**G. MICHAEL RAJAN**

**(SAFe 5 Agilist, CSM, Diploma in Psychotherapy)**

**OvERview**

* Over 20 Years of experience in IT, of which ten years as Project Manager (Techno-Functional) in Waterfall model and more than 6 Years as SCRUM Master / Delivery Lead and Delivery Manager (Agile Methodology) in Financial and Banking sector and Product development in engineering sector.
* Expert in Waterfall SDLC and Agile Development Methodologies and delivery.
* Adept in Digital Mobile Banking Applications, Desktop and Internet Applications and have an extensive knowledge of Product developments, maintenance, and re-engineering of software applications.
* Experienced Application and Project Management professional with expertise in managing and successful implementation of large-scale projects involving multiple interfacing applications across different countries.
* Good Experience in Evaluation of Projects from different departments across the organization based on *Legal and Compliance, Regulatory requirements, Audit and Security requirements and Automation of Projects / functions* and propose appropriate solution for the technical implementation.
* Expertise in Financial and Banking Services (Corporate Banking, Core Banking, Cash management, Payments and Cheques processing domain (payments, collections, interest calculation, cheque clearing, signature verification, automated clearing house, CTS, SWIFT, Anti-Money Laundering, eKYC, Regulatory Reporting, Statements & Receipts – Transaction mapping, Virtual Cards and Wallets and Issuance of withholding tax certificates etc.).
* Expert in managing resources optimally using skill matrix mapping and maintaining a healthy environment through healthy and organization focused interactions
* Having good hands on experience in handling as low as 3members team to maximum of 45 members in multiple teams and other cross functional teams who are subsystem stakeholders for number of projects and product delivery with different technology profile for an optimal delivery
* Preparing a presentation for Executive Steering committee on the Project Progress on a regular interval set by the Organization for global deliveries.
* Expertise in facilitating and managing stakeholders across different divisions such as Legal and Compliance, Security, IT Risk, Business domain users and support users and technology operations
* Experience in information security and technical risks assessment and resolution on running Projects
* Involved in preparing and presenting Agile Project Governance with relevant artifacts in the Organization for better Internal and External Audit processes.
* Expertise in Analyzing and Preparing a capacity planning for Development, SIT and UAT environments and Implement them in phases and manage them for parallel and concurrent deliveries of different projects/applications
* I am highly motivated individual with a positive attitude with a thought that “Every day is a gift, to live and lead a happy life and letting others live too in the same way”.

**My Agile Transformation Journey in different Organization:**

**Pain points in Agile Transformation / Implementation:**

Information Technology struggles to cooperate with Business Stake holders in the Organization due to various internal issues Vice versa

Lack of Transparency in the organization, leads to the failure of Agile transformation.

Environment / Platform – instability and non-scalable leads to the failure of Agile transformation

Lack of understanding and implementation of Estimation Scale across the program and fail to make the business understand leads to the misunderstanding or relationship with Business in Agile Transformation

Non-cooperation and Lack of responsibility from the different stakeholders such as business, Risk and Security, Legal and Compliance leads to the failure of Agile transformation. Again, these situations were changed by putting the right people along the way. But It costed a lot for the organization in maintain morale of the technical teams and attrition of team members and so on.

**Positive aspects of Agile Transformation Journey:**

Coaching the technology teams for Agile transformation journey with Awareness program such as team alliance (Understanding the team members such as Introvert/Extrovert and how team wants to work together accepting everyone’s strength for a common objective and which they want to grow in by using a competency matrix and so on…) produced a good results of optimal delivery within the scheduled time line.

Implementation of SAFe in a portfolio level coordinated through external consultant was good by defining the responsibilities with dedicated Product Management team and ART (Agile Release Train) and Lean-Agile leadership pave the way for a good result on every cycle.

