CRK>>These days, in many organizations and positions (jobs) you are expected and even required to use a **wide range of skills, knowledge and capabilities** to solve given company needs. Especially, in a senior positions, or in this case when performing a PM (Project Management) role.

The PM role by its nature is **comprehensive**: it requires a specific **technical or technological** expertise, requires a solid knowledge of the type of **business or business functions** most related to that project, requires projects and **people management skills**, then in my opinion and experiences a **solid leadership set of skills: negotiations, communications, facilitation, people skills, motivating**, etc.

I have **over 20 years of PM, PgM (Program Management), group/dept. manger/director experiences is a variety of industries/business**, usually with large, reputable, brand name companies. Thus, I leaned and also have **demonstrated many times over my expertise and unique capabilities** to contribute to the development of company's objectives and principles to achieve expressed goals in creative and effective ways.

And, one more item: one of the most critical aspect of being successful in PM is **understanding the company's culture!**

Now, here is one of many examples I can produce, from **my comprehensive experiences**: While at Walt Disney company, I was an IT Director. One of many functions I have performed was that of managing specific projects. As above said, Disney, like **any company has its own culture or way of doing things**. Unfortunately, that's not always very effective, efficient or helpful in achieving specific goals. So, when confronted with special problems, I needed to be able to **"think out go box", be creative, get things done**. A routine project I was in charge was corporate compliance, like SOX, Security. Safety (similar to HIPPA within an HMO). Twice a year that had to be done, and of course, when approached, various groups or individuals find no time or plenty of excuses not to do it. So, I had to **devise a strategy to make this deadline reporting accomplished**. Despite my high level position, I knew that "ordering around" was not going to work, at least in the long run, and within Disney. So, I tried to offer **professional development incentives** that would **most likely motivate groups or individuals to act**. My department was IT, thus mostly composed of technical people. Since one of my other responsibilities was **technology R&D and managing strategic premier contracts (with Microsoft, HP, and IBM)**, I offered "free" **training, on latest technologies/products** (through my vendors generosity and interest as well) to those groups or individuals meeting the required compliance reporting deadline. **That was a BIG success story! And obviously a Win-Win for everybody involved!**

CRK>>During my career I have used a **variety of PM methods and techniques**.  Lately, due to its popularity I am **a big fan of PMBOK from PMI as a methodology**, that comes with its own **recommended methods and techniques, even (recommended) tools** sometimes.

The high level phases of a project are: **Project Initiation** – collaborating with Project Owner, Stakeholders and various levels of management, often across the enterprise; **Planning** – develop WBS, identify resources, estimate costs; **Execution** – direct and manage the project; **Implementation** – deliver the project, install its products at the client site, and **Close Out** – close, finalize, turnover all related documentation, audits, prepare lessons-learned.  And all across the **Project Life Cycle** is **Monitoring & Control** – check the progress, intervene and find best solutions to problems, identify issues and deal with planned or unplanned risks, provide project status, develop reports and budget levels and present to senior/executive management, sponsors, stakeholders, owners.

For examples, to me the beginning of a project, the **initiation** and **planning** is the most important.  Anything missed or not properly done during this phase, will only create serious problems down the road!  So, **project scoping** is the key!  To properly scope/define and produce a **project charter** you need to **work across organizational boundaries and at various levels**.  So, I widely used techniques like **brainstorming and nominal group**.  Consequently, I was able to properly create a sound/solid **project scope statement** and based on that developed **WBSs**.  I would also add other techniques, like **Feasibility Study and Cost Benefit Analysis.**

Next, I had to produce a **Time Management Plan**.  To accomplish that I had to develop a proper **activities diagram**, establish **relationships between various activities/tasks, produce estimates, a critical path, milestones, Gantt charts, schedule baselines**.

Once all the details on the above activity were completed I need to produce a Cost Management Plan.  So based on **available resources, previous experiences or using specific tools**, I was able to develop a**ssociated costs, a budget, and then during the project compute various indicators of the progress, such as earned value, working efficiency, spending efficiency, cost to completion, etc. and properly report to various levels.**

I am by nature and by formation very big on **Quality** – which is another component of the PMBOK.  I strongly believe that **quality is planned for, not accidental or incidental**.  Thus, during the **project life cycle I conduct continuous measurements, audits and produce reports and action items for the project staff and/or senior management or project stakeholders/sponsors/owners.**

Another component of PMBOK is **Resources Management**, so I have to make sure that my project is **properly staffed, with the people that have the right mix of skills, knowledge, availability and attitude.**

PM is about 90% **Communications**, so I have used a variety of techniques (**formal memos, e-mail, meetings, one-to-one discussions, formal presentations**) to **facilitate the proper movement of information throughout the project.**

Finally, any project involves risks, so **producing and managing a Risk Management Plan** is critical to the success of any project.

And, here is my own developed recipe for project success:

*"(Project/Business) Success = Always Listen to the Customer + Nurture Relationships with your Business Partners + Genuine Teamwork + Keep Senior Management Fully Committed."*

*Describe a situation where you noticed there was room for improving a process.*

CRK>>Oh, that would be MANY times, since by nature I have an eye for improving things, make them better. Having lots of **training and practice in areas of QA, TQM, CPI, Taguchi techniques, BPR I always come up with ideas in trying to do things better!**

I can use as an example, my latest position at LA County, Dept. of Public Health. Believe it or not, when I came into that role, I noticed that they had virtually NO SDLC or PM processes. Or even worse no CM or CR management – which made **everything running like in chaos, nothing was getting done!**

So, first I **developed a customized (to that environment and culture) SDLC.** I produced all **milestones** needed **documentation templates**. Then I **trained everybody** in using them. Final, since I was the Sr. PM I **was enforcing their use – resulting in delivering better products, on time and with better quality**!

Similarly, I **put together a PM process, based on PMBOK**, of course with **adaptation to their specific organizational culture**. Same, I **trained the leaders, PMs and supervisors** and the result was **widely noticed and appreciated by the executive management**.

Finally, I **developed a CM (Change Management) and CR (Change Request) system, assigned specific roles and responsibilities, and implemented it. After that, everything was running smoothly and precise, with no issues** – like in their recent past!

*Describe your success as a change agent and innovator in your current or previous organizations. Please share a couple of examples and how your efforts benefited the organization.*

CRK>>By nature, I'm a leader, a visionary, a person who constantly looks out for opportunities to improve our organization, bring in (positive) change and implement it in a sound fashion. Working in R$D organizations, NASA/JPL, Disney, Boeing, etc. – I learned the importance of creativity and innovation, and in particular bringing technology into a business environment where it can be utilized to advance the organizational goals. I can give many such examples. For instance, while at Disney I was particularly in charge of technology watch, managing various vendors, evaluating their products, organizing demos and helping business peers with their

needs.  Several times I brought in technology that revolutionized our way of doing business, thus achieving sound success.

