollar, mission critical, high visibility IT projects, directly impacting core business processes.
 - **Result(s):** Identified numerous mission critical SOA Governance gaps and provided the client with appropriate solutions. Successfully managed projects as per PMI/PMBok-based project management processes. Successfully coordinated multiple 3rd-party suppliers/vendors and mentored junior project managers.
 - **Tools/Techniques/Environments used (but not limited to):** PMBOK, PersonalBrain, MS Project Professional/Server (2003), MS SharePoint (2003), SAP, SOA, WebEx.

- **Independence Blue Cross** (PA) - Accident & Health Insurance lines of business Aug 2006 - through - Oct 2006
 PPM Executive Consultant, Methodology Specialist

 - **Requirement(s):** Contracted to review existing Enterprise Data Warehouse/BI project processes (specific to Business Intelligence) and re-aligned them with the Accenture Delivery Method (ADM) SDLC Methodology where appropriate.
 - **Result(s):** The Successful re-alignment of project processes and the authoring of best practice project schedule templates for Data Warehouse/BI projects immediately provided the client with enhanced project repeatability. Successfully mentored client staff on the effective use of Mind Mapping.
 - **Tools/Techniques/Environments used (but not limited to):** PMBOK, ADM, PersonalBrain, MS Project Professional/Server (2003), MS SharePoint (2003), WebEx.

- **Corporation Services Company** (DE) - Litigation Management services Apr 2006 - through - Jun 2006
 Sr. Project Manager, Risk Consultant

 - **Requirement(s):** Contracted to reviewed existing business continuity plans. Identified vulnerabilities and produce a remediation plan.
 - **Result(s):** Successfully produced the required remediation plan and presented to executives. Identified process issues enabled informed decision to be made for the purpose of reducing risk.
 - **Tools/Techniques/Environments used (but not limited to):** PMBOK, PersonalBrain, MS Project Professional/Server (2003), Visio.

- **Comcast** (PA) - Interactive Media Jan 2006 - through - Mar 2006
 Sr. Project Manager, Methodology Specialist, Scrum Master

 - **Requirement(s):** Contracted to concurrently managed multiple (five) state-of-the-art interactive media projects and provide leadership regarding implementation of program/project best practices based on PMI/PMBok and Agile/Scrum.
 - **Result(s):** System implementation/deployment/commissioning was accomplished by facilitating implementation of best practices and mentored staff on the use of project management tools and techniques. The client benefited further by way of more efficient and repeatable project processes.
 - **Tools/Techniques/Environments used (but not limited to):** PMBOK, Scrum, PersonalBrain, MS Project Professional/Server (2003), .NET (Visual Studio, ASP.NET, C#, etc.), WebEx.

- **ABC Graphics** (NY) – Graphics Design Jun 2005 - through - Dec 2005
 Sr. Program/Project Manager, Architect, Scrum Master

 - **Requirement(s):** Contracted to design, implement, deploy and manage an integrated web-based application.
 - **Result(s):** Successfully implemented/deployment/commissioned the system through the use of cutting-edge technologies and Agile/Scrum SDLC, thereby enhancing the client's marketability.
 - **Tools/Techniques/Environments used (but not limited to):** PMBOK, Scrum, PersonalBrain, MS Project Professional/Server (2003), .NET (Visual Studio, ASP.NET, C#, etc).

- **City of Philadelphia** (PA) – Mayor's Office of Information Services Feb 2005 - through - May 2005
 Sr. Project Manager, SOA Governance Consultant

 - **Requirement(s):** Contracted to analyze as-is SOA governance and produce a robust to-be governance model.
 - **Result(s):** Highlighted deficiencies and the successful production of a robust SOA governance model provided the client with a actionable roadmap to enable SOA to be successfully adopted by approximately 50 Philadelphia City departments.
 - **Tools/Techniques/Environments used (but not limited to):** PMBOK, PersonalBrain, MS Project Professional/Server (2003), SOA), .NET (Visual Studio, ASP.NET, C#, VB.NET, etc), J2EE.

- **Nationwide Insurance** (OH) - Property and Casualty Insurance Jul 2004 - through - Dec 2004
 Sr. Project Manager / Sr. Architect

 - **Requirement(s):** Contracted to author the existing Managed Metadata Environment (MME) and align with IBM's IAA.
 - **Result(s):** Successfully authored MME enhancement requirements and reviewed various potential MME tools. Thereby, the client was able to make informed decisions based on existing gaps and technologies.
 - **Tools/Techniques/Environments used (but not limited to):** PMBOK, PersonalBrain, MS Project Professional/Server (2003), IBM IAA.

- **Kyocera** (NJ) - Computer Peripherals/Appliances Feb 2004 - through - Jun 2004
 Sr. Architect

 - **Requirement(s):** Contracted to integrate systems with Oracle ERP using SOA.
 - **Result(s):** Successfully implementation/deployment/commissioning of ERP SOA architecture, thereby enabling the client to more efficiently integrate the existing systems with the ERP system.
 - **Tools/Techniques/Environments used (but not limited to):** PMBOK, PersonalBrain, MS Project Professional/Server (2003), SOA, Oracle, J2EE.

- **American Board of Ophthalmology** (PA) Dec 2003 - through - Jan 2004
 Sr. Project Manager / Sr. Architect

 - **Requirement(s):** Contracted to produce a JBoss-based J2EE proof-of-concept.
 - **Result(s):** Successfully performed analysis and proof-of-concept design.
 - **Tools/Techniques/Environments used (but not limited to):** PMBOK, PersonalBrain, MS Project Professional/Server (2003), JBoss/J2EE.

