

## Clifford R. Kettemborough, PhD. D.B.A.

### *Management, Leadership and general Business Qualifications and Experiences*

- Over 20 years **senior management positions** with large, reputable, brand name organizations (public/government) and private. Performed **PM (Project Manager) and PgM (Program Manager)** at both regular and senior levels on a variety of projects, within a matrix (cross functional) environment and diverse organizations and cultures, with medium to very high level of complexity and with **budgets ranging from few \$100K to over \$10 million.**
- **Functioned 3 times at a Director level, interfacing with senior/executive management (VP and ‘C’ level). Very strong budgeting, accounting and financial skills!**
- **Led the PMO (SRLs, metrics, scorecards, dashboards, MOS) and Studio Application Portfolio Management** effort (surveys, data collection, systems architecture, integration, technology research, communication and implementation, risk management, KPI) and its transformation into **Technology Portfolio - HP PPMC** (Project and Portfolio Management Center). Supported the **Budgeting** (5YP, AOP and Technology Landscape related activities).
- **Managed the IT-PH Enterprise and Data/Information Architecture, Application Development & QA Groups. Provided Systems/Applications/Information/Data Architecture** directions and guidelines in all aspects, including **TOGAF, Zachman, SOA, S#arp, SaaS, CAVRE** (Completeness, Accuracy, Validity, Restricted Access, Error Handling).
- **Managed a portfolio of 10-12 major and several minor IT projects and a team of 20+ staff members, contractor and employees** (senior/principal) architects, software engineers, DBAs, testers/QA. Supported **CRM/Web Analytics** systems.
- **Worked closely with the PMO and Compliance offices (HIPAA, COBIT, FISMA, GLBA, PCI), and end-user community, in producing projects status report, prioritization and initiation, employing RAID** (Risks, Assumptions, Issues, and Decisions).
- **Managed or directed** large, complex development projects, programs (**migration of a legacy centralized applications portfolio to SAP, Web-based applications**), or multiple smaller projects or business analysis activities adhering to standardized **Project Management Processes (PMBOK)** and within time, budget and staff constraints. **Prepared presentations and memos** communicating projects progress (**via dashboard**), findings and recommendations to senior management. Coordinated **outsourcing** activities. **Managed project’s scope, schedule, cost, quality, stakeholder’s expectations, capacity planning, and risk mitigation.**
- **Functioned** as an IT Director with responsibilities in the area of **Systems Architecture, PMO, Applications Portfolio Management** (over 120 apps), **Compliance, Technology/Infrastructure R&D, and Training** for the Studio IT. **Supported the SAP, Salesforce, Cognos and Clarity implementation and ITDM – a Global Distribution Management System.**
- **Managed/Evaluated/Recommended the Infrastructure Architecture following ITSM principles:** Cloud (apps, storage), Virtualization, Dynamic Hosting, Mobile Computing, Security/Privacy, Business Continuity, Performance Monitoring, Analytics, Capacity Planning. Cloud tools technology (EMC, HP, BMC v9, Microsoft, VMware, CA) and Service Management tools technology (BMC Remedy, HP Service Manager).
- **Participated and managed the entire PLC (Project Life Cycle)** including the transition of projects from Project Delivery to Production Support after designated Post Implementation Review/Support period.

