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Professional Experience

Program Manager / Project Manager / Scrum Master / Agile Coach (2016—present)

National Council on Compensation Insurance (NCCI) Holdings, Inc.

NCCI is the nation's largest workers compensation ratemaking and information services organization.

- **Lead all aspects of portfolio, program, and project management** (for NCCI's Finance and IT Divisions) through annual planning, building product roadmaps, visioning, project chartering, resource planning, and overseeing all aspects of project and program initiation, planning, execution and closing.
- **Offer value-added services** including just-in-time agile/Scrum training, facilitating pre-project studies, developing people change management plans, offering agile/Scrum coaching to all teams.
- **Inspire innovation** by championing agile/Scrum transformation to all organizational levels, including C-level leaders, divisional executives, functional managers, and project team members. Work through NCCI's PMO to promote an adoption of an agile mindset using the Scrum framework.
- **Developed Statistical PERT®, an estimation technique and tool** that permits the creation of probabilistic schedules and budgets for traditionally managed projects, and probabilistic forecasts for agile/Scrum projects. Statistical PERT helps decision-makers make better decisions under uncertainty. Statistical PERT® is a freely licensed Excel spreadsheet and is the best-rated, Top 10 deliverable on PMI's sister site, *ProjectManagement.com*.
- **Currently managing a multi-year program to transition nearly all of NCCI's Oracle databases to MariaDB.** This program follows the successful, multi-year effort (2016-2017) that moved NCCI's Oracle databases and application from Oracle Solaris to Linux/RedHat platform services. This new database transition program will improve application portability, reduce Oracle licensing and vendor dependencies, and improve infrastructure resource management.
- **Led a \$3M turnaround Scrum project.** Named as the Scrum Master in August 2021 to a struggling, \$3M application modernization project. Promoted agile thinking and Scrum/Kanban to foster a successful team turnaround, helping a low-performing team to discover how to deliver higher quality software, faster. By March 2022, the team's forecasts showed a complete turnaround and the project is now forecast to deliver all scope items six months sooner earlier than the project's finish date (7/2022).

Technical Project Manager (2003—2015)

National Council on Compensation Insurance (NCCI) Holdings, Inc.

- **Led all aspects of project management** including defining the project scope, building the budget and schedule, assigning people to project tasks, managing the risk register, monitoring and controlling the project, performing vendor management and defect resolution, overseeing quality assurance testing, communicating extensively with project stakeholders at all organizational levels.
- **Led and motivate multi-disciplined IT project teams** comprised of internal developers, third-party implementers, business users and those supporting the IT infrastructure (network, security, database, server support, and change management) in a matrix environment.
- **Led high-value IT investment projects**, delivering innovative IT solutions (internally developed and purchased from third-party vendors). Example: Led a project to make invoice payments easier and more secure; led a \$1M project to improve tax compliance using Vertex with Oracle E-Business Suite.

Systems Analyst (2003—2015)

National Council on Compensation Insurance (NCCI) Holdings, Inc.

- Key technical architect and leader of NCCI's 2nd generation, custom billing application, UBI (Universal Billing Interface). UBI interfaces with Oracle Financials and processes nearly one million transactions monthly, accurately billing for virtually all of NCCI's \$160 million of annual revenue. UBI includes a method for automatically reconciling all billing data submitted to the database and provides a bulletproof audit trail satisfying both internal and external auditors. UBI is still used by NCCI to do virtually all its billing.

Author (2014—present)

Pluralsight, LLC

As the largest curator of online courseware for IT professionals, Pluralsight provides over 13,000 courses created by over 1000 vetted industry experts on a wide variety of technical topics.

- Created the course, *Monte Carlo Simulation Fundamentals*, released October 2020
- Created the course, *Forecasting for Agile Teams*, released September 2019
- Created the course, *Easily Estimate Projects and Products*, released March 2019
- Created the course, *Scrum Essentials Exam Prep*, released October 2018

Associate Instructional Professor (2022—present)

University of Florida (UF), Herbert Wertheim College of Engineering, Engineering Leadership Institute

The University of Florida is opening a new campus in West Palm Beach in Fall 2023. Their permanent campus will be open in 2026, with the expectation of enrolling up to 1000 full-time graduate students.