***Describe your experience as a leading IT staff at all levels of skill, including operations staff, technicians and analysts. Please describe your most difficult challenge in developing staff capabilities and how you addressed that challenge.***

CRK>>Thus far in my career, I have functioned in senior IT management positions for the past 20 years,4 times at the director level in large, reputable, brand name organizations.  Of course, in such capacities (manager/director – group or department - or project/program manager) I had the opportunity but sometimes he challenge to lead a variety of personnel , with a diverse background, skill set and needs.  That comprised a wide range of specialties, from business analysts to architects, designers, programmers, testers, engineers, technicians, QA, CM, system administrators.  Of course, I had many challenges in my career with such varied personnel.  Some of challenges were caused by lack of up-to date skills set or specific training of employees reporting to me.  In other cases challenges were due to personal issues that creating an adverse environment for proper functioning of the organization.  In the cases of lack of skills set/training, I also was a champion of needed education and training – and I employed that in a variety of situations.  In the other case – of poor performance due to personal problems – I provided those employees with extensive couching, mentoring and guidance.

***Please describe your experience in providing support for large meetings and special events for your employer. Describe the technology provided, and your method of planning and/or executing the event(s).***

CRK>>As a senior manager, I had very many scenarios where formal presentations were need to senior/executive management or vendors or even public.  In addition, having an extensive teaching background – over 700 courses taught in a variety of setting, including internationally, I had a similar responsibility: organizing large meetings and events.  One of the important factors for such events,  these days is the use of technology.  And, actually for over 30 years I was a promoter or on- line, live, distance conferences/meetings trough technology.  Today, the technology, and especially the Internet is here to offer us capabilities and band-with unavailable in the past; 'Go to Meetings' or 'Webex' are now widely employed packages.  Also, as a professor I have extensively taught on-line courses, again using a variety of technologies (Convene, Blackboard, WebCT).

***Tell me about a significant turnaround project in your career. Why is this especially significant to you?***

**CRK>>One example, even though a distant one, was during my years as a Chief S/W Architect and Project Manage at NASA/JPL – and this one is very significant in many**

respects. This project was about the one many companies when trough: "Y2K." And, of course NASA/JPL was one of those companies for which such project can have a great impact. I remember it came in as a high-level requirement (must do) from NASA to all its centers, including JPL in Pasadena, CA. But, as usual, it came in with little allocated funds and especially with a very aggressive deadline. I also remember that many engineers and developers at JPL took it with a "typical" arrogance: "We don't have a problem; our code is code with that issue" – very confident about their code developed as early as the 50s or 60s! Management- again due to budget and schedule issues, not saying this project would compete with other "more important" projects, took a similar attitude. So, one day my both (as section manager (at JPL a section is a very large department, like over 100 engineers and managers) and since I was senior staff reporting directly to him, assigned me this "undesirable task" – with the explanation that this project is similar with the one I worked on (led) for the past 4 years and I successfully completed – the re-engineering of their legacy S/W environment. I realized very quickly what I was up/against to. I also realized that this project is not necessarily a technical challenge (as many were at NASA/JPL) but rather a task that requires a clear and sound approach, good diplomacy and relationship with many people, leadership , negotiations and communication skills. Long story short – after months and months of efforts of all kind – I managed to report to NASA headquarters that JPL is clear as far as "Y2K" problem, and even better ahead of, as said, a very aggressive schedule, and thus less consumed resources. I do recall that in the middle of the project, when the "non-believers" started not only seeing they were wrong, but also appreciating what I was doing for then, I had peers or other managers like my boss coming to my office and saying to me: "Cliff, you are saving our bacon, great job. Thank you!" Finally, after everything settle, my team and I was awarded the prestigious "NASA Leadership Award!" – a rare, one of a king distinction.

*Tell me about the policy and procedures that you have put into place in your current role or previous position.*

CRK>>First, I need to say that by nature, my personality is one of very disciplined, process/process oriented person, following established/given rules and regulations. I strongly believe in such principles and I have left a great positive impact in many organizations I have worked for. In several cases, I even developed what is called Best Practices, Centers of Excellence, improving the Maturity Model (CMMI) or implementing Kaizen (Continuous Process Improvement, clean room QA (zero errors), Kanban and Six Sigma.

One example is very recent, while I functioned as a Sr. Pg.M/acting Director at LA County. When I stepped into this job, in the first couple of days I realized there was a literally chaos there. There were no formal SDLC procedures or documentation, no PM procedures (just a PMO "managed" by one person who rarely asked for anything or call on any meeting), CM (Change Management) was not even heard of (I caught the developers with their hands

in the production code or the DBAs changing the databases schema without telling anyone. In addition when I asked the PMs where their projects were standing, when each project was due, I was told that "we do not have a deadlines, just keep working…!?" – in my experiences, unheard of! Similarly, in the Infrastructure area, the way s/w upgrades/patches or trouble tickets (via HelpDesk) were handled was very inefficient, hard to track resolutions, progress or efficiency of the response time!

So, being very disciplined, process-oriented, driven by precise methodologies, I had to step in and make order. First I developed an SDLC customized to their environment. I also developed specific documentation templates for key documents. Then, I developed a PM process based on PMI's PMBOK, all required PMO documentation, procedures and processes. Next, I developed a CM/CR process and designed a CM person to handle all kind of requests. The same in the infrastructure/operations area: I developed very precise, effective, efficient, measurable, metrics according to the ITIL/Service Management principles. Finally, I have personally trained employees on how to follow such procedures and how to use various tools and documentation. The result: in less than 6 months, the entire department was turned around, functioning very smoothly, precise, with minimum of problems. And, the several projects that never ended when I stepped in were finally competed and new ones started.

*When was the last time that you developed a Disaster Recovery Plan? Tell me about what you put into place.*

CRK>>Actually, as above said, I did A Disaster Recovery Plan almost every job I held. Interesting, I can go as far as the mid 80s when I was a Xerox, a senior s/w engineer as one day we LOST all the source code because a (removable) damaged (large) disk was used and all others after it got damaged , too. I was shocked that a company like Xerox, and in that case a very large department I was working in, did not have a Disaster Recovery Plan!?... So, consequently what happened? We ended up (tens of engineers and developers, even secretaries spent the next 3 months, doing nothing else but retyping the sources code from latest listing/print-outs we had, plus re-compiling, re-linking and (test) running and eventually fixing errors to bring back what we lost (millions lines of code)!? I guess somebody had to pay/explain for that!

And then, company after company I worked on I had more or less similar experiences. For example, while at Transamerica Corp. in the 90s, the MIS department (about 300 people large) had a Disaster Recovery Plan, but for a LONG time NEVER exercised, so we had no idea if it really works, as documented/planned! I was the first to propose a review and update of the plan and then to have scheduled drilling.

And recently, while functioning as a Director at Disney, I was leading the Disaster Recovery Planning, and performing regular drills. Not saying, at that time, the technology

was much more advanced, so we used the Cloud technology for storage, redundancy and back-up.