- **Facilitated teams and business users** in the process of identifying requirements and defining scope for assigned development projects. **Facilitated team building, communication, and staff development** within resources assigned to project teams. **Direct responsibility for P & L. Prepared RFP/RFQs.**
- **Managed, developed and supported Data Warehousing and Web-based (portal and collaborative)** projects using **database modeling, ERP, BI and Web** related technologies.
- **Managed entire S/W development life-cycle (SDLC); responsible for creating and maintaining project artifacts** including RFP/RFQ, SOW, Project Charter, Risk List, Business Requirements Specifications, System Requirements Specifications, Design, Testing, Training, Documentation, Communications Plan, Issues List, Project Plan, etc., **using modern methodologies such as RUP, Agile. Defined WBS. Managed the EVMS.**
- **Developed project plans** specifying goals, strategy, staffing needs, scheduling, and identification of risks, contingency plans, capacity planning and allocation of available resources. **Conducted Risk Assessment, Cost Benefit Analysis, Feasibility Study, Implementation Strategies** of technical, financial, and business factors facing the project.
- **Coordinated all project matters**, monitored activities, identified internal and external factors jeopardizing the project, recommended solutions, escalated issues, and provided status reports to involved parties, as appropriate.
- **Also strong proponent for IT Security:** MS SDL, code-scanning tools and Certifications/Compliance (SOX 404, COBIT, COSO, PCI, PII, Safe Harbour). **Championed the Best Practices.**
- **Effective delivery of large scale, high risk, projects and programs** to business units, including responsibility for **budget, forecasting, cost visibility, TCO/ROI calculation and financial analysis** – worked with **Deloitte**.
- Due to one of my strong personality traits – process, methodology, formality, discipline, anti-waste – I proposed or I was part of a team pursuing the development of **Best Practices and Centers of Excellence** when it comes to Quality and Testing, organizational transformation, creating “To Be” scenarios. Notable are my accomplishments while at Boeing, where I was a member of Boeing Leadership Society.
  - Strong skills and experiences in area of: analysis, problem solving, driving-change, customer focus, integrity and relationship building skills, consensus building skills, success in influencing and ability to delivery measurable results.
  - Experience using **organizational change management**, transformation, facilitative leadership, and project management methodologies.
  - Demonstrated ability to collaborate, communicate, influence and work effectively with a broad cross section of functional areas.
  - Experience with **diverse teams and projects or programs** in the implementation of large-scale, complex IT process initiatives that achieved financial benefits.
  - Experience in successful process improvement initiatives working with large, geographically dispersed team of technical professionals.
  - Deep, working knowledge of **IT/IT Service Management:** Service Delivery and Service Support, Asset Management, Change Management, Release Management, Configuration Management, Incident Management, Problem Management.
- Very **customer-oriented/centric**. Developed and ran **UAT (User Acceptance Testing)** and **PIR (Post Implementation Review)**.
- **CMMI (Capability Maturity Model), COBIT, Kanban (Lean Processes, Six Sigma), Kaizen/CPI (Continuous Process Improvement), TQM/LTQ.**

- Managed the **Year 2000 Compliance, mission critical project**, and received “**Nova Award for Leadership.**”
- Managed **ISO 9001 Certification- mission critical project**, at the program element level and have been awarded the “**NASA Group Achievement Award.**” Developed “**Center of Excellence.**”
- Extensive **formal education, training and certifications** in the areas of QA, Testing, and V&V:
  - **Malcolm Baldrige and Balanced Scorecard** training, *Boeing Corp.*
  - **Member Board of Directors**, *National Management Association, BALC*
  - **Security Innovation**, *Certificate in Enterprise IS/IT Security* – part of the **CISSP/M** and **CISA** prep.
  - **Best Management Practices**: *IT Service Management (ITIL), Management of Portfolios (MoP), Management of Risk (MoR), (Managing Successful Programmes (MSP), PProjects IN Controlled Environments (PRINCE2).*
  - **Harvard Business School**, *Certificates in: Leadership & Management, Creativity and Innovation, Global Business and Technology, Business Acumen, Communications, Marketing, Strategy, Technology, Leading Change.*
  - **Master’s Certificate in Project Management**, *George Washington University/ESI.*
  - **ESI Int’l Executive Education** in: *Contract Management, Business Analysis, Information Systems Security, Business Intelligence, ROI Methodology, Intercultural Management, Internet/Digital Marketing, Sales Force Management, Supply Chain Management, Leadership, Negotiations, Business Process Management, Business Sustainability, Enabling Technology.*
  - **Scrum Alliance**: **CSM, CSP and CST** (Certified Scum Master, Professional & Trainer).
  - **Project Management Institute - PMP** certification.
  - **Certified Project Manager**, *American/National Management Association, 1999. Extensive PMP teaching.*
  - **Certificate in Supervisory and Management Skills**, *National Management Association, 1991.*
  - **Disney University**, *Training and Certificate in IT/IL Service Management.*
- Extensive college/university **teaching, corporate training/workshop** and **consulting** experience in the areas of **IT/IL Service/Infrastructure Management, Centers of Excellence, Best Practices.**