- **Caring Hospice** (PA) – Hospice services Oct 2003 - through - Nov 2003
 Business Analyst & Process Specialist

 - **Requirement(s):** Contracted to produce a business/IT re-engineering roadmap.
 - **Result(s):** Successfully produced and presented roadmap. A large number of urgent process improvement requirements were identified.
 - **Tools/Techniques/Environments used (but not limited to):** PMBOK, PersonalBrain, MS Project Professional/Server (2003), MS Outlook/Exchange.

- **Exquisite Vestments** (NY) – Clothing suppliers Jan 2003 - through - Sep 2003
 Sr. Project Manager, Sr. Architect, Scrum Master

 - **Requirement(s):** Contracted to design, implement, deploy and manage an integrated web-based application.
 - **Result(s):** Successfully completed the requirement through the implementation/deployment/commissioning of cutting-edge J2EE technology and Agile/Scrum SDLC. This system enables web-based clothing design selection and off-shore manufacture.
 - **Tools/Techniques/Environments used (but not limited to):** PMBOK, Scrum, PersonalBrain.

- **Aetna Healthcare** (PA) - Accident & Health Insurance Mar 2002 - through - Nov 2002
 Project Engineer, Methodology Specialist

 - **Requirement(s):** Contracted to produce a prototype *Insurance Agent Order Capturing* web system and mentor the project team on adoption of the Rational Unified Process (RUP) methodology.
 - **Result(s):** Successfully produced WebSphere 4.01 proof-of-concept and provided extensive RUP mentoring. Value added was the fact that the client was unfamiliar with both WebSphere 4.01 and RUP.
 - **Tools/Techniques/Environments used (but not limited to):** PMBOK, RUP, IBM WebSphere.

- **The Hartford** (PA) - Property, Casualty Accident & Health Insurance Jan 2000 - through - Feb 2002
 Sr. IT Consultant, Architect, Methodology Specialist

 - **Requirement(s):** Contracted to architect numerous projects, including Business Intelligence/DW and to mentor project teams on adoption of the Rational Unified Process (RUP) methodology.
 - **Result(s):** Successfully completed multiple RUP-based projects as follows:
 - Mentored various project team members regarding RUP best practices.
 - Architecting and implementing a *Customer Service Representative Sales Commissions* system Nation-wide Sales Agent Licensing system (web-based).
 - Architected and implemented a web-based Insurance Agent License Status system.

- Designed and implemented integration services between telephony system (Lyrical) HTML presentation service (front-end) with a SIEBEL-based (CRM) presentation service with the use of COM and Windows Messaging API, etc.
 - Architecting integration modules for use with Identitech Digital Imaging system.
 - Data Migration from a legacy to *Microsoft SQL Server* environment.
 - Evaluated Oracle Data Warehouse Builder (OWB)
 - Evaluated COTS ETL software products, including Informatica, and architected/implemented custom Java-based Enterprise Data Warehouse ETL processes.
- **Tools/Techniques/Environments used (but not limited to):** refer 'Results' above.
- **Forest Projects** (South Africa) - IT Consulting Jan 1984 - through - Dec 1999
CEO/Owner and IT Architect, Developer and Project Manager
- **Leading Concepts** (South Africa) – Direct Sales/Mail Order/Online Feb 1992 - through - Jun 1996
CTO/CIO and IT Architect, Developer and Project Manager
- **De Beer's Diamonds** (South Africa) – Mining Jan 1982 - through - Dec 1983
Process Control Architect (micro-controller & firmware)
- **National Airways** (South Africa) – Corporate and Commercial Aviation Jan 1980 - through - Dec 1981
Flight Control System Technician and Avionics Facility Manager
- **Atlas Aircraft Corporation** (South Africa) - Military aircraft Manufacturer Jan 1977 - through - Dec 1979
Intern. and Flight Control System Technician

Select Technical Skills/Tools

Hands-on technical experience with the following tools:

- **PROJECT/PROGAM 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); ITIL v3; Standard for Portfolio Management (PMI), Standard for Program Management (PMI).
- **BACK OFFICE:** BEA WebLogic, IBM WebSphere, JBoss, JRun, Microsoft Internet Information Server (IIS), Apache HTTP Server, Identitech FYI Enterprise, MS Exchange Server, WebSphere MQ, MS MSMQ, Oracle BPEL Process Manager, MS BizTalk, Macromedia ColdFusion, MS Project Server, MS SharePoint Portal, Citrix, Microsoft Dynamics GP, CA Clarity v12 PPM, Tenrox.
- **DATABASE SYSTEMS:** Oracle, Microsoft SQL Server, IBM DB2, Sybase, MySQL, IBM / Informix Cloudscape, Microsoft Access.
- **FRONT OFFICE:** MS Word/Excel/ PowerPoint/Outlook, MS FrontPage, MS Project Professional and PWA, MS Visio, MS Exchange, Symantec PCAnywhere, Lotus Notes, Dragon NaturallySpeaking, WebEx, DecisionEdge, PersonalBrain, OmniPage, AutoCAD, CA Clarity v12 PPM.
- **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
- **DEVELOPMENT LANGUAGES, METHODOLOGIES & FRAMEWORKS:** Python, 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.
- **DEVELOPMENT ENVIRONMENTS:** Eclipse, IBM/Rational Architected 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, Siverlight.
- **OPERATING SYSTEMS:** DOS, Novell, UnixWare, Sun Solaris, Linux (Red Hat), Windows Servers (NT3.51, NT4.x, 2000, 2003, 2008), Windows 2000, XP, Vista and Windows 7 clients.
- **NETWORKS/PROTOCOLS:** Token-ring, Ethernet, X.25, TCP/IP, LDAP, VPN, SSL.

>>> Professional References Provided upon Request <<<