CLIFFORD R. KETTEMBOROUGH

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S U M M A R Y / O B J E C T I V E

*A **comprehensive five-dimensional professional**: <u>Technically savvy, Managerial expert, Leadership guru,</u> <u>Business acumen</u> and <u>an accomplished Learner</u> and <u>awarded Educator/Mentor</u>: Comprehensive Servant Leadership & Managerial, Superior Communications, Teamwork-oriented, People Skills, Strong Analytical and Critical Thinking, Out-of-Box Thinking, Decisive, Sense of Urgency, Ethical, Honest, Fair Judgment, Visionary, Entrepreneurial, Multi-cultural, Global View, Hard Worker, Making History, Self-Starter, Enthusiastic, Passionate, Corporate Values, Social Responsibility, Accountability, Business Political Maturity, Customer Voice, Drive for Results, Highly Motivated, High Energy, Continuous Learning, Knowledge Sharing, Organizational Excellence, Creativity, Innovation & Improvement Champion, Highest Quality, Trust; Loyalty, Span Organizational Boundaries.* (details available upon request)

P R O F E S S I O N A L   A C C O M P L I S H M E N T S / C A R E E R   H I S T O R Y

Los Angeles County – Public Health, Commerce, CA   **11/2011 – 03/2013**

*Sr. Program **Manager** (acting **Director**) (consulting/contract), IT Dept.*

<u>Responsibilities:</u> **Budget management up to $3M.**

- **Managed the IT-PH Enterprise and Data/Information Architecture, Application Development & QA Groups.**
- **Managed a portfolio (EAI) of 10-12 major** and **several minor IT projects** and a **team of 20+ staff members/contractors (**BAs, architects, software engineers, DBAs, testers/QA, CM). **Increased IT efficiency and lowered the organziation cost!**
- Supported **Data Warehousing**, **BI**, **CRM/Web Analytics** and **ECM/CMS (Enterprise Content Management)** applications.
- **Set up the SDLC process (based on ITIL Service Management (ITSM) –** *Incident/Problem/Change (Control)/Release Mngt.,* **(Business Analysis) BABOK** and **CoBIT-based Governance Framework)** with documentation templates**.**
- **Initiated and managed the QA and Automated Testing environment, planning, methodology** (functional, regression, and performance testing), **planning, analysis (nCover), processes, templates, tools (HP Center, QTP, LoadRunner), scripting, reporting,** and **UAT/UX/UI. Implemented Six Sigma techniques (CPI) with remarkable results!**
- **Initiated and ran the SDL (IS/IT Security) process and embedding the Security Analysis tools (Static and Dynamic)** within the SDLC, following Microsoft SDL and OWASP models). Employed the SaaS model.
- **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), **SAS, SPSS**.
- **Managed the Infrastructure Services using ITSM lifecycle**: *Cloud (SaaS, PaaS, IaaS, AaaS), Virtualization (server, desktop, telephony), System Storage/Management, Server Farm, Capacity Planning, DR, HA, Network (LAN, WAN, VPN, Wireless, Router, Firewall), Telephony (PBX and VOIP), Active Directory Management, Exchange & e-Mail.*

<u>Technologies</u>

- **Scrum/Agile/XP, Zachman, TOGAF, RUP/UML, S#arp/MVC Architecture, B2C, B2B, e-Commerce**, **Oracle EBS**, **MS Dynamics**. **OSs/App.Dev.**: MS Windows 200x/7/Exchange, SQLServer 2008/LINQ, Office 2010/13, IE 9, .NET/C#, ASP.NET MVC, SVN, TFS, VS2010, Systems Architect, Adobe (various products). **Infrastructure**: WindowsServer 2008, Sharepoint, Novell GroupWise, HP's Fortify/Cenzic (app. security scanners). **PM**: MS Project 2010, On-Time. **Web 2.0 technologies**: n-tier, CMS (design wireframes), WCF/WPF, ASP/JSP, AJAX, CSS, JavaScript/jQuery, HTML 5.

