

Rand Lennox

Partner and Director of Engineering Services

EXPERIENCE SNAPSHOT

INDUSTRY

- Banking and Financial Services
- Computer Services
- Life Sciences
- Manufacturing
- Real Estate
- State and Local Government
- Utilities

TECHNICAL SPECIALIZATION

- Large Scale Application Development
- Systems Architecture and Program Management
- Structured Quality Assurance
- Distributed Systems Architecture
- Process Analysis & Definition
- Implementation Management
- Program Management
- Project Management

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BACKGROUND

Rand has worked for over 20 years in the software industry providing management and solutions delivery expertise to global enterprises. He has led several large-scale application development initiatives, including developing the architecture for an integrated global CRM system for a Fortune 10 company. He has served as Vice President of Consumer e-Commerce Application Development for a large national bank and has managed application development and deployment projects for several clients.

PROFESSIONAL EXPERIENCE

STATEWIDE JUDICIAL CASE MANAGEMENT SYSTEM PROJECT

ROLE: PROJECT MANAGER

- Led effort to restart project after initial vendor and the client terminated their contract.
- Developed strategic plan for project restart, developed budget estimates and cash flow plans, developed materials to reengage and retain stakeholders, and determined new project direction.
- Led effort to select new product vendor and negotiated new contract.
- Initiated project and led it to its first successful implementation in December, 2007.
- Initiated several interim projects to deliver limited functionality to stakeholders and reestablish the client's credibility with its stakeholders and funding sources.
- Currently working on project roll out, expected to last until 2013.

STATEWIDE JUDICIAL CASE MANAGEMENT SYSTEM PROJECT

ROLE: SOFTWARE QUALITY ASSURANCE MANAGER

- Led program planning and quality assurance effort for the statewide implementation of a judicial case management system for a large Midwestern state supporting over 1.2 million cases annually. Project budget exceeds \$10M.
- Developed quality assurance strategy and plans, including strategy for software quality assurance, work product quality assurance, and project delivery assurance.
- Selected, trained, and managed a QA staff consisting of client resources, resources from several counties, vendor resources, and offshore resources. Trained and coordinated resources in professional QA techniques, practices, and work products.
- Implemented tools and processes to effectively manage the QA effort despite the use of resources in several different physical locations.
- Managed the selection process for performing some of the project SQA work offshore in order to reduce project costs.

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- Performed technical reviews of vendor and interface systems to identify potential scalability and performance issues.

LABORATORY NOTEBOOK SOFTWARE VENDOR

ROLE: APPLICATION ARCHITECT/PROPOSAL MANAGER

- Consulted with a laboratory notebook software vendor to help architect and design a back end structure to support enterprise implementation of a lab notebook product originally targeted at small workgroups.
- Led design efforts for client programmers and technical leads to define a scalable back-end Java EJB model supporting a highly collaborative lab computing in a secure environment. Back end environment concurrently supported both clearance codeword and role-based security, supported 21 CFR Part11 requirements, allowed intermingled rich content to be stored, indexed, retrieved, and searched, and supported multi-level controlled access to metadata, raw content, curated content, published content, and abstract information. Led the definition of an XML-based metadata model as a domain-specific extension to the Dublin Core.
- Led evaluation effort of buy-versus-build analysis for major back end components, including evaluating existing lab notebook products as well as back end services (e.g. lab machine integration packages).
- Helped client to procure human factors engineering services to redesign and simplify the front-end client for enterprise usage.
- Authored several proposals for client to provide products and services in the lab notebook area to major pharmaceutical companies.

ENTERPRISE APPLICATION SERVER/LIFE SCIENCE PRODUCT VENDOR

ROLE: ARCHITECTURE AND DEVELOPMENT SERVICES DIRECTOR

- Established a new professional services department providing systems consulting, application development, engagement management, and training services as well as providing technical sales and business development support. Defined business strategies, organizational structure, operating plans, and management procedures for this area. Recruited initial management and technical staff.
- Led services business development efforts, including working with clients, sales personnel, and executives to develop services proposals and close deals. Worked closely with several customers who were dissatisfied with company's software products in order to save license revenue and preserve customer relationships.
- Helped develop partnerships with external service companies to complement company's service delivery capabilities.
- Key member of the due diligence team working on the acquisition of a gene research technology group from Incyte Genomics. Determined product and organizational readiness of the acquisition target, created revenue, expense, and cash flow models for the new product's services business, and authored contractual documents describing the terms and conditions for post-merger completion of unfinished work products.
- Repositioned the services division of company from a computing infrastructure technology focus to a bioinformatics products focus. Aided in personnel development and transitions, created and delivered training materials for sales and services staff, and developed marketing materials and sales collateral.
- Sold the first services engagement for company in the drug discovery industry. Developed several critical leads for company's Genomic Knowledge Platform product into near-term revenue opportunities.

JAVA-BASED REAL ESTATE EXCHANGE

ROLE: DEVELOPMENT MANAGER

- Led overall systems development for an e-Business spin-off that created web-based business applications serving the residential real estate industry.