- Hired by UF's Engineering Leadership Institute to develop a teach a new bimodal, graduate engineering course, *Agile Project Management for Engineers and Scientists*

Notable Experience and Achievements

Teaching, Communicating

- ✓ **Just-in-time, in-house trainer for new Agile/Scrum teams**, giving new teams essential Agile/Scrum knowledge using the Agile Manifesto and the official Scrum Guide.
- ✓ **Former adjunct instructor at Palm Beach State College** (2017-2022). Taught bachelors degree-seeking students courses in project, change, and operations management; 86% of students recommended my courses to other degree-seeking students.
- ✓ **Presented at the University of Maryland's Annual Project Management Symposiums** (2017, 2020, 2021, 2022) in College Park, MD: Topics: project forecasting and estimating
- ✓ **Presented at the 2017 AACE International Annual Meeting** in Orlando: "Protect Your Project Schedule Using the Unified Scheduling Method." Attendees rated this among the Top 10% Best Presentations from over 100 presentations at this multi-day event.
- ✓ **Presented at the 2016 AACE International Annual Meeting** in Toronto: "Easily Estimate Projects Using Statistical PERT." Attendees rated this among the Top 15% Best Presentations from over 100 presentations at this multi-day event.
- ✓ **Presented at the 2016 & 2018 PMI Global Conferences** in San Diego, Los Angeles: "Easily Estimate Projects Using Statistical PERT." Attendees rated this among the Top 15% Best Presentations from over 100 presentations at this multi-day event (2016). My 2018 presentation performed similarly.
- ✓ **Top article contributor at PMI's ProjectManagement.com**. In 2016, the #1 article was "Introducing Statistical PERT Beta" that explained probabilistic estimation using the beta distribution.
- ✓ Former Toastmaster International speaker, having won five 1st place awards at the club, area, and divisional levels, and placing 2nd in a District 47 competition covering SE Florida and the Bahamas.

Key NCCI Accomplishments

- ✓ **Influenced NCCI's leaders** to embrace agile project management as an alternative way to plan and execute projects, giving NCCI an opportunity to benefit from greater project agility. NCCI's PMO subsequently launched a strategic study for rolling-out agile/Scrum beginning in 2016 and formally adopted Scrum as our primary software development approach in 2017.
- ✓ **Introduced Agile & the Scrum framework** to NCCI using a Microsoft SharePoint web project in 2015. This project built a new pre-hire website for NCCI's new employees. This was a watershed project for NCCI because it successfully introduced NCCI to agile concepts and agile ways of working.
- ✓ **Won three Outstanding Achievement awards** from NCCI for my leadership over key IT projects in 2009, 2012 and 2015. These projects created a robust, accurate tax solution that eliminated tax penalties associated with external audits from various U.S. state tax authorities.
- ✓ Reduced NCCI's UBI billing and invoicing cycle from 4 days to 4-6 hours.
- ✓ Reduced tax return processing and filing time from 14 days to 1-2 days.

Lifetime Learning

Master of Science in Project Management (*with Honors, overall GPA=4.0*)

The George Washington University, School of Business (AACSB accredited), Washington D.C. (2014)

Master of Science in Leadership (*with Honors; overall GPA=4.0*)

Nova Southeastern University, H. Wayne Huizenga School of Business & Entrepreneurship, Davie, FL (2010)

Project Management Professional (PMP), member, Project Management Institute (2005)

Professional Scrum Master (PSM) Level 1 and Level 2, Scrum.org (2017, 2018)

Professional Scrum Product Owner (PSPO) Level 1, Scrum.org (2017)

Certified Scrum Professional - ScrumMaster (CSP-SM), Scrum Alliance (2021)

Advanced Certified Scrum Master (A-CSM), Scrum Alliance (2019)

Certified Scrum Product Owner (CSPO), Scrum Alliance (2018)

Certificate in Biblical Studies, Moody Bible Institute, Chicago, IL (2005)

Certificate in Financial Planning, Florida State University, Tallahassee, FL (2002)

Bachelor of Science (*magna cum laude*) with a major in Management Information Systems (2001)

Florida Atlantic University, College of Business (AACSB accredited), Boca Raton, FL

Professional Memberships & Associations

Project Management Institute, member, 2008-present

Presented at the PMI Global Congress/Conference in 2016 and 2018

Attended the PMI Global Conferences in 2017, 2019

Scrum Alliance, member, 2017-present

Scrum.org, member, 2017-present

Agile Alliance, member, 2015-present

Attended Agile2018, Agile2019 and will be attending Agile2022