MICHAEL DEMASTRIE

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SUMMARY

Software Engineering Director with 19+ years of experience leading global enterprise software research and development agile teams. Brought enduring, scalable, J2EE-based, microservice products from concept to market success. Took Identity Governance products from on-premise to cloud DevOps deliveries, growing necessary team skills on the way. Maintained on-time, high quality deliveries through an environment of corporate mergers and acquisitions with near-zero attrition. Grew and managed teams of focused, talented people. Enabled them with the coaching and resources they needed. Easy to work with.

TALENTS AND EXPERIENCES:

- **Analytics and Research:** While working full-time, earned a PhD in Business Administration, bringing my learned analytics and research capabilities into my work as an engineering leader. Used data extraction and transformation skills to produce traceable evidence reports for audits like SOC 2, ISO/IEC 27001. Used Python Pandas and Matplotlib to create software performance reports for a distributed microservice application.
- **Agile Team Leadership:** Grew my team from traditional waterfall with XP to Scrum, later adapting it to Scrumban. In 2021, we integrated with other product teams in the business unit and began following scaled agile (SAFe). I was a leader in this agile rollout and implementation, which united over 300 people across the world in Engineering, Documentation, and Product Management.
- **Technical Leadership:** Led the R&D teams through concept, design, development, quality processes, CI-CD automated integration and delivery, backlog prioritization, customer support, and field performance and reliability improvements. Developed internal standards and practices. Worked with managers in other organizations to solve collective problems.
- **Security Mindset:** Grew my teams through increasing industry demands for secure applications and secure development lifecycle practices. Introduced security scanning tools and the transitive 3rd party library tracking needed to meet increasing SBOM demands. Managed the teams through CVEs as they arrived, ensuring issues were mitigated or fixed without greatly impacting delivery commitments. Evaluated and communicated risks to stakeholders.
- **Broad Understanding of Technologies:** My teams and I worked with Java, Go, Python, ECMAScript, JSON, NodeJS, Electron, Jaspersoft, Maven, Jenkins, Docker, Angular and AngularJS, AWS (with POCs in GCP and Azure), eDirectory, Azure AD, SCIM, OAuth, keystores, configuration databases, PostgreSQL, Oracle, MSSQL, SQL, SQLite, DuckDB, Parquet, dbt, Jupyter Notebooks, Streamlit, reStructuredText, Apache Tomcat, Jetty, Docker, Kubernetes, Terraform, Gruntwork, Helm, Ansible, SOAP, REST, XML, Swagger, Subversion, Github, Selenium, Junit, BDD test case descriptions, enterprise applications (e.g., Salesforce, SAP, RACF, JDBC, ServiceNow, Google Apps), and much more.

PROFESSIONAL EXPERIENCE

OPENTEXT   HOOKSETT, NH
Software Engineering Director   *August 2000 – July 2024*

Managed software development teams developing enterprise products for the identity and access management (IAM) market. Promoted to Engineering Director in 2016. First promotion to engineering

manager in 2005 from role as quality architect. Managed the teams through several mergers (Micro Focus, HPE acquisition, Attachmate/NetIQ, Novell, Silverstream). Led the integration and migration of work from on-shore to on-and-off-shore models. Led documentation writers and supported technical training staff. Ensured high quality releases with follow-the-sun testing and automation. Worked closely with technical support teams to satisfy customers and Technical Sales engineers to drive successful POCs. Cared for people on my teams—coaching, setting goals, reviewing performance, clearing impediments, facilitating conflicts, growing skills, and developing careers. Supported managers leading teams and projects.

New Product: Identity Governance

- Crafted a set of user stories with Product Management, Engineering senior leadership, and architects. Defined the minimum viable product, pulled together developers, quality engineers, and technical writers to plan our 1.0 release. We executed the plan in sprints, validating what we were building with journey map walkthroughs and POCs along the way. We worked with Operations, Sales, and Marketing to prepare for release. We trained the field and brought the product to market in less than six months, from kickoff to general availability.

- Expanded and grew this J2EE web application product over 13 years to a global team of 55 engineers with an $8,000,000 a year salary run rate. Grew from no customers to over 800, including those in the finance, aerospace, education, government, and healthcare verticals.

- Led customers through product upgrades and migrations several times a year, ensuring no data or in-process transactions were lost. Ensured personally identifiable information (PII) and access information was secured and that upgrades could be rolled back in the event of a problem.

- Cultivated the product backlog—prioritizing customer feature requests, product roadmap features, architecture runway items, technical debt, 3rd party library currency, process improvements, and non-labor resource improvements. Forecasted engineering capacity and facilitated achievable work commitments.

SaaS Delivery of an On-Premise Product

- Led the introduction and adaptation of the Identity Governance and Administration (IGA) application for deployment to the cloud. Achieved the first in-house deployment in three months and provided monthly feature and hardening updates for the next six consecutive months, as the Cloud team grew out the new AWS environments and product-to-market processes. Rolled SaaS code changes into the on-premise releases to ensure feature parity for on- and off-cloud customers.

- Launched our new DevOps team, getting them the needed training in Gruntwork, Terraform, Kubernetes, Helm charts, and Docker containers needed. The team built out our new CI-CD pipelines, adapting agilely as process changes with the maturing Cloud Services organization evolved.

- Led the creation and roadmap implementation of a Kafka-based Cloud Bridge service that allowed high-throughput data transfer between the application in the cloud and systems running customer data centers.

- Led the creation of a routing and runtime capability for IGA written in Go that allowed the single-tenant Angular UI that shipped as a web archive (war file) with the on-premise releases to run multi-tenant from code in buckets on AWS S3.

- Ensured new customers were successful in migrating their data from off-cloud environments stored in a variety of enterprise databases to on-cloud environments based on Amazon Aurora PostgreSQL. Met with Support leadership to ensure reliability and performance SLOs were met. Shifted team members as necessary to resolve issues. Communicated any changes to team commitments to stakeholders.

EDUCATION & OTHER

NORTHCENTRAL UNIVERSITY *2016*

PhD in Business Administration, with a Specialization in Applied Computer Science

NEW HAMPSHIRE COLLEGE *1999*

M.S. in Computer Information Systems, Summa Cum Laude

OTHER EDUCATION: B.S. in Business Management from Granite State College, A.S. in Avionic Systems Technology from Community College of the Air Force, A.A. in Liberal Arts from Holyoke Community College, Sun Java Programmer certification, SAFe Practice Consultant course, SAFe Agilist certification, SAFe Scrum Master certification, SAFe Agile Product Manager certification, ISCET Electronic technician certification, FCC Amateur Extra Class Radio Operator License, FCC General Radiotelephone Operator License with Radar Endorsement, FAA Airframe and Powerplant Licenses, more

OTHER EMPLOYMENT: Delta Air Lines, Midway Air Lines, U.S. Air Force active duty

OTHER INTERESTS: walking, ambient music synthesizers, guitars, ham radio (AD1AO), lifelong learning