The Walt Disney Company, Burbank, CA   **11/2007 – 08/2011**

*IT **Director**, the Studio.*

<u>Responsibilities:</u> **Budget management $5 - $20M.**

- **Functioned** as an IT Director with responsibilities in the area of **Systems Architecture, EPMO, Applications Portfolio Management (EAI)** (over 120 apps), **Compliance**, **Technology/Infrastructure R&D**, and **Training** for the Studio IT.
- **Provided Systems/Applications/Information/Data Architecture** directions and guidelines for Studio Technology, in all aspects, including **TOGAF, Zachman, SOA, S#arp, SaaS, CAVRE (C**ompleteness, **A**ccuracy, **V**alidity, **R**estricted Access, **E**rror Handling). Worked on the integration of new technologies and improvement of business processes/models. Served as **SME** (subject maatter expert), facilitating **Kaizen**, **Kanban, Agile** techniques. Supported **anti-piracy** group.

- **Considerable involvement in Data/Information Architecture** and **ECM (Enterprise Content Management).** Worked closely with **Enterprise Data Warehouse/BI/Data Mining/Data Marts** group - **SAP BW/BI (EP, WAS, PI, MDM, BX).**
- **Managed/Evaluated/Recommended the Infrastructure Architecture following ITSM principles:** *Cloud (apps, storage), Virtualization, Dynamic Hosting, Mobile Computing, Security/Privacy, Business Continuity (DR), Performance Monitoring (HA), Analytics, Capacity Planning. Cloud tools technology (EMC, HP, BMC v9, Microsoft, VMware, CA) and Service Management tools technology (BMC Remedy, HP Service Manager).* **Also strong proponent for IT Security**: MS SDL, code-scanning tools and Certifications/Compliance (**SOX 404, CoBIT, COSO, PCI, PII, EU Safe Harbor, COFA**). **Championed the 'Best Practices.'** <u>Aligned Business and IT needs, goals, visions and costs!</u>
- **Managed** the all phases (scoping, planning, vendors selection, reporting, implementation, risk management, documentation (RFI, RFP, RFQ, SOW, SLA) of several **Technology Migration Project**. Included the **management of Microsoft, HP, Xerox** and **IBM Premier contracts** or vendors like **Infosys, Cognizant Tata, WiPro, CapGemini** and related **SLAs (***outsourcing, off-shoring***)**. **Heavy involvement in QA activities and Testing automation**.
- **Led** the **PMO (SRLs, metrics, scorecards, dashboards)** and Studio **Application Portfolio Management** effort (surveys, data collection, systems architecture, integration, technology research, communication and implementation, risk management, **KPI, BRM**) and its transformation into **Technology Portfolio** - **HP PPMC** (Project and Portfolio Management Center). Supported the **Budgeting** (5YP, AOP) through **Cognos** and Technology Landscape related activities. <u>**Implemented Six Sigma (CPI) techniques with remarkable results!**</u>
- Supported **SalesForce** apps**, Cognos, Clarity implementation** and **ITDM – a Global Distribution Management System** <u>**based on Web 2.0 technologies and social networking integration.**</u>
- **Developed ITIL Service Management and CoBIT-based IT Governance Framework** processes and procedures and adapted them to organization's environment. **Organized training** for the Studio IT employees on latest technologies.

Technologies
- **Scrum/Agile, RUP/UML**. **OSs/App. Dev.**: Windows XP/Vista/200x, SQLServer 2005/2008, Oracle, Office 2007/2010, IE 7-9, .NET, SilverLight, TFS, VS2010. Adobe (various products), iOS, Google (Chrome and apps), OpenOffice, Apple/Mac (various products), Java/J2EE, Linux RedHat, UNIX, SAP, Cognos. **Infrastructure**: WindowsServer 2003/8, Sharepoint, Citrix, RedHat. **PM**: MS Project, PPMC, Planview, Clarity/NIKU. **Data Warehousing/BI** ETTL-Informatica, EAI/CRM, ERP packages (SAP PI/XI/BW, PeopleSoft HRIS, Oracle Financials, SalesForce). **Web technologies**: n-tier, CMS (design wireframes) Silverlight, ASP/JSP, PERL, DOM/AJAX, Flash, CSS, Ruby on Rails, JavaScript, (D/X)HTML, LAMP/WAMP (Linux/Windows, Apache, MySQL & PHP), Mobile devices.