Brought down Sprint cycle to 2-weeks across the program with facts and figure of information radiators across the working area (e.g. Team Progress on the TV display from JIRA)

Agile transformation in Technology is easy by implementing proper Processes for Team agreed Estimation Scale with proper justification, Continuous improvement of Architecture and Solutioning, Ensuring the Acceptance Criteria is available for Sprint Planning and Defect Management workflow and Reporting through Information radiators such as JIRA (Backlog, Information Dashboards and Velocity Charts, Burnup/Burndown charts and so on so forth) and Confluence (Customer Journey Narratives, Navigations and Acceptance Criteria with UI/UX Guide lines and easy tracking of Changes in the Existing functionalities)

Introduced CI/CD Practices with DevOps implementation (CI/CD Pipelines for every stream) to support timely delivery and testing and deployment in production (Sandbox, Staging and Demo)

Combined session for Business Managers, POs, BAs and UI/UX for backlog harmonization, and explaining the Roles and responsibilities of each role helped a lot to collaborate better on the product evolution and understanding. One on one coaching was also given to POs and BAs as and when required. It was quite effective and fruitful in product development.

Implemented Scrum of Scrum (SoS) for multiple teams in a program and helped the Scrum masters to align on the committed schedule and raise cross team impediments for resolution.

Conducted Quarterly revision of Agile adoption matrix from all the teams and run a combined retrospective for each cycle(every PI-Program increment completion – 4 Sprints)

Training Business managers were optimally yield the results. But not very effective due to the part time engagement in the product development and other internal issues in the organization.

Deliveries were well planned for every 4-Sprints for system Demo and to move on to production.

Capacity Planning was given to the management (Business and Technology) based on the estimation scale agreed and both the stake holders and delivered optimally. Refer **Last Page** for sample **Sprint Capacity Forecast** in Agile Delivery Planning.

**Tools used for distributed teams’ collaboration**

Klaxoon and miro were used for retrospective remote team engagement during discussions. Screen Sharing, Sprint review are conducted through WebEx and Microsoft teams. Relevant Network access and adaptors were in place before hand. This helped the PO, BA and Technology to collaborate well.

For non-sensitive information sharing, doodle for non-sensitive information.

**Conflict management**:

It’s part of the journey in Agile transformation and. In any delivery methodology as people come from different environment and. Cultural backgrounds and want to put their view in place always. But by promoting transparency and mutual respect among the teams and IT leaders and “Go and See” sessions with IT management once in 2-weeks and enforcing that there is one common objective everyone is working for, lesson the conflict across the program.

One of the crucial Conflict was on Production Support teams and Development teams. It was well handled by giving them autonomy to come out with a schedule on rotation basis, resolved the issue smoothly. Other conflicts were handled gracefully depending on the issues and situations.

Agile Methodology never failed. But People failed in implementing the methodology. Every mistake is not a failure in agile, but it’s a new lesson for improvement.

**Technologies used during different Projects:**

Java, Spring boot, TIBCO, micro services using Java and Golang, Android Native, iOS Native, Angular, Golang, Elastic search, flink, Kafka, CEP Rules (Complex Event Processing), Elastic Search, Minio (S3), Azure APIs, Data Science, Data Analytics for Heat Maps.

**Professional Experience**

**Manager – Agile Delivery (Scrum Master) –** **THALES Solutions – Sep-2019 to Till Date**

* Working on an Innovative projects that governs Smart cities and help various organizations to manage different problems of humanity

Roles and Responsibilities:

* Facilitate to define Problem and Scope Definition: - • Work with business team to fully estimate scope and plan project accordingly with multiple cycles
* Facilitate workshop to form Customer Journey and Story Mapping
* Build a communication matrix for resolution and guidance.
* Help Business / PO to build a healthy Product Backlog for multiple iterations with data analytics requirements in place for every feature for better UI/UX implementation
* Coach the teams to form a relative estimation scale and get the agreement from Business by translating the story points into understanding in terms of man-days for better collaboration
* Coach both business and Scrum teams for Defect management strategies and resolution in Agile.
* Guide and coach teams for best Agile Practices using Scaled Agile Framework
* Ensure that the Security and Technical Debts are taken care continuously in every iteration
* Ensure CI / CD practices are continuously improving

**Manager-Consulting in Cognizant Solutions (Client BNP Paribas- Wealth Management, Singapore (Program Manager – Agile methodology) from May 2017 – Aug-2019)**

