Ronald C. Smith, SP

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SENIOR PROJECT MANAGER

Full Life Cycle Project Management for Mission-Critical Information Systems Development—Customer-Facing & Internal

Software Development Life Cycle (SDLC) Project Management • Project Planning & Financial Tracking • Requirements Analysis Requirements Management • Resource Allocation • Customer Interface & Expectations Management • Team Building & Leadership Strategic Planning • System Upgrades & Migrations • Contractor Selection & Management • Crisis Management • Fixed Price Contracts

Well-Versed in CMM, Iterative, Spiral, Agile, & Waterfall Software Development Models & Process Frameworks. Certified SAFe® 4 Practitioner

Senior Project Manager with proven success managing global, multi-site internal/contractor teams from initiation and development of project plans through project close-out. Consistently build and lead world-class teams in delivery of large-scale, mission critical projects for major internal and external customers, timely and within or under budget. Expertly manage resources and ensure effective issue tracking, resolution, and escalation. Collaborate well with top business and IT management on technical and strategic issues to ensure desired results, drilling down to core problems and gaining team and management buy-in for solutions.

➢ As Senior Project Manager contracted to IBM GSS Custom Digital Solutions, managed $3/4M+ project portfolio and global teams of up to 35 in Agile efforts delivering business process transformation systems.

➢ As Director of Application Development for financial information services giant, led team in delivery of four mission-critical projects, and brought structure to requirements planning, development, and contracting processes

➢ As Project Manager for $50 million IT contractor, directed activities of up to 25 professional staff in completion of multiple, complex system development projects.

➢ As Project Manager, played instrumental role in formalization of process, quality improvement, and software development life cycle methodologies for IT firm featured on *Washington Technology's* "Fast 50" list.

PROFESSIONAL EXPERIENCE

RON SMITH CONSULTING, Gastonia, NC   April 2018 – Present
Application development, full life cycle, and SDLC project management consulting.

Client: Creative Keystrokes Executive Resume Service – Consulted in selection of new user-friendly platform for website whose owner wanted to be able to self-manage site once developed. Evaluated/selected web design and SEO specialist, and supervised redesign/SEO effort.

IBM GSS CUSTOM DIGITAL SOLUTIONS, Charlotte, North Carolina
***contracted through* INFINITE COMPUTER SOLUTIONS LTD**   February 2012 – April 2018
IBM GSS Custom Digital Solutions arms its global business partners to embrace cloud, mobile, and data analytics technologies.

Senior Project Manager
In a matrixed environment, managed portfolio of up to four simultaneous projects with individual multi-year budgets of up to $644,000 and annual multi-project budgets of up to $841,000 on behalf of IBM GSS Custom Digital Solutions internal/external enterprise customers. Directed Technical and Development leads in preparing initial scope of work, DOU (Document of Understanding), solution proposal, work breakdown structures, project plan, staffing plan, cost sizing, project schedule, high/low level design and architecture review documents, and user requirements. Conducted weekly project status reviews with business clients. Conducted regular Agile team meetings to identify issues and assess progress.

Effectively managed international IBM and contractor teams dispersed throughout U.S., Brazil, Romania, India, Mexico, and China in taking projects through successful delivery to customer requirements and satisfaction. Selected project sampling:

► **SCCP - Service Center for Cisco Products:** Took over project in June 2015, managing matrixed team of up to 15 based in U.S., Romania, China, and India. Project delivers global portal for Cisco customers to enter service requests/create and view cases for products under warranty through Cisco, IBM, and other. Project included migration of Production application and DB to new hosting platform.

► **Sales Center for Transformation Gold Standard Tool (SCT Gold Standard)**: Managed 3-year project from inception to sunset, leading matrixed team of up to 15 in U.S. and India. Tool adopted worldwide enabled sales team access in 1-2 clicks to current sales process, gold standard, tools used, and digital/social selling capabilities. Provided IBM Sales Center Delivery Excellence team with integrated solution for sales process management, and standardized model for organizing/sharing key elements of sales role across all lines of business. Project migrated from Flex UI to DOJO UI tool.

► **Sales Center for Transformation Gold Standard Reports Automation**: Led team of up to 10 in U.S. and India in 2.5-year project that automated intensive manual reporting process worldwide. System loads data from various systems into staging database, eliminating need for most manual intervention to produce custom progress reports for users.

► **SMS RMD - Sales Management Support Resource Management Dashboard**: Managed up to 18 in US, India, Romania, and Philippines through project's first 3 years to consolidate all SMS resources in single database. Enables analysis and queries, support budget/resource team planning and tracking, automate HR system data import, and centralize all resource information in central repository, while leveraging functionality of existing dashboard application.

► **WSE Web Analytics**: Using Agile, managed team of up to 10 in project to automate/optimize reporting process and enhance report data presentation via consolidation/organization in central repository. Uses ETL jobs to extract spreadsheet data and allows users to perform data analysis using dashboard and series of reports built using Cognos and Java.

