

# **“Scot” William C. McPherson**

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## **SYNOPSIS**

I am a Client Executive and Project/Program Manager with a core focus on results, customer relations and team culture development. I have more than 21 years of professional staff, resource, and asset management experience. My Background includes 18 years of technical service and management refined by 3 years in the fast paced Retail, Food and Beverage Industries giving me a well rounded approach to fast paced human relations, inventory and procurement systems. I work well in a project oriented environment and I bring a powerful logistics, planning and technical background along with real-time staff and customer relationship management skills.

During my tenure as a government contractor on the Rock Island Arsenal (RIA), I have managed the Data Center and IT/IM resources in excess of 6000+ workstations, 150+ servers and 7,000 network devices including rolling out network-wide operating system upgrades such as Windows XP, Vista and Windows 7. Additionally I lead projects spanning the entire CONUS U.S. Army including over 250,000 systems. I have supported the contract efforts providing services to Headquarters First U.S. Army/G6 (HQFA/G6), the Directorate of Information Management (DOIM), Network Enterprise Command (NEC), Tank and Armament Command Business Management Directorate (TACOM BMD), Edgewood Chemical and Biological Command (ECBC) and Joint Manufacturing and Technology Command (JMTC), and many others in various greater or lesser roles. I have a diverse background with technology and performing my roles as hands-on technician and engineer up to and including project/program management as well as multitasking as client executive and portfolio manager in our current point of presence doing business development.

I thrive as a leader who builds a culture of esprit de corps and “one team – one mission” and as one who applies his diverse background to ensure service delivery meets current and future mission needs. I thrive as a communicator with client leadership to ensure vision matches enterprise plans and ensure I am a driver of high quality deliverables.

## **Certifications:**

**(ISC)2:** CISSP: 329856

**PMI:** PMP: 1488693

**Microsoft:** MCP, MCSA: 3826739

**CompTIA:** A+, Network+, Linux+, Security+: 1005427257

**Government:** DoD 8570.1 Level 1, DoD 8570.1 Level 2, DoD 8570.1 Level 3, CIO G-6/NETCOM Information Assurance IA Technical Level 1, CIO G-6/NETCOM Information Assurance IA Technical Level 2, Army G3 Computer Security, Army Combat Readiness Composite Risk Assessment

## **Clearance:** U.S. Secret

## **Skill Summary:**

**OS:** Various Microsoft Windows and Unix/Linux operating systems

**Management Applications:** Active Directory and LDAP, SharePoint, SMS/WSUS/SCCM

**Development Environments:** BASH, VBScript, Powershell, C(Unix), C++(Unix) and C#

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**Roles:** Program Management, Project Management, Business Analysis, Data Center Management, Information Assurance, System Security Auditing, User Security Auditing, Development Support, Risk Assessment, Operating System Deployment, Operating System Tools Development, Tier 3 Diagnostic Technical Support

## **PROFESSIONAL HISTORY**

### **Client Executive/Program Manager**

8/2011 to Present

#### **ECCO Select/Headquarters First Army – Rock Island Arsenal, IL**

Began working with ECCO Select as the Client Executive and Program Manager to Headquarters First Army. Our first springboard project with this organization includes redeveloping HQFA applications used in troop management, mobilization and deployment under DISA/CoN/STIG compliance (Defense Information Systems Agency/Certificate of Networthiness/Security Technical Implementation Guides) in order to make legacy army applications legal for deployment within the US Army APC NIPRnet and SIPRnet networks moving into the Global Network Enterprise Construct (GNEC). I was and continue to develop the working culture of our team, providing team based leadership, and developing ITILv3 processes to be the foundation for the growing workforce gathering under our umbrella. As well as reporting directly to ECCO Select executive leadership, I answer directly to the G6 Commanding Officer and indirectly to the Commanding Lieutenant General. Concurrently with managing this suite of projects, my other primary focus is creating alliances with other organizations within the US Army CIO/G6 umbrella of activity (Information Technology and Information Security), and acting as the client executive helping shape new projects still in the idea phase and bringing these project needs into actionable work proposals and contract acquisitions. I currently am managing the growth of our current project contract to grow approximately 120% before the end of the first year, as well as working on three other immediate need contract acquisitions worth several million dollars per year for ongoing projects and national level technical and engineering support for other resident US Army Commands.