*What is the extent of your experience with SOX, IT governance and risk management within your IT organization?*

CRK>>Actually, my experiences with SOX, IT governance and risk management are quite long, some go to the beginning of management my career, over 20 years ago.  Here are some excerpts directly from my resume:

<u>LA County Dept of PH:</u>

- **Worked closely with the PMO (PMBOK) and Compliance offices (HIPAA, HEDIS, COBIT, FISMA, GLBA, PCI) in producing status report, prioritization and initiation, employing RAID (Risks, Assumptions, Issues, and Decisions).**

<u>Disney:</u>

- **Led/coordinated the EART/Troux Data Collection, Integration, Completeness and Correctness efforts for the Studio IT as related to required *Certifications/Compliance* (SOX 404, COBIT, COSO, PCI, PII, Safe Harbour) (four formal iterations/year), interfacing with all applications' owners, PMs, managers, directors, and BTPs. Achieved on or before the due date, 100% completion, placing Studio first amongst all other Disney segments.**

<u>Maxicare HP:</u>

- **Performed IT Auditing and Security (COBIT).  Governmental compliance data reporting (HEDIS).**

*Tell me about a challenging situation with an employee and how you resolved it.*

CRK>>Again, I have quite a few such situations/experiences to deal with in my career.  I would characterize such situations into two categories: 1) Non performing or non – cooperative employees, and 2) Unproductive or challenged employees.

In both categories I would give a general answer since I dealt with such situations many times, almost every single position I held, thus following the same ;procedure.  I had directs report or indirect reports (via their manager) who had poor performance issues.  The procedure I followed was pretty standard (to many organizations): a) Meet with the (problem) employee, confidentially and try to figure out what the issue was.  Was that because of lack of knowledge or skills or because anther

*Specific leadership roles you held within the project group?*

CRK>>As follows:

- **Los Angeles County – Public Health, Commerce, CA: 11/11 – 3/13, Sr.** PgM *(acting Director)* (contract).
- **The Walt Disney Company, Burbank, CA; 11/07 – 8/11**; *IT Director.*
- **IT – Solutions, Training & Management Consulting, San Gabriel, CA; 02/02 – 11/07**; *Principal, Director, IT Project/Program Manager, Chief Architect.*
- **NASA-Jet Propulsion Laboratory, Pasadena, CA; 07/96 – 02/02**; *Technology/Project Manager; Software Systems Architect;* and **02/88 - 10/89**; *Senior Systems/Software Engineer*
- **Maxicare Health Plans, Inc., Los Angeles, CA; 2/94 - 6/96**; *Director of MIS/Assistant CIO.*
- **Transamerica Financial Services, Corp., Los Angeles, CA; 01/92 - 2/94**; *Group/Project Manager.*
- **Software Analysis & Management, Inc. (RCM Technologies), Orange, CA; 10/91 - 2/92;** *Senior Consultant.*
- **Rockwell International, Corp., Canoga Park, CA; 10/89 to 10/91;** *Task Manager/Technical Group Leader.*
- **Xerox Corporation, El Segundo, CA; 08/83 to 02/88;** *Team Leader/Senior Software Engineer.*

*Size, type, disciplines of teams you have lead/managed?*

CRK>>Many, as follows:

- From a few to up to a 100 employees (matrix environment)
- Systems engineering, S/W engineering, infrastructure, operations, QA, V&V, CM/CR, compliance
- Up to 4 layers of management have reported to me directly

*How many PMs have you managed at any one time?*

CRK>>From a few to a dozen (Disney and Ingram Micro).

*Have you developed project management process for a PMO?*

CRK>>Yes, at Disney, Ingram Micro and LA County (most recent):

· **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).
· Wrote and presented a paper (at PMI Alhambra chapter) on 'Integrated Portfolio Management' - a copy will be offered during the interview.

*Project methodologies/tools used (Agile, Scrum, Clarity, etc.)?*

CRK>>All major project methodologies/ (SDLC and PM) used: Waterfall, Spiral, RUP, Agile, Scrum, PMBOK, and a variety of tools: CASE, MS Project, Clarity, Primavera, HP PPMC, Planview, etc.:

**Master's Certificate in Project Management**, *George Washington University/ESI,* 2009.
**George Washington University Master's Certificate in Project Management**, through ESI classes, 9/2009.
**Scrum Alliance: CSM**, **CSP** and **CST CSP** (Certified Scum Master & Professional), 2010 (#116789).
**Project Management Institute - PMP** certification., 2010 (#1738129).
**Disney University**, Training and Certificate in ITIL Service Management; 2009
**S/W Architecture Professional Certificate**, *CMU/SEI*, 2006.
**Six Sigma Black Belt Certification,** *JPL/QASNA*, 1996-2002.
**Certified IT and ISO 9001 Auditor**, *Information Systems Auditing Association*, 2000.
**Certified Project Manager**, *American/National Management Association*, 1999. **Extensive PMP teaching**.

*Scope/size of projects – directly or indirectly managed?*

CRK>>  In the last 2 positions only (several medium to large projects, from a few to up to 100 direct reports (matrix environment), up to $10 M budget:

·      **Managed the IT-PH Enterprise and Data/Information Architecture, Application Development & QA Groups.**
·      **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.
·      **Managed the Infrastructure Services**: Cloud, Virtualization (server/desltop/telephony), System Storage/Management (Remedy), Server Farm, Network (Router, VPN, Firewall), Telephony PBX and Wireless communications including VoIP (Avaya), Active Directory Management, Exchange & Mail Management.
·      **Functioned** as an IT Director with responsibilities in the area of *Systems Architecture,* PMO, *Applications Portfolio Management* (over 120 apps), *Compliance* and *Training* for the Studio IT/Technology.  **Supported the SAP, Cognos and Clarity implementation.**
·       **Provided Systems/Applications Architecture** directions and guidelines for Studio Technology, in all aspects, including TOGAF, Zachman, SOA, S#arp, SaaS.  Worked on the integration of new technologies and improvement of business processes/models.  Served as SME (subject maatter expert), facilitating Kaizen and Kanban  techniques.
·      **Managed/Evaluated/Recommended the Infrastructure Architecture:** Cloud (apps, storage), Virtualization, Dynamic Hosting, Mobile Computing, Security/Privacy, Business Continuity, Performance Monitoring, Analytics.  Cloud tools technology (HP, BMC, Microsoft, VMware, CA) and Service Management tools technology (BMC Remedy, HP Service Manager).

- · **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).
- · **Developed ITIL Service Management and** *COBIT-based IT Governance Framework processes and procedures and adapted them to organization's environment.*

**Managed** several Studio-wide projects: MS **Technology Migration** Projects, **Application Compatibility Testing** (ACT) and **End-User Data Files Assessment** and **Migration/Roll-Out** with **outside vendors (outsourcing, off-shore)**.