Ingram Micro, Santa Ana, CA   05/2006 – 11/2007
*Sr. IT Program **Manager** (consulting/contract), IT Dept.*

<u>Responsibilities:</u> **Budget management up to $2M.**

As part of the **Enterprise Project Portfolio (EAI) and Program Management Office (EPMO)/IT Governance Structure**:
- **Managed or directed** large, complex development projects, programs - **migration of a legacy centralized applications portfolio to SAP (ERP) R/3 Modules: CRM, PLM, SCM, SRM and related 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.**
- **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**.
- **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 RGI/RFP/RFQ, SOW and SLA.**
- **Managed, developed and supported Enterprise Data Warehousing (EDW), Data Marts**, and **Web-based (portal and collaborative)** projects using **database modeling, ERP, BI** and **Web** related technologies.

Technologies
- **RUP/UML, Spiral, OOAD, SEI-CMMI (level 4/5), Agile/Scrum**. **OSs/App. Dev.**: SOA/TIBCO, .NET (VB, C#, ADO); Java/J2EE, JBoss, Linux Suse, DCOM/CORBA. **PM**: Clarity/Niku, MS Project Pro/Server, Planview. **Data Modeling/Database Development:** CA's AllFusion, Oracle-PL/SQL, Access, SQL2000-TransactSQL, MySQL, DB2, Data Warehousing/BI (ETTL-Informatica), ERP/CRM packages (SAP PI/XI/BW, PeopleSoft HRIS, Oracle Financials), SAS/SPSS,

FileNet, Siebel. **Web Services Development/eCommerce** (FrontPage, ColdFusion, JavaScript, VBScript, XML, ASP, JSP/JavaBeans, PERL, PHP, WebSphere Application Server, BEA WebLogic).

The Boeing Corp., Huntington Beach, CA   12/2004 – 04/2006
*Sr. Project Engineer (Technical Project **Manager**), FCS Program.*

Responsibilities: Budget management $2-10M.

- **Worked on a highly classified project FCS (Future Combat Systems)** that involved very large scale battle simulations and CAE. Heavily involved in developing "**Center of Excellence/Best Practices**" – through AMA/BALC.
- **Managed entire S/W development life-cycle (SDLC); responsible for creating and maintaining project artifacts** including RFI/RFP/RFQ, SOW, SLA, Project Charter, Risk List, Business Requirements Specifications, System Requirements Specifications, Design, Testing, Training, Documentation (**MIL/DoD Standards**), Communications Plan, Issues List, Project Plan, **using modern methodologies such as RUP, Agile. Defined WBS with Niku. Managed the EVMS. Increased IT efficiency and lowered the organziation cost (raised CMM by 1 full point)!**
- **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.
- **Co-managed the IT infrastructure using ITIL/ITSM Standards and MS SharePoint for the FCS project.**
- **Co-managed and performed the Testing, V&V and QA functions (heavy on automation).**

Technologies

- **RUP/UML, Spiral, RAD, SEI-CMMI (level 4/5), Agile/Scrum. OSs/App.Dev.** Win/Linux, .NET (VB, C#, ADO); VBA, C++, Java/J2EE technologies. **PM**: MS Project Pro/Server, Planview. **Infrastructure**: Security, CISCO, OSI, ITIL; **Web Services Development/eCommerce:** FrontPage, ColdFusion, JavaScript, VBScript, XML, ASP, JSP/JavaBeans, PERL, PHP.

AIU and PWU, Los Angeles, CA   02/2003 - 11/2004
Dean and Professor of Computer Science ad Dept. Chair of Business Administration and Management.

NASA-Jet Propulsion Laboratory, Pasadena, CA   07/1996 – 01/2002
*Technology/Project **Manager**; Chief Software Systems Architect, Navigation & Mission Control.*
Senior Systems/Software Engineer, Mission Assurance (S/W QA) and DSN.   02/1988 - 09/1989

Responsibilities: Budget management $1 - 5M.

- Directed the efforts of **Re-engineering** and **Architecture** development **(BPR)** an over 30 years old "legacy" environment and bringing it at a more state-of-the-art technological level, using **Zachman** and **RUP/UML**. Represented my section to Enterprise-wide architectural meetings for the development of multi-mission, multi-capability highly complex systems architectures. Developed the **infra-** and **info-structure**.
- Developed **web sites** and **repositories** for **Knowledge Management Systems, ECM/CMS (Enterprise Content Management)** and performed **usability testing**.
- 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**."
- Managed the **IT Security project,** the info- and infra-structure, **a top-level JPL-NASA requirement.**
- Participated in the **SEI's CMM(I)** assessment. Developed and conducted related training material.
- Led the **Six Sigma (black belt), Kaizen (CPI)** activities for the section. **Raised CMM by 1.5 points!**
- Made **Systems/Software Architecture presentations** at national-level conferences.
- Contributed to the development and deployment of internal **Software/Systems Development Standards**.
- Performed **QA activities** on couple of key projects using 'Fagan Inspections.' Developed **quality metrics** databases.

