

Gilbert W. Dutton

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Implementing Process, Quality & Operational Excellence Using Proactive Change Management

*Strategic Process Design - Proactive Metrics Administration - Business & Customer Needs Analysis
Continuous Quality Improvements - Strategic Project Identification - Organizational Change Management*

Master's of Computer Science, B.S. (Mathematics & Science), Six Sigma Greenbelt, ISO 9000 Lead Auditor and Director of Process & Quality Management with experience developing and institutionalizing process/quality initiatives, managing organizational change and technical project, planning and exceeding performance metric targets for organizations ranging from \$8 million to \$4.4 billion in annual revenues.

A balanced Process Improvement, Quality Management, Change Management and Operational Excellence acumen gained over the past 20+ years encompasses:

- ♦ Managed a **5**-member team working on a **12**-month, **\$335,000** project that began **3** months late. Developed processes and procedures to implement COBIT and CMMI Capability Level 2/3 that met TargetSmart (Six Sigma) challenges. Consequently, the project was delivered and accepted on time.
- ♦ Guided effort that reduced the time required for initial data gathering/analysis needed by implementation contractor from **6** to **8** weeks per PeopleSoft Module to less than **one** week.
- ♦ Facilitated over **60%** of company's planned growth (from **\$8 million** to **\$32 million** within one year) by automating the documentation generation and maintenance required to support a successful QS 9000 registration.

Core competencies: Project & Program Management; Business Process Reengineering; Root Cause Analysis; Total Quality Management (TQM), System/Software Development Lifecycle (SDLC); CMMI, COBIT, IT Frameworks; Client Relations; Risk Management; Planning/Implementing Enterprise Resource Planning (ERP) Applications, Six Sigma and ISO 9000

PROFESSIONAL EXPERIENCE & ACCOMPLISHMENTS

Business Process Excellence (BPE) Consultant, Tampa, Florida

2004 to Present

Projects include:

Harcourt Education (global print & electronic education company) through Randstad US – Scope of duties consisted of identifying 2 main root causes (product quality and technical support center capabilities) of internal/external customer dissatisfaction with the technical support call center.

- ♦ Demonstrated impact of upstream product/project decisions on call volume to business units, realigning technical support center structure that resulted in a reduced “call abandoned rate” from 21% to 8%.

JEA (electric, water and sewer utility) through ETP – Responsible for institutionalizing changes in technical services (IT) to implement Enterprise Architecture Framework, COBIT and CMMI Capability Level 2/3 to meet TargetSmart (Six Sigma) challenges.

- ♦ Supported the Software Engineering Process Group (SEPG) by developing the concept, charter, processes and procedures for the Solutions Engineering Group (SEG) to integrate the evolving Enterprise Architecture Framework into JEA Technical Services' maturing CMMI software development environment.

ENTERPRISE TECHNOLOGY PARTNERS, LLC, (ETP) Orlando, Florida

2002 to 2004

Project Manager/Senior Consultant – Recruited to oversee projects valued up to \$750,000 and project teams focusing on IT governance and independent verification/validation (IV&V) of status and deliverables. Provided business and systems analysis, bid/proposal support, business process reengineering, application development, and auditing support. Selected and implemented data warehouse solutions, software development lifecycle methodologies, enterprise resource planning solutions, and quality management (QM) techniques. Integrated COBIT and CMMI into IT policy, processes and procedures.

- ◆ Assessed the Miami-Dade Water and Sewer Department's readiness to implement its customer information and enterprise asset management systems. Identified key risks and highlighted the preparation level of effort needed to implement, institutionalize, and use the new applications.
- ◆ Helped a large utility company's technology services shift from CMM Level 1 to CMMI Capability Level 2/3 and implemented new procedures that improved estimation accuracy more than 50%.
- ◆ Conducted project review for the South Florida Water Management District (SFWMD) that evaluated ERM/ERP implementation plan, defined best practices, established benchmarks, and determined the total cost of ownership. Consequently, value-added results led to opportunity for increased support of SFWMD and its governing board.

INTERMEDIA COMMUNICATIONS/WORLDCOM, Tampa, Florida**1999 to 2001**

Director, TQM/Lifecycle Process Management (2000-2001) – Primary duties focused on leading development, implementation, and support efforts for Total Quality Management (TQM) plan that realigned Intermedia as a customer-oriented service provider. Introduced Six Sigma, TQM, proactive audits, and Business Process Engineering (BPE) principals. Managed a 3-member TQM team and \$200,000+ budget.