RON SMITH CONSULTING, Gastonia, NC
April 2011 – January 2012

Application development, full life cycle, and SDLC project management consulting.

DEB USA, INC., Stanley, North Carolina
April 2005 – March 2011

Manufacturer of soap and skin care products for industrial and commercial use, member of DEB Global family of companies.

IT Manager (IT Operations & Project Management)

Managed full spectrum of IT functions spanning IT infrastructure, operations, and project management, including managing purchasing, configuration, installation, and repair of desk and laptop PCs, peripherals, and consumables, email and enterprise resource management systems, periodic management reporting, troubleshooting/and resolution of software, hardware, and network issues, and user training/support. Ensured reliable operation of 35+ workstation Windows Enterprise Server network. Coordinated all issues, policies, and solutions with UK parent.

CREATIVE KEYSTROKES WEB DESIGN SERVICE, Gastonia, North Carolina
May 2003 – April 2005

Senior Consultant | Principal & Project Manager

Founded/managed full-service web design firm providing consultation/advisory, web development, and keyword/search engine optimization services. Market focus was on creating web presence for small businesses, entrepreneurs, and non-profits. Executed multiple client engagements spanning website redesign and turnkey site development.

MERGENT, INC., Charlotte, North Carolina
September 2000 – May 2003

Leading international provider of financial information regarding stocks, bonds, and corporations and issuing government entities.

Director, Applications Development

Recruited to revitalize department experiencing low morale and serious slippage in mission-critical project schedules. Directed multinational team of 11 plus various domestic/overseas contractors in project management of multiple, concurrent, large-scale project efforts.

Executed rapid turnaround enabling fast-track delivery of five successful major projects in 2.5 years, including company's fastest-growing product with $1 million in first-year sales and state-of-the-art online product that eclipsed competition:

Projects & Products Delivered:

► Jump-started two key projects, doubling staff productivity and taking major step toward corporate data mart. Radical redesign migrated from SQL Server to Oracle and created relational, normalized database.

- ► Orchestrated fast-track (3-month) delivery of system providing custom data feed for major commercial lender.
- ► Led internal team and selected/managed contractor in delivery of two major customer-facing systems. These core web-based Mergent tools marked introduction of XML, SOAP, and multi-tiered database concept. Optimized code to accomplish massive database update in *under 4 hours versus original 30-day test-based estimate*.
- ► Leapfrogged competition with legacy site replacement providing Web access to most accurate and comprehensive global company database in market. Replicated in data centers in U.S. and abroad for load balancing/redundancy.

Infrastructure & Process Improvement | Team Building:
- ► Worked closely with CIO to prioritize work backlog, and mentored staff in work breakdown/estimation methods.
- ► Project managed development of SEI CMM-based corporate Software Development Methodology to phase 3 of 5.
- ► Established fixed-price-contracting procedures with release of funds tied to checkpoints and deliverables.

GEICO CORPORATION, Chevy Chase, Maryland   August 1999 – September 2000

Wholly owned subsidiary of Warren Buffett's Berkshire Hathaway, provider of property and casualty insurance.

Section Manager, Programming & Analysis

Led staff of 10 including two Task Leads in development of core system processes, mainframe components of multi-tier, mission-critical automobile insurance policy system interfacing with PC service applications. Based on OTS software, event driven system handles 10 million policies nationwide and daily transaction volumes up to 50,000.

Turned around effort troubled by major design challenges and significant personnel problems:

- ► Customized, tested, and implemented six major base system components and four major enhancements in first year.
- ► Cross-trained staff to drive timely completion of major system component despite substantial under-staffing at critical junctures in project. Boosted flagging morale through emphasis on coaching and public recognition for achievement.

SETA CORPORATION, McLean, Virginia   October 1991 – July 1999

Senior Project Manager | Senior Software Engineer

Recruited as Software Engineer, advanced to lead multiple concurrent projects and development teams of 20+. Managed projects for full SDLC life cycle, from proposal development through implementation. Developed in-depth expertise in fixed-price-task management, cost/benefit analysis, estimating, and contractor management.

- ►**General Services Administration**: Managed 15 developers/8 support staff in re-engineering major mainframe Oracle real property management system into GUI client/server Oracle environment, using Designer 2000 and Developer 2000.
- ►**FDIC**: Managed team of 16-22 supporting 20+ applications. Led effort to re-engineer character-based systems into graphical client server environment, using Visual Basic, MS SQL Server, and reusable code libraries.
- ►**Resolution Trust Corporation (RTC)**: Managed technical staff of seven in analysis, design, and development of national client/server database supporting Office of Investigations. Massive, normalized database contains more than 300 tables.

EDUCATION

Undergraduate studies in **Electrical Engineering** at Northwestern University, *National Merit Scholarship*

Certified SAFe® Practitioner