*Type of projects (SDLC, Web, ERP, Infrastructure, etc.)?*

CRK>>All kind:

- S/W and System Development, Integration and Delivery (SDLC); fresh start-up, maintenance, enhancements or upgrade type
- Systems conversions and integration (e.g., conversion of traditional applications to packages (SAP, Peoplesoft, Oracle Financials, CRM)
- Web-based applications and their integration with backbone (enterprise) applications
- Infrastructure (servers, storage, back-up, disaster recovery, intra-extranet, e-mail, desktop, helpdesk, data center operations)
- Various compliance (SOX 404, COBIT, COSO, PCI, PII, Safe Harbour, HIPPA)
- Vendors selection and management

*Budget responsibilities?  If so range of budgets?*

CRK>>From a few $100K to over $10M (5YP and AOP)

*Vertical or line of business specialty – if any?*

CRK>>During my career I worked on:

- Aerospace/Military/Government systems (Boeing, NASA/JPL, Rockwell Int'l, Hughes Aircraft - Communications)
- Entertainment (Disney)
- Healthcare (Maxicare, LA County)
- Finance/Insurance (Transamerica)
- S/W-H/W manufacturers (distributors) (Xerox, Ingram Micro)

*Systems, platforms or applications specialty – if any?*

CRK>>Virtually any for the past 30 years:

**Technologies (2011-2013)**

- **Scrum/Agile/XP, RUP/UML, S#arp/MVC Architecture, B2C, B2B, e-Commerce**, MS Windows 7, SQL Server 2008, WindowsServer 2008, Office 2010, IE 9, Sharepoint, .NET/C#, SVN, TFS, VS 2010, Systems Architect. Adobe (various products), Novell GroupWise, MS Project 2010, On Time, HP's Fortify/Cenzic (app. security scanners). **Web technologies**: n-tier, WCF/WPF, ASP/JSP, AJAX, CSS, JavaScript, HTML 5.

## Technologies (2007-2011)

- Scrum/Agile/XP, UML, MS: Windows XP/Vista/7, SQL Server 2005/2008, WindowsServer 2003/2008, Office 2007./2010, IE 7-9, Sharepoint, .NET, SVN, TFS, VS 2010. Adobe (various products), iOS, Google (Chrome and apps), OpenOffice, Apple/Mac (various products), Java/J2EE, Linux/RedHat, UNIX, Citrix, Oracle, MS Project, PPMC, Planview, Clarity, NIKU, Cognos, SAP. **Web technologies**: n-tier, Silverlight, ASP/JSP, PERL, DOM/AJAX, Flash, CSS, Ruby on Rails, JavaScript, (D/X)HTML(5), LAMP/WAMP environment (Linux/Windows, Apache, MySql & PHP).

## Technologies (2002-2006)

§ RUP/UML, OOAD, SEI-CMMI (level 4/5), Agile/Scrum, SOA/TIBCO, CA Clarity/Niku, ProVision, MS Project Pro/Server, Planview, IT/Security Audit; Networking (Infrastructure, Security, OSI, ITIL); .NET Framework (VB, C#, ADO); VBA, C++/GNU/Unix, Java/J2EE technologies, JBoss/Linux; SOAP, DCOM/CORBA; Web Services Development/eCommerce (FrontPage, ColdFusion, JavaScript, VBScript, XML, ASP, JSP/JavaBeans, PERL, PHP, WebSphere/WebLogic); Data Modeling/Database Development (CA's AllFusion, Oracle-PL/SQL, Access, SQL2000-TransactSQL, MySQL), Data Warehousing/BI (ETTL-Informatica), EAI/CRM, ERP packages (SAP PI/XI/BW, PeopleSoft HRIS, Oracle Financials).

## Technologies (1996-2002)

§ CMM(I), TickIT, S/W Metrics, RUP/UML (Use Case, Class, Package, Object, Sequence, Collaboration, State-chart, **Activity, Component and Deployment Diagrams) and OOAD S/W Engineering Methodologies/Spiral, XP (eXtreme** Programming), ISO/IEC17799, PM (PlanView, Primavera, Project WorkBench, MS Project Pro/Server, FasTrak), KM, Rational Rose, i-Logix Rapsody, Visio, DOORS, C++, QA, Automated Testing (Mercury Suite), CM Tools (ClearCase, CCC Harvest), GUI tools (BXPro), CORBA, PERL, FORTRAN 90/77, MathLab, VxWorks, Excelerator, GIS**.**

## Technologies (1994-1996)

§ IT/IS Valuation, HCFA, Zachman Framework, Oracle, Rdb, System Architect, TPS/DSS/ESS/EIS/ES, EDI, COBOL 85**.**

## Technologies (1993-1994)

§ Information Engineering, ERWin, IEF, RAD/JAD, PeopleSoft/HRMS/Financials, PowerBuilder, MS Access, COBOL, FoxPro, CM tools, FileNet, Crystal Reports**.**

## Technologies (1992-1993)

§ UNIX, Motif/X-Window, SunOS/SunView, C, various shells, CGI, Systems/Software Engineering**.**

## Technologies (9189-1991)

§ Systems/Software Engineering, Software Metrics, QA/IV&V/Testing, Cadre/Teamwork, Ada, DOD 2167A, 2168B**.**

## Technologies (1983-1988)

§ Assembly, PL/M, C, Software Engineering, Database development, Testing tools, COBOL, PL/I**.**

*Years of experience with Program Management and total number of years in IT?*

CRK>> Over 20 years of diversified management experiences, including 3 times at the director level; functioned many times in a PM and PgM roles or managing the PMO. Over 30 years of IT experience, generally with very large, complex environments, including government/public organizations.

*Please specify your Program Management experience where you managed projects in excess of $1M? where can we see in your resume?*

CRK>> I have several such experiences: I'll mention only 4 – most recent (in reverse order): 1) While at NASA/JPL, managed the re-engineering of their legacy software (acted as Chief Architect) and also managed the Y2K project both involving over 100 engineers – receiving 'NASA Leadership Award' for on-time, on-schedule, within budget completion of the projects; 2) While at Boeing I have managed a very large and complex simulation program for a classified project (FCS - Future Combat Systems). It involved over 100 engineers, DoD reps and PMs in a matrix environment, including very large labs (1000s of workstations, nation-wide interconnected). The program was well in excess of $5 mil. 3) While at Ingram Micro I managed the migration of a centralized mainframe based environment to a des-centralized Web based applications portfolio. all tied into SAP. It involved around 30 individuals of various specialties and the program was around of $3-4 mil in budget. 4) While at Disney, managed several technology migration programs (see below for details) involving over 100 IT and business personnel, each program in over $1 mil range budget.

*What kind of industries have you worked for?*

CRK>> In reverse order (chronological): Technology: IBM, Xerox and Ingram Micro; Aerospace/Military: NASA/JPL, Rockwell Int'l/NASA, Hughes Aircraft/DoD, and Boeing/DoD/Army; Financial Services (Insurance): Transamerica; Healthcare: Maxicare and LA County Dept. of Public Health; Entertainment: Disney; Government: LA County; Education/Academia: see below for details.

*Tell me about your experience and why you feel you would be the correct candidate for this position*

 CEK>>For many reasons:

- I can easily meet every single requirement on the job description.
- I have all the technical, business, managerial, and leadership skills, knowledge and experiences to not only do this job, but actually go above it, adding value to your organization.

- I'm a very hard working, dedicated, not a 9 – 5 professional, loyal, for the long run, thus an overall asset to your organization.
- I'm very driven, have excellent people and organizational (cultural) skills, a proven, accomplished, comprehensive set of skills, successful professional and can make a difference in your organization, as said go beyond and above the typical requirements for the job.