Technologies

- **CMM(I), TickIT, S/W Metrics, RUP/UML, QA, OOAD S/W Engineering Methodologies/Spiral, XP (eXtreme Programming), ISO 9001, KM**, **OSs/App. Dev.**: Win/Unix, Rational Rose, i-Logix Rapsody, Visio, DOORS, C/C++, Automated Testing (Mercury Suite), CM Tools (ClearCase, CCC Harvest), GUI tools (BXPro), CORBA, PERL, Python, FORTRAN 90/77, MathLab, VxWorks, Excelerator, GIS, SAS, SPSS. **PM:** PlanView, Primavera, Project WorkBench, MS Project Pro/Server, FasTrak**.**

Maxicare Health Plans, Inc., Los Angeles, CA   02/1994 – 06/1996

Director of MIS/Assistant CIO.

Responsibilities; Budget management up to $5M

- Directed the **Corporate MIS department**, performing **strategic and tactical planning (BPR)** – working with **PriceWaterhouse** and **Ernst & Young** - supporting Maxicare's managed health care business nation-wide. This department consisted of several managers and other 50 reporting personnel of various levels of skills and seniority.
- Led the **IS benchmarking** and **valuation** studies. **Directed**: Application Development, Data Center, HelpDesk operations and Strategic Planning (legacy applications re-engineering) and all (local and remote) client business units.
- Supported all Maxicare's business specific, general and financial systems functions, as well as other specialized products, as **a liaison between business and technology**. Applications covered the **entire pyramid, from transaction processing systems, to reporting, office automation, decision-support and executive support systems.**
- Specific to HMO applications: **Membership, Claims, Adjudication, Providers, Encounters, using EDI technology.**
- **Developed RFP/RFQs for state/nation –wide programs: Medicaid and Medicare.**
- **Built and maintained close relationships** with all corporate/enterprise businesses (Finance, Accounting, Marketing, HR).
- Performed **IT Auditing** and **Security** (COBIT). **Governmental compliance data reporting (HEDIS).**

Technologies

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

Transamerica Financial Services, Corp., Los Angeles, CA	**03/1992 – 02/1994**
*Group/Project **Manager**, Emerging Technology Group.* (details available)	

Software Analysis & Management, Inc. (RCM Technologies), Orange, CA	**11/1991 – 02/1992**
Senior Consultant; clients: Fisher Scientific, Sierra Cybernetics/Hughes Com. - DoD (Army). (details available)	

Rockwell International, Corp., Canoga Park, CA	**09/1989 – 10/1991**
*Task **Manager**/Technical Group **Leader**, (I)V&V, NASA/Space Station Program.* (details available)	

Xerox Corporation, El Segundo, CA	**08/1983 – 02/1988**
*Team **Leader**/Senior Software Engineer, Centralized and Decentralized Printing Systems.* (details available)	

A C A D E M I C   C R E D E N T I A L S / F O R M A L   E D U C A T I O N

Doctor of Philosophy in Business Administration (includes the master's), Specialty: **Technology Management**
University of Santa Barbara, California, 12/1996, GPA=4.0. (professional degree) – includes an **MBA** degree.

Doctor of Philosophy in Computer & Information Sciences (includes 2 master's), Specialty: **S/W Engineering**
Pacific Western University, 12/1988, GPA=4.0. (professional degree) – includes **MSCS** and **MMIS** degrees.

Master of Arts, Specialty: **(Org) Leadership,** *Azusa Pacific University*, 07/2006, GPA=3.9 – includes **ABD** in **Technology**.

Master of Science in Applied Mathematics, *Western Governors University,* 09/2009; GPA=3.9 - includes **BS** in **Math/CIS**.