- Performed the business analysis of First U.S. Army applications that transitioned from Ft. Gillum, GA to Rock Island Arsenal, IL
- Developed Project Management Plan and subsidiary plans for redevelopment, registration and deployment of NIPRNET and SIPRNET applications and systems.
- Using AGILE methodology I lead the redevelopment all First U.S. Army Applications for CoN compliance and consolidation within the RIA APC ICAN Data Center.
- Verified compatibility with all desktop operating systems and web browsers in use.
- Directed the migration of First U.S. Army applications and systems into SharePoint as appropriate, based on the content and functional requirements of each system.
- Developed relationships and co-operative alignments with US Army command leaders
- Developed relationship and lines of communications for further growth opportunities at this point of presence.

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## **Program Manager/BRAC IM Coordinator**

11/2006 to 7/2011

### **QSS/Perot Systems Government Services/Dell Federal – Rock Island Arsenal, IL**

I started out on the US Army Enterprise Solutions Team, and ended my tenure as Program Manager in the roles of TACOM BRAC Information Management Coordinator, MICAS Development Facilitator, and acting Program Manager of the Detroit Arsenal TACOM ITES Contracts seated at the Rock Island Arsenal. I coordinated the realignment and consolidation of IT and IM resources of 22 directorates and offices from Rock Island Arsenal to Warren, MI. My team and I identified which functions, applications and systems need to be transitioned. I then facilitated their redevelopment and redeployment into their new environments; as well we launched and completed the Document Imaging Project which converted all paper records into legally validated digital master formats according to ARIMS regulation. For the MICAS Project, I have been facilitating communications between the branches of the US Armed Forces as well as between organizations within those branches which need to communicate with each other for successful completion of this application development and deployment project. On the Enterprise Solutions Team, my team and I worked with Department of the Army/ISEC to create an evolving baseline best practices standard of workstation security in “Not Secret, but For Official Use Only” NIPRnet environments that are deployed Army-wide on the APC Network. I developed the tools used by my team and other teams’ members to improve speed and quality of deliverable services. We developed tools with C# and VBScript used by internal team members to aide in asset management and active directory audit cycles. We developed and distributed software packages for image and live SMS/SCCM distribution and administered various SMS/SCCM deployment processes. We managed the IT/IM immigration processes for new tenant organizations. Managed the software and system Change and Revision Management process and reduced outstanding manual hands-on follow-up mitigations from approx. 120 machines to less than 10 machines each patch and audit cycle. Tier 3, final trouble ticket resolution support, my job in this capacity is literally to provide 100% successful resolution to escalated trouble tickets that are not resolvable at other levels, and/or if the vendor cannot provide meaningful support.

- Promoted to Program Manager/TACOM BRAC Information Management Coordinator
- Facilitator for the MICAS Development Team
- Acting Program Manager for the Detroit Arsenal ITES Contract Work Directives seated at Rock Island Arsenal
- Managed the initialization of the Document Imaging Project
- Planned and implemented the consolidation and transition of TACOM IT/IM Resources and Applications for BRAC into the Detroit Arsenal Data Center
- US Army Enterprise Solutions Team Leader
- Directly managed 6000+ workstations and 150+ servers
- Lead projects which encompassed all CONUS U.S. Army systems (estimated at 250,000+) as indirect reports.
- Developed the pilot baseline mitigation scripts used for the baseline DISA Gold STIG requirements for Windows XP, Vista and Windows 7

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- Rolled out the U.S. Army migration from Windows 2000 to Windows XP, then to Windows Vista and then again to Windows 7 in accordance with U.S. Army scheduling and regulation
  - Windows 7 migration is still underway across the US Army, and is expected to complete in October, 2012
- 100% Success Rate resolving trouble tickets as Tier 3 last attack.
- Resolved compatibility issues (and thus serious Army Manufacturing Workflow problems) with Ontrack DNC (CNC program management software) on reimaged WindowsXP workstations.
- Developed the tools used to perform CAC/PKI Enforcement and Local Admin Rights Audits
  - Reduced number of US Army systems not compliant with the CAC/PKI requirement by 70%
  - Reduced the number of known software and user accounts with Local Admin Rights requirements by 95%
- Project Leader of Daylight Savings Time date change for U.S. Army per the Energy Policy Act of 2005.
- Developed and Authored the Configuration Independent Disaster Recovery Plan for SMS/SCCM for U.S. Army.
- Developed the automatic vulnerability mitigation tools for the Outstanding IAVA list
  - Reduced the Outstanding IAVA list by 66% in the first report cycle
- Resolved SAP compatibility and vulnerability issues (caused by DISA STIG requirements) on the APC network and again during IE7 deployment.