*Tell me about a time when you had to roll up your sleeves and dig into a project within the last 2 years*

CRK>>Almost in every position I held.  I'm a very hands-on person and in addition, I enjoy getting involved into technical issues.  Also, as an effective leader I had to show direction, what and how to be done to my reports, many times.  One example, the last job I held, due to a very demanding stakeholder, in order to makes things happen, get them done, I had to intervene, several times and do actual work: requirements gathering and specification, documentation development and review, systems design, code framework, testing plans and execution, reports generation, conducting UAT and user training, etc.

*How many technology projects are you typically managing simultaneously?*

CRK>>I have managed from a few up to 120 (an entire applications portfolio while at Disney).  Same as with team sizes, it really does not matter to me if there is one project a several that I managed – I am very good at multi-tasking!  One example, in the last job I held, I managed 4-6 projects at the same time.

**What size team do you prefer to manage?**

CRK>>I really don't have a particular preference. I managed/led all sizes of teams from a few people all the way to over 100 reports, including several layers of management (in both functional and matrix environments).  My skills, knowledge, management and leadership style can easily scale to any team size, type and environment, quickly and effectively!

*What methodologies are you familiar with?*

CRK>>I have used, even taught at the college level all software development methodologies: Waterfall, RAD, JAD, Spiral, Iterative, RUP/UML, Agile/Scrum, XL (Extreme Programming), along with a variety of specific tools (CASE) and documentation (templates).

*Tell me about your recent functional lead experience?*

CRK>>Despite being in (senor) management positions for the past 20 years, I'm a very hands-on person, thus an very functional and effective lead, both technically and business acumen.

*Tell me about any entertainment experience? If you don't have entertainment experience, what excites you about this position?*

CRK>>Yes, I actually have entertainment business experiences, as an IT Director at Walt Disney, for four years!  In addition, the job description for this position is a perfect match to my diverse and valuable qualifications and similar experiences.

*Tell me about a time you dealt with a difficult stakeholder within the past 2 years? How did you respond?*

CRK>>Actually I have encountered and successfully managed such situation many times during my career.  In particular, in the last position at LA County the Chief Physician of the county approach me to develop an application replacing their spreadsheets system: Difficulties: very vague business requirements, unavailability of the business personnel to clarify them, a very tight given schedule and resources, during the end of year- - vacations, holidays season, etc.  I managed very well such situation, being able not only to complete the project, but earlier and with fewer resources.  I have employed a number of techniques, from negotiation, facilitation, personal involvement in both business matters and technical decisions, applied sound PM techniques to allow me to safely shorten the schedule, negotiated for less testing and documentation, etc.

*What is your experience with packaged and customized applications?*

CRK>>Extensive experiences with BOTH. Developed many custom applications to support various business functions, for many years and in a variety of business environments.  Also have used, implemented, tuned, customized software packages, a.k.a., COTS.  Examples: ERP type - SAP, Peoplesoft, Oracle Financials, CRM type: Dynamics.

*Describe your Project management methodology, process, template and/or SDLC experience.*

CRK>>I have been performing PM for almost 20 years now in a variety of organizations. And, I have performed SDLC with its variations for almost 30 years now.  In top of that I have many years of teaching PM and SDLC at university college level as well as corporate training.

Most current organizations follow the PMI's PMBOK methodology for Project Management. However, in my experiences with several organizations I noticed adaptations of that generic methodology to meet that company's specific needs and culture – and I have no issue with that. After all, the PMBOK is just a guideline.  In particular, IT projects follow a variation of the generic PMBOK methodology that parallels the SDLC.

Here is an example that I put together and have used at LA County, DPH (for more details - describing the phases, milestones and templates, please see attached file '*PM Processes & Deliverables*'):
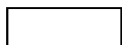
-       *- Phase not started yet*

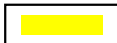[　　] *- Phase started/in progress*

[　　] *- Phase completed.*

| Requirements Gathering, Analysis, Specification | Design - Architectural | Design – Detail/Coding | Testing/QA | UAT | Move to Production | PIR |
|---|---|---|---|---|---|---|

| Project Initiating | Project Planning (& Design) | Project Executing (Construction) | Project Closing |
|---|---|---|---|
| | Project Monitoring & Control | | |

This representation depicts the SDLC in parallel to the PM life cycle (PMLC). The first row is the SDLC – that I will talk a bit more in a moment. The second one shows the major PM phases. [I like to use color coding to show progress, from white – not started, to solid green – completed – sere legend above. In some cases I put on that picture a percentage completion.]

I also like to use another metric (showing project status) from a different perspective, as follows:

**Overall Project Health/Status:**

- **Schedule:** [　　]
- **Budget:** [　　]
- **Resources:** [　　]
- **Infrastructure** [　　]

Now, on SDLC, the key phases are listed above. Between phases we have milestones, formal reviews and deliverables. Please see attached file '*SDLC with R&R and Deliverables-Milestones – Final*' that I put together at LA County DPH and also have trained all employees in using it.

Below, is an example in reporting on a project based on the SDLC phases' status:

| **PH DIR Enhancements - PMO #204** |
|---|
| **1. AD – PH DIR Integration** |

| PHASE | RESOURCE | Task | COMPLETION DATE / TARGET |
|---|---|---|---|
| BA | Mahendra | Systems Analysis | 3/15/12 |
| BA | Mahendra | Requirements Document | 3/15/12 |
| DEVELOPMENT | Billy | App Design/Coding | 4/30/12 |
| DEVELOPMENT | Billy | Design Document | 10/23/12 |
| DEVELOPMENT | Billy | AZMAN removal | 10/10/12 |
| DEVELOPMENT | Babita, Billy | ADMT UI | 10/3/12 |

| | | | |
|---|---|---|---|
| QA (phase I) | Babita, Shefali | Test Plan | 5/15/12 |
| QA (phase I) | Babita, Shefali | Test Cases | 8/27/12 |
| QA (phase I) | Babita, Shefali | Testing | TBD* |
| IT ADMIN | Rico | Procure QuickConnect tool that will allow AD to store employee IDs | TBD |
| ADMT UI Testing | Babita, Shefali | Test Cases in progress | 10/12/12 |
| QA (phase II) | Babita, Radhika | Testing after QuickEdit tool installation | TBD |
| QA (phase III) | Babita, Radhika | Re-testing after AZMAN removal and introduction of ADMT UI. | 12/31/12 |
| UG (User Guide) | Mahendra, Babita, Billy | Develop/Write it | TBD |
| Security Scan (Static Analyzer) | Hong, Billy, Cliff | Scan sources code and generate needed reports | TBD |
| UAT (User Acceptance Testing) | Mahendra, Billy | Perform it | TBD |
| MOVE to PRODUCTION | Billy, IT Services | Perform it | TBD |
| Security Scan (Dynamic Analyzer) | Richard's Team, Billy, Cliff | Scan production code and generate needed reports | TBD |
| PIR (Post Implementation Review) | Cliff | Perform it | TBD |
| Maintenance | App. Dev. Team | Application being monitored | TBD |

Note: The reason for many TBDs was because resources were taken from this project to work on another, while this project was put on hold, due to external dependencies.  Again, color coding shows progress.

Also, I would like to add to the above, two very important components of PM and SDLC: 1) the CM/CR (Change Management and Change Request Management) sub-processes and 2) Application Security (whereas all application are scanned twice (as seen above) with a Static Analyzer and a Dynamic Analyzer.

