

CAREER HIGHLIGHTS

Pioneered High-Value Technical Partnership at All Global Vanguard Trade Floors

Trade floor personnel relied on highly complex tools to make informed investing decisions and often faced tight deadlines to advise clients and approve transactions. Full-stack teams took months to design and deliver tools, causing frustration and missed investment opportunities.

Founded a new support role (desk developer) to offer real-time solution development to bond trade desks, putting value into traders' and clients' hands in a matter of hours. The new relationship was instantly successful and soon replicated by other trade floors in the U.S., UK, and Australian offices.

Built All-New Technical Support Organization in 12 Months

During a one-year assignment to build out a London-based production support organization to work collaboratively with Vanguard's UK trade floor, hired eight employees for three teams (run org, investment operations, and desk development).

The new team quickly pioneered new procedures, designed custom solutions, and strengthened the technology stack. Value-adding changes were swiftly adopted by U.S. and Australia trade floors. Hired own replacement to lead the new team and maintain forward momentum.

All employees hired during this time were still employed by Vanguard at time of exit in 2022; two hires were promoted to leadership roles.

ENGINEERING & IT DELIVERY MANAGER with 20+ years of success as a well-rounded technical leader and player/coach in a highly regulated and frequently changing industry. Passionate about developing people into top performers, attracting and retaining the best talent, strengthening bonds between teams and offices, and influencing excellence through others' contributions.

- Delivers value with close attention to both immediate and long-term client needs
- Highly skilled at cross-functional facilitation, effective organizational design, and aligning complex service delivery with client, regulatory, and IT needs
- Consistent record of developing direct reports to achieve promotions

PROFESSIONAL EXPERIENCE

CAREER SABBATICAL, 10/2022 to 02/2023

Accompanied spouse to Belo Horizonte, Brazil, while she conducted research under a Fulbright award. Assisted in design and execution of research instruments. Automated data gathering for five researchers. Attended lectures conducted in Portuguese.

THE VANGUARD GROUP, INC., Multiple Global Offices

Advanced to progressively more influential technical leadership roles within the global investment and financial systems group, which supports internal trade floors with every aspect of technology in their production environment. The Vanguard Group is one of the largest registered investment advisory firms in the world, with \$7.2T USD assets under management as of 2022.

IT Delivery Manager, Desk Development, Malvern, PA, 12/2018 to 09/2022

- Managed the work of 11 application engineers across three global locations
- Led a team supporting multiple trade floors, comprising 240+ trade personnel; trading is the core business and this team was deemed critical to trading success

Standardized, modernized, and accelerated virtually all aspects of development work:

- Evolved and matured the desk development team to provide an escalated level of support to the trade floors through enablement, modernization, and acceleration initiatives—these changes vastly improved client productivity and accuracy
- Collaborated with counterparts in London and Melbourne offices to align and standardize technical efforts, providing clients with global consistency and reducing costs by eliminating duplicate development efforts, freeing development resources
- Spearheaded migration from legacy coding techniques to embrace Python and AWS
- Hosted a monthly prioritization forum with global value stream owners and portfolio managers; encouraged each participant to share insights for prioritization
- Created a dashboard for application inventory and tracking full-stack team adoption of desk development applications; resulted in IT leadership placing focus on highest-value software changes; desk development continued bringing new value
- Established a project prioritization board and regular meeting cadence with product owners so developers could organize the queue and accurately size backlog items
- Implemented clear feedback loops and weekly touchpoints that connect internal clients, business stakeholders, technical leaders, and developers

Additional leadership achievements:

- Constructed the investment analytics solutions center (four hotel seats) in an unused space near the U.S. equity trade floor; the IASC answered client questions, facilitated training, and provided solutions (e.g., machine learning, Python scripts, and AWS)
- Facilitated 12 training sessions on [CFA Investment Foundations](#) certification for technical personnel; 20+ participants attained certification, increasing their effectiveness and readiness for advancement through greater business acumen
- Resolved a time-sensitive issue escalated by the CEO over a holiday break: verified, reviewed, secured, and deployed the necessary client-written code to fix

CAREER HIGHLIGHTS, cont.