- ◆ Delivered 6-fold reduction in non-reimbursed service time, reduced pre-installation cancellations by 75%, and significantly improved customer satisfaction by initiating and institutionalizing proactive auditing.
- ◆ Developed prototype database that identified, defined, managed, and reported operational, product line, and financial metrics that tracked changing business conditions and out-of-control processes. These fact-based metrics became the key component of senior management reports.
- ◆ Increased efficiency 60% (relating to order quality) by helping sales department understand and appreciate service delivery needs, thereby improving delivery dates and decreasing "Customer Not Ready" incidents.

Director, Lifecycle Process Management (1999-2000) – Accountable for planning and organizing end-to-end process development from sales through delivery and billing.

- ◆ Slashed number of projects 70% (from 100 to 30), cut estimated costs 67% (from \$21 million to \$7 million), and significantly reduced uncoordinated requests by developing new business case definition and approval concept, which allowed IS to focus its resources on key corporate maintenance and development efforts.

COMPANY ENTIÉR, Baltimore, Maryland**1995 to 1999**

Principal Consultant – Key duties centered on the implementation phase of Company Entiér's Advanced Business Operations (ABO) methodology. Notable clients included Aerotek/Allegis Group, CMSI, and Engine Master.

- ◆ Reduced data gathering, analysis, and presentation time/expense 40% by developing core technology enabling Entiér to gather, analyze, and present clients' "as is" and "should be" business paradigms.
- ◆ Helped Engine Master achieve QS 9000 Certification, which significantly reduced direct labor costs and facilitated more than 60% of its \$24 million annual planned growth for 1998.
- ◆ Integrated project management, resource management, and product development into a single environment by creating a cohesive series of processes and procedures that defined, prioritized, scheduled, and managed changes to existing live applications.
- ◆ Introduced new ABO paradigm at Aerotek/Allegis Group that reduced data gathering and analysis time up to 87%, thus enabling Areotek to concentrate on supporting existing systems while maintaining confidence that new business processes would be seamlessly implemented.
- ◆ Led a 4-member cross-functional team that developed and enhanced an analytical database (SystemBridge) that decreased duration by 50% and data gathering/analysis manpower requirements by 30% while increasing accuracy by an order of magnitude.

PRIOR 1995 PROFESSIONAL EXPERIENCE

MAXIM GROUP, Cedar Rapids, Iowa <u>Contract Consultant</u>	1995
GILBERT EUROPE, Reading, Pennsylvania <u>U.S. Operations, Project Manager/Auditor</u>	1993 to 1994
FREES TECH INTERNATIONAL, LTD., Sinking Spring, Pennsylvania <u>On-Site Project Manager</u>	1991 to 1993
FERRANTI INTERNATIONAL DEFENSE SYSTEMS, Lancaster, Pennsylvania <u>Project/Quality Manager</u>	1987 to 1990
GENERAL ELECTRIC, Daytona Beach, Florida <u>Project Analyst, Simulation and Controls System</u> <u>Manager, Software Standards and Support</u> <u>Manager, Systems Analysis and Application Software</u> <u>Lead Software Engineer / Systems Engineer</u>	1980 to 1987
United States Air Force – Honorable Discharge Detachment Commander, Simulator Support Center Officer In Charge (OIC), Input/Output Processing for Defense Space Program (DSP) Duty Programmer for DSP Air Force Institute of Technology, Texas A&M University OIC, HQ and Base Data Automation Operations Officer	1966 to 1980

EDUCATION

Master's of Computer Science
Texas A&M University, College Station, Texas

B.S., Math/Science
Johnson State College, Johnson, Vermont

PROFESSIONAL DEVELOPMENT

- **CMMI Version 1.2 Upgrade Training**
- **Certification of Completion - Introduction to Capability Maturity Model Integrated (CMMI)**
- **Six Sigma Green Belt Certification**
- **Certificate of Completion - Six Sigma Executive Overview**
- **Certificate of Completion - ISO 9000:2000 Revisions**
- **Appointment of Lead Auditor – ISO 9000**
- **Certification of Completion - Introduction to Capability Maturity Model (CMM)**
- **Certificate of Completion - Clientele Customization Training Course**
- **Certificate of Completion - Introduction to Data Modeling and Database Design with ERwin Course**
- **Certificate of Completion - Introduction to Business Process Modeling with BPwin Course**
- **Certification Record for Lead Auditor - ANSI N45.2.34, Qualification of Quality Assurance Program Audit Personnel for Nuclear Power Plants, NQA-1, Quality Assurance Program Requirements for Nuclear Power Plants, ISO 10011-1, -2, -3, Qualification Criteria for Quality System Auditors**
- **Mastering Business Development**
- **Certificate of Achievement - TickIT Auditors' Course - Reference 822-008-2A**
- **Certificate of Achievement - Quality Auditing Course - Reference 902-000-01A**
- **Certificate of Completion - ISO 9000 Software Lead Auditor**
- **Certificate of Completion - ISO -9000**