*Finally, I would like to emphasize: 1) The importance of 'front-end' work in any project: Cost Benefit Analysis and Feasibility Study; 2) Providing and continuously updating accurate effort, time and cost estimates, 3) The importance of having a PIR (Post Implementation Review) at the end of any major project implementation.*

**Can you tell me about your management experience in an enterprise environment? How many direct reports and how many total staff in your entire group? What were their roles?**

**CRK>>I have functioned for the last 20+ years in various management capacities, as follows:**

- 1989-1992 – Rockwell Int'l, Manager of IV&V on the 'Space Station' program, engineering environment, 4 direct reports, systems engineering and QA roles/specialties.
- 1992-1994 – Transamerica FS, Project Lead/Group Manager; Emerging Technologies applications (Client/Server); 12 direct reports; systems analysis, programming, QA, and CM roles.
- 1994-1996 – Maxicare HP; Director of MIS reporting to CIO/Sr. VP; 50+ total reports, 6 managers (direct reports) covering: Systems Analysis, Programming, QA, Telecommunications, HelpDesk, and Data Center.
- 1996-2002 – NASA/JPL; Chief S/W Architect and PM; up to 100 indirect reports (in a matrix environment), mostly engineers and S/W developers.
- 2002-2004 – Academic Dean; several professors direct reports.
- 2004-2006 – The Boeing Co.; Project Engineer (PM) 5-7 direct reports; various engineering specialties.
- 2006-2007 – Ingram Micro (contract); PgM – 2 PM direct reports and 12 indirect reports, business analysts, developers, architects, and QA specialties.
- 2007-2011 – The Walt Disney Co. – IT Director; 4 direct reports (Managers) and up to 100 indirect reports (matrix environment), PM, architects, developers, engineering, technicians and QA specialties.
- 2012-2013 – L.A. County (contract); Sr. PM (acting Director); 10 direct reports: PMs, architects, developers, engineering, technicians and QA specialties.

*What is your approach in a new organization with a new set of direct reports? Do you think you could be effective w/ in 30 days.*

CRK>>When starting (and continuing!) in a new organization, my approach would be as follows:

- Learn and adapt as quickly as possible to the organization's culture, processes, procedures, rules and regulations;
- Try hard to let everybody know who I am, what I can do for them and the organization at large, make a difference, be a role model, always leave a positive impact;
- Gain my peers' and superiors' confidence in my capabilities;
- Build teamwork, superior communication, create bridges between groups and organizations, prove best technical and managerial skills, show genuine leadership;
- Treat everybody with respect and professional courtesy, no matter if that's the janitor or the president;
- Represent my company to the outside vendors and clients in the best terms that I can;
- Based on previous experiences, I'm very confident that I will start being effective in LESS than 30 days.  In many cases in the first couple of days or weeks, the most.

*Describe your style as a PEOPLE Manager and also as a Manager of TASKS or TOOLS? Do you consider yourself stronger toward one way or another?*

**CRK>>As listed above I have over 20 years of BOTH people and tasks or tools management in a variety of organizations and type of industries.  In addition, I have over**

**25 years of college/university level teaching and academic affairs management, in particular topics related to management, leadership, organizational behavior and development, technology and engineering (tools), etc.**

Therefore, based on my theoretical as well as practical knowledge, skills and experiences, over time, I have develop what I consider modern, ideal approach to managing both people and tasks/tools.

When it comes to managing PEOPLE, my style is one of rather a "people person." I do believe that every employee have value to add to any organization. The key is me, as a manager of that employee, know how to manage him/her to achieve that expected level of performance. On the other hand, I'm a great believer in 'order and discipline,' in fallowing companies' way of conduct and regulations and especially be conscious and respectful of the hierarchy! If you treat everybody well, with deserved respect, they will treat you accordingly and do the work at their best!

When in comes to managing tasks and/or tools, as explained in question 1 above, in most cases I'm very pragmatic, follow established methodologies, like SDLC or PM. I'm very technical, "hands-on" in a multitude of environments and disciplines, have comprehensive education, professional certifications, plenty of training and especially meaningful experiences.

Finally, whatever my style is, when I come to a new organization, I come with an open mind, and willing to adapt to that organization's culture, ways of doing things, managing people and tasks/tools. I may have ideas on how to improve those, introduce progressive change, but ONLY with my superior approval. I am NOT there to fight for a given principle, especially if that is against company's culture and/or my superiors' decision not to pursue/implement a given new idea. After all, I'm a disciplined employee.

*How do you counsel PM's whose self-perception is not reality - for example, the employee thinks they are doing great, but as a manager you are getting 'complaints' about them? What does that mean to you and can you give examples of when you have had to do this?*

CRK>>Yes, I have encountered that challenge/issues/problem many times in my career, and not only about a PM, but a regular employee (developer, engineer) or even a group manager/director/executive level. As usual, when I deal with ANY problem you need to do a cause-outcome analysis. What are the reasons and especially the facts for that situation to occur? I need to be very analytical, critical thinker, very precise when collecting such facts about what causes a situation like that. For example, is that PM's 'perception of reality' due to the fact he/she cannot see the reality, the obvious or because he/she refuses to see them. There is almost always a case of miscommunication – a clear difference between facts, reality, expectations, attitudes and understanding. I also need to carefully look at the complaints – are they real, legitimate or perhaps fudged with bias or misinterpretations. I need to act like a fair judge.

Once the causes or the problem are properly framed, analyzed and identified, then it comes to how to solve it, find a fix. That needs to be very tactful, because is not what you say, but how you say it in many cases! "Burning bridges is easy, building them back a lot more harder and

expensive.  I would talk to that PM – assuming the complaints against him/her are real, and try to understand why his/her perception of reality is so skewed!?  Work with that person as a team, and once we are in agreement, we need to devise a plan to fix the problem and move forward, again, in a way that everybody will feel comfortable about, is a Win-Win situation.  I need to become a middle man, a negotiator, a facilitator for solving the conflict, working with both parties at the company's long term benefit!

As above said, I have encountered many such situations.  I'll pick one, as an example: This was actually during the "Y2K' mini crisis, when actually senior management (I reported into) had a 'strong believe (!?...)' that "we do not have a Y2K problem here!?...  I was the PM for that project at the corporate level, and actually many departmental managers when approached by me asking for cooperation on this project, rejected me up-front, saying, "no problem here!"  How did I handle it?  Of course, we tact, diplomacy, exhibiting leadership skills, making sure I will not make them look bad - just in case.  So, I started at lower levels, get permission to scan the code and see if indeed there are any problems or not.  Of course, we had found more and bigger problems than anyone expected.  So, in a very diplomatic way, not through e-mail/memos or in a group meeting with others, just face-to-face, behind closed doors I communicated my finding to those managers, "confronting" them with facts.  They realized they were wrong, thus, they started cooperating with me on my task.  Consequently, all turned out very good at the end, everybody was happy, at all levels, even more I received an (NASA) award for Leadership!