* Working on Digital transformation using agile methodology. Training POs, BAs, SCRUM Teams and all other stakeholders for Agile awareness, understanding, and implementation of agile principle in real-time in Wealth Management Platform
* Defining Processes and standards for agile teams for Collaborative approach to achieve the product success. Helped in forming Agile Project Governance and artifacts in the organization
* Help teams to optimize the usage of Tools and techniques to manage Product Backlogs, Backlog Harmonization and Sprint Planning and Deliverables.
* Coaching the Business team and BAs to prepare a comprehensive Narrative for Customer Journey with Acceptance criteria in confluence. Which in turn helps anyone at any time to refer and Continue on the Project with new / existing team member(s)
* Inducing human touch in practicing Agile by accepting everyone as they are and helping them to be aware of their own capabilities and strengths to deliver optimally in the workplace
* Responsible to deliver mobile and Web applications for different sites across the globe in Wealth Management Platform with Data Analytics for every feature
* Having an experience in collaborating with UI/UX team along with functional teams for an optimal release of the product to the customers

**Optimum Solutions Pte Ltd, Client DBS, Singapore**

**Senior Scrum Master & Delivery Lead** **Aug** **2014 – Apr 2017**

**Managing delivery of DBS innovative** [**digital banking**](https://www.dbs.com/digibank/in/index.html) **project (for India & Indonesia)**

Responsibilities:

* Managing delivery from geographically distributed Cross-functional teams (Scrum Masters, Delivery Leads, BA's, SMEs) that are under-going aggressive sprint cycles.
* Ensure stable environment for SIT and UAT for subsystems involved in the Application Lifecycle
* Advocate agile principles – Scrum across the business and technology
* Capacity planning for the ongoing new release and maintenance releases
* Facilitate QSW (Quick Start Workshops) to identify the requirements and guide the POs/business team to prepare End to End Customer Journey flow based on the requirements
* Update RAIDD (Risks, Assumptions, Issues, Dependencies, and Decisions) and Publish to all stakeholders
* Ensure Scrum ceremonies are followed religiously and coach the teams to time box all meetings
* Working with Product owners on backlog grooming, burn down metrics, velocity and sizing the user stories as appropriate to the sprint duration and the available capacity
* Instrumental in defining the Sprint cycle. Reduced sprint cycle from 4 weeks to 2 weeks to increase the productivity
* Continuously seeking improvements in agile and Scrum process
* Handle customer escalations and perform root cause analysis with scrum team and quality assurance team.

# Mizuho Bank Ltd., Singapore as a Tech Lead & Project Manager Jun’2002 – Sep’2013

As a Project Manager, I played various roles in the organization and handled multiple projects and delivered them within the budget most of the time at the agreed timeline. Along the way, a lot of lessons learned in the development life cycle and deliveries and all of them were documented for future reference in the organization and also improved the process and approaches in the subsequent projects that were handled. Pro-active measures were taken to mitigate the risks for optimal delivery. Projects were prioritized based on Regulatory, Security, Legal and Compliance, AML and fulfilling Audit gaps and Cost saving functionality Automation.

Roles and Responsibilities:

* Project Evaluation for Prioritization based on Legal and Compliance, Regulatory, Security and Audit and Automation of Projects / Functions from different depts. and propose solutions for technical implementation
* Presentation to all stakeholders (Business and Technology) for confirmation and Project Initiation.
* Project and Skill Assessment Mapping for Budget forecasting and Approval from Head Office.
* Capacity Planning and presentation to the Management for the year.
* Review Test Plan and Approve for different Projects
* Initiate Procurement of hardware for new Projects and capacity planning for Infrastructure (SIT/UAT and PROD).
* Ensure Change Management and Incident Management is adhered to the Organizational SOP
* Evaluation and Assessment of Tools and obtain approval from the Management.
* System Inventory Management (Preparation and update dependencies upon every Project completion and made it available to IT, IT Risk & Security and Operation Departments).
* Project Planning, Monitoring, Execution and Deployment of various projects and Post implementation support.
* Risk Registration and continuous monitoring and mitigation throughout the life cycle of the Project.
* Plan for Enhancements on the completed projects based on Regulatory and organizational needs.