O T H E R   T R A I N I N G / C E R T I F I C A T I O N S

HIMS (Healthcare Info. & Mngt. Systems**), CPHIM** *(Certified Professional Healthcare Information Management)*; 2013.
Certified Business Analysis Professional (CBAP) - International Institute of Business Analysis, 2013.
Security Innovation, *Certificate in Enterprise IS/IT Security* – part of the **CISSP/M** and **CISA** prep; 2012.
L. A. County: *Certified HIPAA Professional (CHP)* training; *Certified in Healthcare Privacy and Security (CHPS).* 2012.
Senior Global Partner – The Academy of Business Strategy; 2012.
Best Management Practices Certificate: *IT Service Management (ITIL), Management of Portfolios (MoP)), Management of Risk (MoR), (Managing Successful Programmes (MSP), PRojects IN Controlled Environments (PRINCE2)*; 2011.
Harvard Business School, *Certificates in: Leadership & Management, Creativity and Innovation, Global Business and Technology, Business Acumen, Communications, Marketing, Strategy, Technology, Leading Change*; 2010.
Master's Certificate in Project Management, *George Washington University/ESI,* 2009.

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/Sustainability, Enabling Technology, 2009.*
Scrum Alliance: CSM, **CSP** and **CST** (Certified Scum Master, Professional & Trainer), 2010 (#116789).
Project Management Institute - **PMP** certification. 2010. **Extensive PMP college teaching, corporate training**.
Disney University, *Training and Certificate in IT/IL Service Management*; 2009.
Delivered College/Corporate Training (2004-7): Microsoft Certified Database Administrator (**MCDBA**), Systems Engineer (**MCSE**), Professional/Application Developer (**MCPD/MCAD**), Solution Developer (**MCSD**), IT Professional (**MCITP**).
S/W Architecture Professional Certificate, *CMU/SEI*, 2006.
University of Southern California, *Graduate level courses (master's) in Systems Engineering/Management, 2005-2006.*
Member Board of Directors, *National Management Association*, BALC, 2005.
Malcolm Baldrige and **Balanced Scorecard** training and certification, *Boeing Corp.* 2005.
Software Cost Estimation training (PRICE-H, SEER-SEM) 2005.
Developing Software Architectures for **Multi-platform** and **Network Centric Environments/Operations** training, 2005.
Six Sigma Black Belt Certification, *NASA/JPL/QASNA*, 1996-2002.
Certified IT and ISO 9001 Auditor, *Information Systems Auditing Association*, 2000.
Certified Project Manager, *American/National Management Association*, 1999.
Certificate in Supervisory and Management Skills, *National Management Association*, 1991.
Certified Quality Analyst, *Quality Assurance Institute*, 1990.
Certified Computer Programmer, *Institute for Certification of Computer Professionals*, 1989.

Extensive and current (part-time) teaching, lecturing and training experience at numerous institutions ranging from high-school to vocational, college and university, graduate level on 4 continents. Taught over 800 courses (over 200 on-line), on a variety (over 200) different topics) including international settings in *Computer Science, Management of Information Systems, Computer Information Systems, Mathematics, Business Administration, Leadership and Management*. **Presented numerous papers to various professional conferences, including overseas** (U.S., Asia, Europe, and South America).

A F F I L I A T I O N S / R E W A R D S / R E C O G N I T I O N (life-time)

NASA/JPL Leadership Award for Y2K Project Successful Completion, **ahead of schedule** and **within budget**. **Textbook reviewer:** Addison-Wesley, McGraw-Hill, Prentice-Hall, Course Technology. **Professional organizations membership**: ACM, AIAA, AMA, AMS, DECUS, ICCP, IEEE, ISACA, MAA, NMA, QAI.

Listed in *"Who's Who Among Executives and Professionals, Who's Who in California, West, America, World, Emerging Leaders in America, Science and Engineering, Information Technology, Int'l Who's Who of Professionals, World Who's Who Hall of Fame", "Int'l Cultural Diploma of Honor"* publications in U.S. and U.K. "*1996, 1998 Man of the Year,*" "*1997 Platinum Record for Exceptional Performance,*" and "*Gold Record of Achievement for 1999"* awards from **American Biographical Institute**, *"2000 Outstanding Intellectuals of the 20th Century," "International Man of the Year – 2001," "Int'l Educator of the Year – 2003" and "Top 100 Professionals" – 2012"* from **Int'l Biographical Centre, Cambridge, U.K.** Member of Research Board of Advisors - **American Biographical Institute**. Nominated Member in "*Alfred Whitehead Leadership Society*" - 1996. **Able to speak several foreign languages**.

Additional Info.: Outstanding professional references, work samples, other accomplishments, "Google-able" last name.