### *How do you build relationships with Executive Management? Can you give examples?*

CRK>>Building good relationships with everybody, at all levels are key to success!  Especially in PM or PgM work establishing excellent relationships with Business Owners, Stakeholders, Development Group Managers, Vendors and (external) Customers, AND Executive Management are mandatory!  In my formed opinion based on my experiences, to be successful with any project I need to nurture two key relationships: 1) With the end-user community, stay as close as I can to them, listen to them, get them involved, as a active team member of your projects, and 2) Get Senior/Executive Management commitment.  Now, commitment in NOT the same as approval.  I can make a nice project presentation and get approval to move ahead with that project.  That's NOT the same as commitment.  So, how do I get the Executive Management committed to my projects?  First , I need to "hear" them, listen and understand their drives, needs, company's goals and expectations on each project.  What are the KSFs (Key Success Factors)?  Then, keep them informed, but ONLY with essential and factual information; too much as well as too little information can damage that relationship.  NEVER hide problems, make misrepresentations, give a wrong perception of reality!  MIS-information can be very damaging, not saying they will think I do not know what I'm doing, I'm incompetent!  Finally, when problems arise, be honest, straight and don't just go to their office and "put the problem on their laps," but come also with a sound solution, with a solution that shows I did my due diligence and homework!  And, if it comes to ask for help, more resources, make sure to do my detail work, my request is reasonable, can be accommodated.  And, if that's the case, don't be afraid to say no, that's not possible within given constraints.

Finally, since everything is about being successful, I would like to include the following quotes that I developed and followed over time:

**"Success = Superior Communications Skills + Critical Thinking + High Work Ethics + Time Management"** - C.R. Kettemborough

**"(Project/Business) Success = Always Listen to the Customer + Nurture Relationships with your Business Partners + Genuine Teamwork + Keep Senior Management Fully Committed."** - C.R. Kettemborough

*Do you prefer to work independently or on a team?*

*Over the years I did very well in both type of work. I am by nature a teamwork player, but in the same time, when needed, I can do great individual work. In addition, I'm a superior PM, group/dept. Manager/Director and especially a native Leader – plenty of examples are available, if needed.*

*What are some of the skills you believe a person must possess to be a successful project manager? Can you provide examples of you utilizing these skills in your professional career?*

*Based on my over 20 years of project/program management, or as a group/dept. manager/director, I have developed an "equation" of what it makes to be a successful PM:*

*"(Project/Business) Success = Always Listen to the Customer + Nurture Relationships with your Business Partners + Genuine Teamwork + Keep Senior Management Fully Committed."*

*Yes, I do have many examples (as listed on my resume) where I have employed such skills. For example: a) I learned and reached a great level of expertise in being/staying close to end-user/client, developing a superior relationship with them. b) Similarly, I learned and have applied many times the value of developing good relationship with business partners/vendors (outside of the company), even with the competitors – I'm always for a Win-Win approach. c) These days work crosses teams, groups or even organizations, thus teamwork skills, negotiations, facilitation are must have skills to make things happen, get things done. d) Finally, getting senior/executive management committed to your projects is the key! The mere fact you get an approval to go ahead with a (proposed) projects is NOT necessary a commitment! You get commitment through a continuous process of knowing how, when and what to inform and solve problems that would give confidence to senior/executive management.*

*Tell me about one of the most complicated projects you have worked on in detail, what type (software, IT, infrastructure, web portal, supply chain etc.) of project it was and what was the result.*

*During my career, thus far, I worked on many very complex, challenging projects – and I was successful on most of them. I recall navigation, tracking, command and control (DSN – Deep Space Network) missions while at NASA/JPL, or the work on the Space Station while at Rockwell Int'l, or work on a complex communication network used in 'Desert Storm,' while at Hughes or a simulation project FCS (Future Combat Systems) while at Boeing! However, as an example, I will take one, probably related to DIRECTV's business. This was a large complex project while at Disney. Disney, similarly to DIRECTV is a company that needs to deliver/deploy, sometimes world-wide their products – in Disney's case, releasing movies. The project was to build a system that required international distribution of newly produced movies. Obviously, this was a very complex system, because of its global aspect (languages, cultures, technologies, anti-piracy, standards, government and industry regulations, etc.). In addition, this system interfaced to virtually all other business systems, thus its deployment needed to be very well planned and timed/synchronized. This was a system developed with a team of contractors (Cap-Gemini, WiPro, Cognizant) that comprised s/w development, infrastructure services, Web portals, and of course a complex supply chain – multi-vendors and suppliers. I was one of the Directors managing this multi-year, multi mullion dollars project. As above said, its complexity was due to technology span, managing large and diverse teams (local, outsourced and off-shoring), and multi standards (international) deployment and strategy/timing. Finally, I always was a champion of "Best Practices!"*

*Do you prefer to be a contractor or full time?*

*CRK>>I feel a lot better (prefer) to be a full-time employee. Hopefully, I can come at DIRETV and make the rest of my career there, give the best of my years, since I have accumulated so much knowledge, skills, and meaningful experiences over the years! Now, I'm at the peak of my career and I can deliver the best, tackle any project!*

*Have you ever worked in a call center environment?*

*CRK>>Yes, I did, actually twice. First time as an MIS Director at Maxicare, I have managed the entire MIS organizations: development, QA, infrastructure (networks and desktops), data center operations (virtualization and cloud technologies) and the HelpDesk – equivalent today to the call center – all in a descentralized environment (covering 7 states throughout US). Second such experience was at LA County, where I managed the development, QA and the call center (ticketing system) – we used 'FootPrint.'*

*Have you implemented or provided process improvements for web portal project?*

*CRK>>Yes, actually I can offer a good couple of times. I just gave above an example while working on an international distribution system while at Disney. I also had similar*

experiences while at LA County (to only mention the most recent such experiences). In most cases a Web portal was developed from scratch and in some I produced enhancements to an existing one. The improvements were due to changes in processes or business rules, or enhancing the technology in use. The Web portals I worked on were B2B and B2C. _Worth to mention, when it comes to improvements and best practices, I always was a great believer in delivering high quality products, virtually error free._

**Do you have any prior knowledge of call center operations/functions, scripting tools?**

CRK>>Yes, as I have responded in question 8 above. Managing a call center is very process/procedural-oriented. Thus, such procedures must be in place or I can develop, customize and optimize them. [I have considerable training and experiences in ITIL – service management). In addition to procedures there are _scripting tools_ that allow to track various issues or install s/w or specific features to a set of clients or across an organization. As an example, while at LA County I managed a team that deployed Outlook as an e-mail system, replacing Notes (from Novell). However, today, such function (call center) is either outsourced or can be implemented using dedicated s/w packages. Finally, I'd like to add the importance of developing systems and operational procedures that are security complaint. [I have significant experience and training in CISSP].

