

Profile

Mr. Elder is a certified PMI® Project Management Professional with more than 30 years of experience in the information systems/software engineering industry and 25 years of consulting and program management.

He has demonstrated successful leadership of large portfolios and teams on complex programs and consistently accomplished project milestones on time and within budget. Mr. Elder is a positive, highly motivated self-starter and team player with in-depth experience in many aspects of information systems, with specific experience in:

- Complex program planning, executing, monitoring, control, scheduling and forecasting.

- Managing and leading teams of consultants and programmers.

- Partnerships, contracts and customer engagements.

- Budgeting, staffing, marketing and corporate strategies.

- Business Intelligence, including business and data discovery.

- Requirements identification, systems analysis and design, systems and data architecture, data modeling.

- Development and implementation of enterprise applications.

Mr. Elder has made strong contributions to many leading-edge technology projects in commercial and government enterprises dealing with retail, air travel, banking, national defense, postal, human resources, insurance, health and public works. He has expertise with state welfare applications, Business Intelligence/Data Warehouse, enterprise strategy, Customer Relationship Management (CRM), Enterprise Resource Planning (ERP), systems architecture, OLAP/database, data mining concepts, products, and technology. Knowledge of systems development and service methodologies, project management methods, and systems engineering.

Mr. Elder has excellent written, presentation, communication, and interpersonal skills, and is effective with executive and senior management as well as technical personnel. Facilitative leadership of large customer/contractor teams on complex enterprise-scale programs.

Experience Summary

Department of Revenue (DOR) Olympia, WA

August 2015 to June 2016

Senior Project Manager, My DOR/SAW/SEAP Implementation – Tax & Licensing Systems Replacement Project

As a member of the TLSR Infrastructure team, Mr. Elder was responsible for the implementation of the Washington Technology Services Secure Access Washington (SAW) portal. The custom implementation of the SAW-Enabled Agency Portal (SEAP) allowed DOR to create a secure enterprise-level portal with its chosen look and feel that allowed clients, partners and employees to securely sign in and access the first roll out of TLSR (ATLAS) functionality. The implementation was paired to the implementation of the ATLAS product and both successfully

went live on June 6, 2016. Mr. Elder was responsible for the startup of the SAW/SEAP effort through to implementation.

Managed the processes, schedule, and four people involved in the creation and implementation of DOR's instance of SAW & SEAP, engaging WaTech, and DOR's business analysts, architects, designer/developers, testers, and Business Readiness team as well as DOR's business stakeholders.

Produced multiple formal deliverables as outputs of the various phases of development, testing and implementation.

Managed the testing of the product through all aspects of testing, including end-user testing and load and performance Testing at WaTech.

Created the plan for the deployment of multi-function receipt printers to the ATLAS work stations in the 13 field offices of DOR.

Department of Social & Health Services (DSHS) Olympia, WA

July 2014 to July 2015

Senior Project Manager, Automated Client Eligibility System (ACES) Modernization – ESAR Project

Mr. Elder was a member of a five-person Project Management Office (PMO), contributing to the establishment and operation of the PMO.

Managed all aspects of the discovery phase of the multimillion-dollar Eligibility Rules Migration Project (ERM), an ESAR sub-project including planning, resource planning, scheduling, deliverables definition, risk and issue identification, schedule, financial and deliverables tracking.

Developed corrective action plans to resolve scheduling and deliverable shortfalls.

Participated in the creation of project budget and planning documents including the Investment Plan, Implementation Advanced Planning document and Operational Advanced Planning document.

Influenced the ERM project to ensure it was in alignment with the Medicaid Information Technology Architecture (MITA) requirements and project sponsor requirements.

Produced deliverables such as charters, schedules, systems integrator RFI production and respondent assessment, systems integrator RFP preparation, change management plan, training plan, lessons learned, status reports, project analysis/evaluations and recommendations.

Assisted budget planning, Investment Plan and IAPD/OPAD contribution.

Served as the project's technical expert, as a liaison between leadership and the technical teams of the state and their IT services contractor.