Retrofitted Temporary Workspace During Office Renovation

In March 2022, equity trade teams returned to the office after working remotely during the pandemic. The IT delivery team temporary office lacked sufficient furniture and equipment.

Located extra tables and chairs, then leveraged relationship with the hardware team to install monitors and docking stations in an area easily accessible to the trade floor. Completed the task in just two days, delighting clients and IT leadership well ahead of anticipated completion.

STRENGTHS & SKILLS

Leading International Teams of Talented Engineers

Process Design, Continuous Improvement, & Process Automation for Efficiency

Attracting & Growing Talent

Client Engagement & Relationship-Building

Innovating Ways to Accelerate Delivery, Reduce Spending, & Enhance Customer Experience

Leading Application Configuration, Enhancement, & Transformation

Vulnerability & Risk Management

Management of End-to-End Software Development Lifecycle (SDLC) in Agile Environment

Enterprise Change Management

Scrum & Kanban Methodologies

Cloud Computing Ecosystems

Data Centers & Data Governance

Cybersecurity, Information Security, & Disaster Recovery

Hardware & Software Architecture

PROFESSIONAL EXPERIENCE, cont.

THE VANGUARD GROUP, INC., cont.

IT Project Team Manager, London, England, UK, 01/2018 to 12/2018

- Built out the London-based trade floor production support team; eight external hires
- Engaged with client leadership in real time during production outages; coordinated response of the local team and reported to global counterparts
- Mentored four U.S. ex-pat developers to enhance their effectiveness in foreign office
- Significantly improved client satisfaction by 50% as measured by client feedback
- Decreased production incidents by 40%; in addition, decreased downtime costs and increased client respect for IT teams, which improved internal working relationships

IT Project Manager, Malvern, PA, 01/2015 to 01/2018

- Led desk development's shift from separate Kanban boards to a global Agile board: gave global leadership visibility into completed work, which offered insight into gaps in larger system functionality and allowed for global reporting to clients and IT leadership
- Primary liaison for updates, upgrades, and post-certification testing for the global fixed-income trading platform (Blackrock Aladdin) and terminal software and on-site servers (Bloomberg); ensured ongoing health and availability of platforms that were critical to the enterprise via effective vendor relationships
- Served as the voice of the client during design, testing, and implementation of internal trade floors, including hardware selection and configuration for trader workstations deployed globally; maintained client-centered focus with cooperating teams to optimize trade floor resiliency, minimizing ongoing costs

Senior Software Developer, Malvern, PA, 12/1996 to 12/2014

- Initiated the movement to give IT a physical presence on the fixed-income and equity trading floors, working with traders and portfolio managers to deliver analytic applications at speed—this model was expanded across the U.S., EU, and Australia
- Traveled to offices in Belgium, London, and Arizona to set up new trade floors
- Coded trading, analysis, and processing applications; mentored junior developers
- Hired as intermediate developer, then promoted in Jan. 2001

CERTIFICATION

Professional Scrum Master I (PSM I)

Scrum.org, 2021

EDUCATION

Master of Technology Management (MTM) in Software Engineering

Villanova University, Villanova, PA

Bachelor of Business Administration (BBA) in Computer Science, Minor in Software Development, *summa cum laude*

Ursinus College, Collegeville, PA

ENDORSEMENTS

"Your crew loves working for you. ... Developing others seems to be your passion, and your crew have commented to me on how well you interact with them, mentor them, and give them the space to grow. They also like the upskill direction that you have set. Each of them enrolled in something to better their acumen, whether it be investment foundations or solutions architect. With one of your recent hires, I asked what attracted them to desk development. The answer was, 'I want to work with Andy Miller. He is a great leader and coach.'"

— Senior Manager at The Vanguard Group (Direct Supervisor Performance Review, 2020)