**This job will require you to develop and maintain standard project documentation such as project plans, agendas action item lists and business rules & requirements. Please tell me about a recent project where you are had to develop business requirements and rules.**

CRK>>Again, I can use as a recent example part of my work at LA County. But, first of all, I want to make this important statement: during my entire career I was a great proponent of procedures, processes, standards, guidelines and especially documentation, its importance, and especially developing VALUABLE documentation that can be actually useful! I also was and I am a great advocate of teamwork, meetings with a CLEAR agenda, taking notes and producing meeting minutes, developing, posting and tracking action items, developing plans at all levels of granularity. Bow, in particular, I did the front-end work, whereas I played a BA (Business Analyst) role, exploring and documenting business requirements, specifying them along with business rules, and user scenarios – very useful during the UAT. A recent project would beat the LA County where I worked along with the BAs in my team, gathering requirements, specifying them along with business rules and user cases/scenarios for the various applications/projects I ran. Finally,. Since PM is one of my greatest skills, I'm a great advocate of following the PMBOK (from PMI). [I hold a master's certificate in PM from George Washington University and have taught PM extensively at university/college levels

*(UCLA/UCI extension) and also did corporate training through ESI Int'l.*

**Have you ever written a UAT guide?**

*CRK>>Yes, several times in my career, in a variety of environments and levels of complexity, both as a direct contributor/author or as a coordinator/reviewer the UAT development and then running it.  If required, I'd be glad to offer recent samples.  In particular, in my last position at LA County, I introduced the concept of UAT and formalized; in addition, I introduced the concept of PIR (Post Implementation Review) and also formalize it.  Again, I'd be glad to offer specific samples (files n Word, Excel, Visio, or PM Project), if asked.*

**How many projects have you worked on at one time?**

*CRK>>As a Program Manager (several times in my career) I managed from a couple of (large) projects to an entire portfolio of several or up to 12-15 projects.  In addition, while at Disney I managed their applications portfolio, consisting of 120 applications!  I had to make it in terms of architecture, compliance (COBIT, SOX, Security & Safety, HIPPA, HEDIS), or technology upgrades.*

**Have you worked with Jacada and SalesForce.com?**

*CRK>>While at Disney, I worked (for a relative short amount of time) with SalesForce.com.  However, for someone with my background, I do not see an issue to learn and get up to speed with any system in virtually no time!*

**What are your salary requirements?**

*CRK>>That would be the last thing I will worry about.  First, I'm not necessarily motivated by remuneration (but I would gladly accept a fair and competitive offer) and one the other hand, I'm confident that a large, top-notch organization as DIRECTV would pay a very competitive salary.*

**Tell us about additional skills you possess that would make you a key candidate for this role.**

*CRK>>Well, in summary: comprehensive formal education and training, comprehensive professional certifications, comprehensive various industries experiences, over 20 years of senior management roles (PM, PgM, group/dept. manager/director using tools like MS Project, Planview, CA Workbench, Clarity) at large, reputable, brand name organizations, played every single roles in SDLC (from BA, to architect/designer, developer, tester. QA,*

*IV&V, UAT, PIR, CM) within a variety of environments (MS .NET, Java, Open source) – in both s/w development and systems engineering (s/w + h/w + people/operations); extensive work on infrastructures, compliance (SOX, security/safety), data center operations, desk-top management, helpdesk, call center, Web environment, e-commerce (B2B, B2C), notable work on real-time/embedded systems (military) and enterprise systems SAP, ERP, CRM, Cognos, Clarity, databases/warehousing/BI (Oracle, DB2, SQL Server, etc.), extensive teaching/lecture/academic experiences, receiving numerous awards and accolades for my work/contributions.*

### Do you have any experience using Pega?

CRK>>*No, but again, for someone with my background, I do not see an issue to learn and get up to speed with any system in virtually no time! [Did the research and found that PegaSystems "does business process management (BPM) and customer relationship management solutions. Pegasystems helps to enhance customer loyalty and improve productivity."]*

### Do you have any experience with vendor management or building relationships with partners?

CRK>>*Yes, actually extensive.  I would mention only last two positions: 1) While at Disney, I managed the Microsoft, HP, and IBM premier contracts (SLAs); developed numerous FRPs (especially while working in the aerospace industry, at NASA/JPL and for DoD in particular), managed and selected the outsourcing companies and off-shoring resources, and 2) At LA County, worked with a variety of vendors in the area of s/w and security tools and compliance.*

### How have you driven change in your last role?

CRK>>*Actually, in every position I held in my career, from an individual contributor to a senior manager, I ALWAYS was motivated and introduced change, drove change!  I always was looking for enhancements, a better way of doing things.  I always generated ideas, led change, I was the champion of a good cause.  From my early career years while at Xerox as a s/w engineer, I was looking for ways to develop better s/w, use teamwork and TQM principles. Them, as I moved up into management, I always tried to improve what my team was doing, listening to the clients or senior management.*

### What is the difference between a business rule & a business requirement?

CRK>>*A <u>business or system requirement</u> is what the system/application is expected to do. Such requirements are usually specified by using a verb in the form 'shall' do this or that. Requirements are further grouped into functional requirements (what the system supposes to*

do) and non-functional requirements (such as performance, operational, security, safety, etc.). A <u>business rule</u> is a rule of a business, company, or corporation. It is a rule that defines or constrains some aspect of business and always resolves to either true or false. For example, a business rule might state that <u>no credit check is to be performed on return customers</u>. While a business rule may be informal or even unwritten, writing the rules down clearly and making sure that they don't conflict is a valuable activity.

**How would your current / past coworkers define you as an employee?**

CRK>>Most of them will say these (not in a particular order)

- *Cliff is a hard and ethical worker, dedicated, not a 9 – 5 guy;*
- *Cliff is highly organized, very disciplined;*
- *Cliff is a great communicator, a relationships builder;*
- *Cliff thrives in high-speed, dynamic environments;*
- *Cliff, is very smart - smarter than most of us;*
- *Cliff is very knowledgeable, with a very wide spectrum of skills, like an encyclopedia, capabilities an experiences; most of time we can ask, what Cliff does NOT know (or didn't do)?*
- *Cliff has great mentorship skills (a great teacher, too)*
- *Cliff is loyal, dedicated worker, a great team player, gets along with virtually everybody;*
- *Cliff has a great sense of humor, if you are bored or want a break go to him and he will relax you by cracking a few good jokes (all clean) or funny stories…;*
- *Whatever he does, he makes a positive and notable impact on any project he touches.;*
- *Cliff is open-minded, a good listener, accepts proper critique, always ready to improve something, very resourceful, with plenty of ideas;*
- *Cliff gets things DONE! He's not afraid to take on the most difficult projects and find ways to complete it on time and schedule!*
- *Cliff is not political, perhaps a good diplomat, he usually is not afraid to speak out; he's straight, NOT into games;*
- *Cliff is committed and very-driven. Ambitious a fighter by nature, does not take 'no' for an answer!*
- *Cliff is a very quick learner, even on a subject or matter he knew nothing before, in a short time he can start lecturing on it!*
- *Cliff is very flexible, adaptable and accommodating of other people's needs and feelings;*
- *Cliff is wise enough not to hold gripe or bad feelings, he tends to forget small "incidents;"*

- *Cliff is most of time amazingly energetic, enthusiastic, definitely an optimist;*
- *Unfortunately, in quite a few situations Cliff was not properly appreciated and/or rewarded, or even worse, un-justice was done to him!*
- *Consequently, he was out of luck (or being at the wrong place and the wrong time) more often than most people, and for someone of his caliber, totally undeserved.*
- *<u>Cliff was, is and should be an ASSET to any progressive organization!</u>*