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- Responsible for software development, system architecture, software quality assurance, information management, production support, and web site management functional areas.
- Defined a strategic organizational model for the systems development area as well as other operational, product management, and customer support areas.
- Established a professional software quality assurance team and incorporated formalized software QA practices into the systems development lifecycle.
- Created and implemented formalized release planning and project estimating processes and templates to control overall systems delivery planning. Implementation of these processes enabled senior management for the first time to make decisions based on total project cost information.
- Delivered the first major production release of a web-based real estate agent and broker tool kit as well as several minor enhancement releases.
- Delivered an alpha and beta release of an Internet public site providing an exchange for real estate services.

INTERNET BANKING, ONLINE TRADING, INTERNET BILL PRESENTMENT, AND PERSONAL FINANCIAL MANAGER DEVELOPMENT PROJECTS

ROLE: DEVELOPMENT MANAGER

- Managed software development for a large, national bank's Internet Community Banking product line, including Online Trading, Internet Banking, Internet Bill Delivery and Payment, and Personal Financial Management products (Quicken, Microsoft Money, and QuickBooks). Responsible for team structure, cross-organization team management, overall project finances and delivery, and individual career and leadership development. Budget responsibility was in excess of \$14M.
- Implemented standardized application delivery processes, including formalized methods for executive governance, application review, requirements management, lifecycle management, financial management, and quality assurance.
- Introduced formal Quality Assurance processes and established the first independent software QA group at the bank. Efforts and results in this area were recognized as outstanding during internal delivery assurance audits and were later adopted as a best practice in the bank's IT organization.

JAVA-BASED ONLINE CONTRACT MANAGEMENT SYSTEM

ROLE: PROJECT MANAGER

- Managed a team that produced and deployed a large-scale web-based Java application supporting the client's internal sales force and external business partners. At the time it was developed this system was one of the largest Java applications written and was delivered on time and under budget.
- Coordinated project plans with nine development and deployment organizations in the United States, Canada, and Europe.
- Resolved project scheduling, financing, and requirements issues, recruited project personnel, estimated project schedules and costs, and reported schedule and financial progress.
- Implemented and controlled project processes, including change management, dependency management, risk management, project communication management, and quality assurance.

ENTERPRISE CRM IMPLEMENTATION PROJECT

ROLE: SYSTEM ARCHITECT

- Worked as a senior consultant on a very large scale CRM and partial ERP implementation at a large natural gas and electric production and distribution utility.
- Led overall analysis and design for interfaces with legacy and external systems.

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- Led a system definition and sizing initiative for providing call center, CTI, and web integration supporting customer self-service functions for the new CRM system.

GLOBAL SALES SUPPORT, CONTRACT FULFILLMENT, AND BILLING SYSTEM

ROLE: CHIEF ARCHITECT/SYSTEM DESIGNER

- Managed overall system integration and architecture team supporting a major corporate reengineering initiative. Organization goals included standardizing technical platforms and business application infrastructure to decrease development cycle time, improving business information access and system availability, reducing maintenance and deployment costs, and achieving additional cost savings through the retirement of redundant or high-cost legacy systems.
- Coordinated the overall systems definition effort with business and technical application architecture teams, including reviews with executives, clients, country support groups, and application development teams.
- Established an architecture consulting group as well as architecture communication and education processes.
- Coordinated overall system integration for a suite of twelve applications written by eleven different vendors in six countries.
- Worked with business owners and systems analysts to clarify system requirements.
- Developed migration strategy for a large number of legacy systems in conjunction with country support teams.
- Led the design of the basic real-time system supporting the client's global sales operations. This system supported a complex environment of operating systems, network protocols, databases, and application and middleware packages in an international operations environment with many legal, language, currency, migration, versioning, and technology challenges.

GLOBAL SALES SUPPORT, CONTRACT FULFILLMENT, AND BILLING SYSTEM

ROLE: LEAD DEVELOPER

- Managed overall system integration and architecture team supporting a major corporate reengineering initiative. Organization goals included standardizing technical platforms and business application infrastructure to decrease development cycle time, improving business information access and system availability, reducing maintenance and deployment costs, and achieving additional cost savings through the retirement of redundant or high-cost legacy systems.
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OTHER EXPERIENCE

- Worked in several earlier roles as a programmer/analyst, developer, lead developer, technical team lead, and lead designer.
- Project experience in these roles include developing or designing components for a major database vendor's database product line, developing an enterprise sales and commission tracking system, developing an enterprise opportunity tracking system, and developing an enterprise services skills dossier tracking and resume publishing system. As part of these efforts, duties included the installation and roll out of these systems on an international level.
- Development experience includes:
 - Use of several different methodologies, including waterfall, RAD, RUP, XP, and proprietary methodologies.
 - Use of both OO and structured design and development techniques.
 - Design of mainframe, fat client, client/server, and thin client systems, including integrating these disparate systems into a single overall system environment.
 - Use of several infrastructure products, including CICS, DB2, Oracle, MQSeries, and several different EJB products.
 - Use of several different software platforms, including Windows (3.1, 95, 98, NT, 2000, XP), MVS, VM, OS/2 (1.3 through 4.0).
 - Use of several different software languages, including C, C++, VB, Java, COBOL, PL/1, REXX, HLASM, and several proprietary scripting languages.

EDUCATION

University of Toledo – BS Information Systems, *Magna Cum Laude*