Led the efforts to the adoption of an SDLC methodology including some Agile practices.

Authored and performed quality review processes for project management plans.

Led work breakdown structure workshops for technical solutions teams to create the project schedule including deliverables, task durations and resource estimates.

Led recurring and ad hoc project team meetings.

Mentored project staff in differences between maintenance and operations work and project work.

Supplied project management leadership to the SDLC tools procurement and test automation sub projects.

Collaborated closely with Quality Assurance and Independent Validation and Verification contractors to ensure consistent monitoring of project progress and recommendations for corrective actions.

Performed post-discovery analysis, including lessons learned, and planning activities to produce schedule for the design, development and implementation phase of the ERM project.

Department of Social & Health Services (DSHS) Olympia, WA *January 2002 to May 2014*
Delivery Project Executive/Executive Project Manager, Automated Client Eligibility System (ACES) Project

Led a 115-person, multi-team applications development and maintenance organization responsible for the enhancement, maintenance and modernization of a very large and complex integrated public assistance application as well as new development of citizen-facing portals.

Consistently delivered on time and on budget.

Responsible for increasing the team's effectiveness and code quality.

IBM earned a 100 percent customer satisfaction rating with this client for seven years.

As Delivery Project Executive, responsible for the management of the Application Management Services account and its employees.

Responsible for supporting company and division goals, and policies and procedures.

Grew the account to more than \$12 million in services.

Received the client's Outstanding Individual award.

United States Federal Department (Mint) Washington, DC *January 2001 to November 2001*
Senior Project Manager, Numismatics eCommerce

Mentored the project manager in management of a team of more than 25 consultants with revenue in millions of dollars.

Assisted with the planning, design, development and implementation of an e-Business Intelligence/Customer Relationship Management infrastructure consisting of a Data Warehouse/Data Mart with internet-based analysis tools, supporting e-retail and commerce solution for the organization's numismatic product line.

United States Public Health and Assistance Department *February 2000 to December 2000*
Senior Project Manager

Wrote proposal for, won, and delivered services engagement to build an operational data store.

Successfully delivered the large project with a state government department.

Managed a large customer and contractor team in the discovery, requirements, design, construction, testing, and implementation of an Internet-accessible real-time update Operational Data Store with 24 / 7 SQL-based Ad Hoc access to a wide range of operational data. Resulted in very high customer satisfaction.

Various Canadian Private and Public Organizations

June 1997 to December 1999

Senior Consultant

Reported to the Managing Principal of the Global Business Services Business Intelligence practice. Principal responsibilities included:

Owning the Profit & Loss and meeting targeted profit on many service delivery engagements.

Managing and administering all aspects of service delivery contracts, from opportunity identification, qualification, RFI/RFP response, proposal development through to service delivery, post-engagement wrap-up and customer satisfaction.

Coaching, mentoring and supervising junior members of the team.

Interviewing and recommendation of employment candidates.

Department of Human Resources, Public Works Canada (DHR) Ottawa, ON *January 1994 to May 1997*

Senior Consultant & Project Manager

Led teams in the marketing, sales, development and delivery of customized corporate-scale business solutions in the federal government.

Performed Data Architecture consulting engagements.

Department of National Defense (DND) Ottawa, ON

January 1990 to January 1994

Information Systems Consultant, Air Force CF-18 Maintenance Program

Led teams in the development and implementation of enterprise business solutions in government and private industry.

Employment History

Treinen Associates, Inc.	July 2014 to July, 2016
IBM Global Business Services	1998 to 2014
NCR/AT&T.....	1994 to 1998
ISM.....	1990 to 1994

Technical Skills

Tools and Software: Rational S/W Tools, MS Office, MS Project, IBM Project Management and Systems Development Methodologies (WW Project Management Methodology, WSSDM, GS Method), PERT, Critical Path Method

Education and Certifications

Diploma in Computer Science, Algonquin College, Canada 1982

Misc. Agile training through PMI

George Washington School of Business 2001 - 2003

Project Management Professional (PMP®) Certification, Project Management 2004

Software Quality Assurance

Software Requirements Specification