**Additional Roles taken in Mizuho Bank are**

**Applications Migration to New Servers with OS upgrade**

**Project Manager**: Migrated more than 60 over Applications, performing a test in UAT Environment and roll them out into the Production segment in phases. Responsible to identify end to end dependency and migrate them smoothly without major impact to BAU

**Applications Migration to Data Center**

**Project Manager**: Performing data center and server consolidation workload planning, migration, and implementation projects for EUC systems and Coordinating for Performance testing and roll-out applications in phases

**DRP Rehearsal**

**Coordinator** - Responsibilities: DRP Rehearsal Planning, Assessment, Business impact analysis, Briefing, Execution and Post rehearsal reviews and Reporting to the BCP Management Committee

SIGNIFICANT ACHIEVEMENTS AND ACCOMPLISHMENTS

|  |  |
| --- | --- |
| Major releases (including Mobile Application) and Desktop Applications and 50**+**maintenance releases in Agile and Waterfall Methodology. | **Project Manager** |
| Got the Best Performance award for a Business Process Improvement for GIRO and EUC Application implementation for a successful deployment in Thailand | **Technical Lead / PM** |
| Got the Best Performance award for a Business Process Improvement for making straight-through process for all incoming funds (MT103 & MT202) through SWIFT | **Technical Lead** |

# Academic Record

| Course | University / Institution | Year of Passing |
| --- | --- | --- |
| Diploma in Psychotherapy | Positive Psychology Center, Singapore. | Apr’12 |
| MCA (Master of Computer Application) | Annamalai University Extn. Singapore | Apr’09 |
| MA., Public Administration | Madurai Kamaraj University  Madurai, India | Apr’94 |
| B.Sc. | PalayamKottai, Madurai Kamaraj University, Madurai, India | Apr’92 |

**Trainings Attended**

|  |  |  |
| --- | --- | --- |
| Training Attended | Institution | Year |
| Security Awareness on Soft token Implementation in Mobile App | DBS | Sep’16 |
| Hadoop Training (Pig, Hive, Sqoop, Flume, and MapReduce) |  | Aug’16 |
| Course Completed in Data warehouse Design and Implementation Strategies | ISS – National University of Singapore | Mar’07 |

**Professional Certifications**

|  |  |  |
| --- | --- | --- |
| Course | Institution | Year |
| Certified SAFe 5 Agilist | Scaled Agile Inc | May-2020 |
| CSM (Certified Scrum Master) | Scrum.Org | Nov’13 |
| CSM (Certified Scrum Master) | Scrum Alliance | Aug’14 |
| Diploma in Psychotherapy | Positive Psychology Center | Apr’12 |

**Sprint Capacity Forecast**

**Forecast based on the Agreed story points Vs man days**

**Assumption:**

* Sprint has 10 Working days (2-weeks)
* **sp – Story Points; d – man days**

**Regular Activities in a Sprint:**

* Daily Standup - Each Standup takes 15 to 20 min for 9days and we will not have the daily standup on the demo day. (3-hours)
* Backlog Grooming - Once in a week. 1-hour per week for 2-weeks sprint (2-hours)
* Sprint Planning takes up 1-2 hours in a sprint (2-hours)
* Sprint Review takes up to 30 to 45min including Q&A (45min)
* Sprint Retrospective takes up to 45min (45min)
* Adhoc meetings 1-2hours (2-hours)
* Support for system team and deployment activities – 3-hours
* Support, Analysis and fix on any Application defects – 2 hours minimum

**20%** of time goes in Agile Ceremonies and support activities. This will vary depends on the number of defects or changes raised during the sprint. (2-Days)

* 8 Story points = 3-man days. So, each person in the team can burn ***21-Story points*** in a sprint approximately. *Holidays and Leaves are not included / considered in this capacity planning. This 3-man days effort can be reduced to 2.5-man days as the team understand the domain and becoming self organized and collaborative.*
* **Ex:** 8- Development days [Story Points 8sp+8sp+(8sp/3d=2.66spx2d) = **21.32**]
* **\*Note:** The Capacity will vary depending on the number of people engaged in Production support / on leave / public holiday during the Sprint cycle.