### **Project Manager**

06/1999 to 11/2006

#### **Linux From Scratch – Open Source Project**

I was 1 of 4 directing members of the development and administration teams. My shared responsibilities within the organization included general system and security administration of the project's root servers. My direct primary responsibilities included Root Server Administration and Security, Project Management, System Development and Testing. Secondary responsibilities included the Administration of the INN Usenet servers and GNU Mailman mailing lists (which are the core media of project development and user/admin support), Instruction Book Authoring and Editing, and Package Management System Development.

- My team developed and maintained secure administration of project root servers, deployed secure methods of project mirror for global project distribution.
- We developed the first automated compilation and packaging system of a complete secured Linux system using bash
- Developed integrated GNOME-1.4 Packaging and Distribution

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- I improved Intel family architecture support for Unix systems by fixing and upstreaming GNU Coreutils machine and cpu detection schema to source project. This improved all Intel based UNIX systems on the planet.
- Developed and Implemented the RPM Package Management System for LFS
- Developed and maintained the INN Usenet/GNU Mailman networks and gateway deployment for development communications

### **Technology Support Manager**

06/1997 to 06/2002

#### **SPEEDCOM International – Sarasota, FL**

**Project Management, Technical Writing and Presentation:** Created and managed program for Training and Certification in Wireless Circuit and Wireless Packet Data Communications. Bootstrap training sessions included OSI Model Standard; Ethernet CSMA/CD and CA wired and wireless access methodology and theory; ATM Cell Structure; Channel and Virtual Circuit design and routing; Layers 2 and 3 basic network design, assessment and solution; Integration of Wave Wireless Networking products into new and existing networks; FCC Regulations and RF Safety; RF Feed-line Network Design (Basic Feed-line / Antenna Theory and RF Budget Analysis); and Professional Installation of Wave Wireless Networking Radio LAN/WAN Hardware and Hardware.

**Sales Development:** Developed technical relationships with prospect industry leads. Provided technical oversight throughout the Sales Development Cycle. Designed and oversaw enterprise class implementations of client network infrastructures.

**Network Design and Support:** Designed and deployed total solution client access networks, SANs, and Enterprise Network Systems, which included Wave Wireless network infrastructure solutions for a variety of clients including Inco Mining, Mobil Oil, Oregon State University, Micron, US Navy, Carnival Cruise Lines, and US Virgin Islands-Department of Education.

**Research and Development:** Tested and troubleshoot new wired and wireless Ethernet interface and protocol technologies, and platform technologies for consideration and integration within future product lines. Troubleshoot existing designs and presented appropriate resolutions. Developed initial Linux based management and driver platform for direct systems integration into existing communications infrastructure device lines.

- Developed the world's first RF Budget analysis software for digital spread spectrum signals
- Developed the world's first wireless Ethernet networking certification program
- Developed secure enterprise class solutions for government and commercial implementations
- Developed ISO-9000 (9001) framework and procedures for R&D, Manufacturing and Technical Support divisions for ISO 9000 certification.

### **Avionics Technician**

08/1995 to 01/1997

#### **U.S. Navy – NSA Memphis**

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- Top Secret Clearance.

## **EDUCATION**

**University of Miami** – Coral Gables, FL

Computer Science & Business Administration

**ISC(2)** – InfoSecurity Boot camp – Chicago, IL

**U.S. Army** - E-Learning Skillport – Rock Island Arsenal, IL

Project Management Body of Knowledge

**Naval Air Technical Training Center** – NSA Memphis

Navy Aviation Computing and Electronics

**Bennigan’s Tavern and Grill** – Sarasota, FL

General Manager Development Program

**CiCi’s University** – Orlando, FL

General Manager Certification

**Sears Holdings Corporation**– Rock Island, IL

Store Coach (a.k.a. General Manager) Training Graduate

Store Coach Boot Camp

**Boy Scouts of America** – Camp Loud Thunder, IL

Scoutmaster Leadership Training

Outdoor Leader Skills

## **EXECUTIVE CORE COMPETENCIES**

### **ECC1: Team Building and Leading People**

When I was hired as the Program Manager for ECCO Select on a contract supporting US Army HQ First Army G6 activities, I entered a program environment that was already in execution. Before Project Plans and Charters had been assembled, work had been executed on a number of interdependent activities. There was disagreement between contract team members, contract leadership, and stakeholders about what the expectations were for each deliverable and the final outcome of the program. Without halting execution, I started by meeting with the stakeholders (HQ First Army G6 leadership and government team members) to identify what the exact needs of the project were. Simultaneously, I had each contract team develop a report of recommendations to be submitted to the stakeholders and program sponsors. I then compared the scope of the program as awarded by the US Army Contracting Office, the expectations of the stakeholders and team recommendations and developed a suite of proposals that fit within the scope of the awarded contract. Once the proposal was selected and approved by the primary

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stakeholders and program sponsor, I developed a set of milestones that included direct interaction and activity validation between the contract team and their government team counterparts. Initially, because of the lack of leadership and cohesion, the contract team was going to be moved into conference rooms to prevent distractions caused by squabbling between entrenched teams and stakeholders as well as the need for the government to reassign and use the facilities initially given to the team to execute the program. I proposed that this action would create more division between the teams, and asked if the teams could be co-located in their own permanent accommodations which would improve morale and interaction between the team members by giving them a permanent home rather than temporary accommodations. I moved staff to appropriate functional areas based on their skills and their desired growth opportunities. The teams were given accommodations which facilitated communications between each contract team and government teams. This in addition to having a clear team based and team lead based organizational breakdown structure, set of goals, plans of actions and regularly achievable milestones and deliverables improved the sense of contribution, sense of team as well as morale and esprit de corps.

### **ECC2: Results Driven**

When I took over as Program Manager of the contract supporting HQ U.S. First Army G6 activities, the ability of the contract to deliver to stakeholder expectations was limited by the lack of team organization. There was significant disagreement about expectations and deliverables between stakeholder and contract team members and contract leadership. The first thing I did was gather a set of expectations from stakeholders and sponsors as well as recommendations from the contract team and compared them to the contract charter. From these resources, I developed a suite of proposals to be submitted to be presented to the stakeholders and program sponsors. Once the final proposal was approved, I developed a program scope as well as a work breakdown structure of activities assigned to teams that I realigned based on team member skill sets and desired growth opportunities. I created clear goals and achievable milestones for each deliverable, and we have been able to meet each service license agreement and high quality deliverable on time. The performance of the program enabled me to provide an audience to ECCO Select's top level executive management and business development team with the US Army Commanding General Officer and Deputy Commanding Generals where the Major General reported his satisfaction that we had exceeded their expectations and was excited about future partnerships. In addition because the results we have delivered consistently, he gave us recommendations for other partnership opportunities within the U.S. Army and Department of Defense.

### **ECC3: Developing Alliances and Coalitions**

A large Department of Defense organization (TACOM) had been working on a Base Realignment and Closure (BRAC). 22 Directorates, Offices and Departments were ordered by the Department of the Army to move their operations and assets to the Detroit Arsenal and vacate the Rock Island Arsenal Facilities. The directors and officers of the command had little confidence in the BRAC actually occurring, and therefore for the previous 3 years had no buy-in for the project and no execution of BRAC. Government functional talent was slowly dwindling as the final BRAC date was approaching since many individuals were electing to retire rather than relocate. Having worked with Perot Systems and Dell Federal Systems as team leader and project manager for army wide projects, I knew I had the technical, communications and management background needed to motivate and organize this very large command to relocate its operations and services to the new location within the already too short time frame. The



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TACOM Business Management Directorate pulled me in to get the fire started and to plan and execute the entire BRAC operation within the final 3 years.

The organization was weak-matrix from a project management point of view, and therefore I had no actual direct authority over the directors and commanders of the organization. I had to rely on developing relationships with these individuals and developing alliances within the offices to garner buy-in from the diverse command leadership. I brought with me my past performance and the stakeholder confidence that brings, and so I was able to go to the leaders with whom I had previous relationships and get their early buy-in based on their knowledge and confidence in my ability to help them plan and execute the BRAC project for their offices.

I then was able to leverage the early buy-in, to develop confidence in other reluctant stakeholder organizations, further increasing the quantity and quality of project buy-in. I continued along this course of leveraging participating stakeholder until all stakeholders had the appropriate level of buy-in to execute the BRAC successfully. If the reluctant stakeholders had not bought into the project within an adequate time-frame, the organizations would have lost most of their functional talent and therefore lost their ability to BRAC. The alliances I developed enabled us to carry the stakeholders through the BRAC process from planning to execution, monitoring and finally closing each project after assets and functions had been successfully migrated and operating at their new command location. All offices were moved with 100% success, and all functions are operating well within normal parameters in their new facilities at the Detroit Arsenal.