

# GLEN B. ALLEMAN

## SUMMARY OF QUALIFICATIONS

Program Management and Information Technology leader with 25 years of experience delivering business improvement and systems solutions that align processes with strategy, reduce operational cost, and increase customer satisfaction.

Core Management Competencies	Core Technical Competencies
<ul style="list-style-type: none"><li>■ Align Business Processes with Strategy</li><li>■ Balanced Scorecard Governance</li><li>■ Organizational Development</li><li>■ Earned Value Program Management</li></ul>	<ul style="list-style-type: none"><li>■ Mission Critical Business Systems Design</li><li>■ Enterprise Portfolio Management</li><li>■ IMP/IMS design and deployment</li><li>■ Enterprise Project Management Architecture</li></ul>
Business Operations Skills	Technology Management Skills
<ul style="list-style-type: none"><li>■ Process Strategy Implementation</li><li>■ Business Process Improvement</li><li>■ Program Office &amp; Project Management</li><li>■ Portfolio Management</li></ul>	<ul style="list-style-type: none"><li>■ Enterprise / Infrastructure Deployment</li><li>■ Program / Project Management</li><li>■ Software Development Management</li><li>■ System Integration and Deployment</li></ul>
Business Development Experience	Systems Development Experience
<ul style="list-style-type: none"><li>■ Strategy and Architecture Consulting</li><li>■ Management Turnaround</li><li>■ Channel &amp; Partner Development</li><li>■ Product Development Management</li></ul>	<ul style="list-style-type: none"><li>■ Enterprise cost and schedule systems</li><li>■ ERP System Deployment and Integration</li><li>■ Workflow Process Improvement</li><li>■ CAD and Engineering Design Systems</li></ul>

## PROFESSIONAL EXPERIENCE

**Lewis & Fowler LLC**

**2006 – Present**

### *Vice President, Program Planning and Controls and Performance Management Strategy*

Lead the development of a Program Planning and Controls consulting and delivery practice targeted at large commercial, Aerospace & Defense, and Oil & Gas clients. Key contributor in securing new and continuing business based on the credibility of the delivered value to the client.

- Responsibilities include defining, developing, deploying, and assessing the benefit of Lewis & Fowler's practice delivery and process improvement offerings. The offerings are: Performance Based Earned Value, Integrated Master Plan / Integrated Master Schedule, Capabilities Based Planning, Performance Measurement Baselines, Project Portfolio Management, Enterprise Project Management, and Program Management Office deployments.
- Assist clients in applying Performance Based Earned Value to Integrated Master Plan (IMP) based programs. This includes developing and architecting programs and implementing process improvements for Program Planning and Controls activities to reduce complexity and improve delivered value. Lean practices in programmatic controls are incorporated into activities when and where appropriate.

Develop and deploy Integrated Master Plan / Integrated Master Schedule (IMP/IMS) system for DOD, NASA, large commercial and civil government clients.

- Defined and installed Program Management Offices for commercial clients that reduced labor costs, increased responsiveness to client and internal consumer needs, and conserved budget resources in a manned spaceflight, insurance, telecommunications, and city and state governments.
- Defined and installed Program Management Offices for defense and commercial domains using Deliverables Based Planning<sup>sm</sup> method, Performance Measurement Baseline, and award fee performance measures to comply with procurement guidelines and internal budget utilization targets.

## SAMPLE ENGAGEMENTS

- **Program Management Office development for NORTEL Government Solutions**
  - Defined the work processes for the Program Office that responds to NETCENTS II Task Orders constructed around deliverables planning to assure coordinated performance management between subcontractors.
  - Applied earned value principles to IDIQ tasks order to assess the performance of TO deliverables in a FFPF contract environment to differentiate NORTEL's offering from its competitors.
  
- **IMP/IMS reverse engineering Lockheed Martin issues subcontract**
  - Established the Performance Measurement Baseline (PMB) for the Honeywell Orion IBR by integrating all work efforts with the deliverables plan, assuring the prime contractor that a credible baseline can be established prior to PDR.
  - Led the development of program reporting methods connecting "shop floor" schedules to the subcontract IMP to assure milestone date forecasting was represented by credible information, assuring the commitment dates had sufficient reserve to protect receipt date of the prime contractor.
  
- **JPALS proposal development using Lewis & Fowler IMP/IMS process**
  - Established the work processes for developing the proposal IMP extracted from the RFP that revealed the increasing maturity of the delivered product to NAVAIR.
  - Developed and deployed a rapid response IMS development method, connecting all RFP cross reference elements (DRD, CDRL, IPT, and WBS elements) and minimizing IMS rework on a short proposal turnaround.
  - Managed the development of individual Program Event IMS schedules through the efforts of 5 planners from 3 IPT's, while minimizing the impacts on technical directors.
  - Wrote the proposal Annexes describing the IMP, IMS, and the program management processes.
  - Assembled the submitted IMS, performed all programmatic risk analysis using Risk+.
  
- **Deliverables Based Planning for Great West project re-plan**
  - Deployed a deliverables based re-planning process for a large (\$130M) ERP recovery project.
  - Integrated eight (8) work streams into a master schedule, with Work Packages describing individual deliverables.
  - Loaded each Work Package with resources to establish BCWS demand to compare against budget planning process.
  
- **IMP/IMS development for the Crew Exploration Vehicle proposal(s) – I and II**
  - Proposal I: developed an integration process of individual schedules for each major WBS element.
  - Proposal I: developed a single integrated IMS for a flight test vehicle within the CEV proposal, the FAST vehicle. This was a rapid development and flight test plan. Coordinated systems engineers, specialty engineers, cost analysts and planners in the construction of a credible resource loaded IMS in two (2) weeks.
  - Proposal II: redefined IMP/IMS development to be Program Event based. This approach inverted the development process and isolated the dependencies within individual IMS files – the individual Program Events are be developed in parallel.
  - Proposal II: developed a unique approach to identifying the Significant Accomplishments for each Program Event through a Product Development Kaizen (PDK) in a "brain storming" tool – MindJet's Mind Manager.
  - Decoupled the IMS development process and allowing planning and basis of estimate parallel activities to be performed.

***Program Management Architect***

Provided consulting services for Program Office deployment, Program Planning and Controls, proposal and execution process improvement and programmatic risk analysis.

- Led the design and implementation of an integrated schedule and cost system based on Project Professional, Cost View and winSight, capturing program performance through weekly earned value, reducing recurring costs by 2 Financial FTEs and 1 Planning FTE.
- Directed planners, cost accountants and subcontract managers in the integration of cost and schedule for a \$350M design / build program, reducing turn around time performance reporting from 1 week to 4 hours.
- Led the development of enterprise project data architecture for the Hubble Robotic Vehicle servicing mission, including subcontractor, procured components and internal development processes, providing direct access by the customer to financial and schedule information through an integrated web portal.
- Developed labor and schedule volumes for spacecraft missions using “Cost As An Independent Variable” (CAIV), parametric cost modeling using the NASA Cost Estimating Handbook, providing direct transfer of proposal estimates to baseline plans.

***Business Process Reengineering***

- Restructured a bioinformatics organization to flatten a hierarchical distributed business into a two tier structure with research, development, and manufacturing. Reporting to the COO in a matrixed team approach, reducing time to market and consolidating product lines in a 21CFR business environment.
- Defined the planning and process improvement activities for a bio information firm’s Oracle Financial based Enterprise Services rollout process based on an enterprise portfolio management framework
- Led the transformation of a high ceremony product development organization to an agile, just in time product delivery structure, reducing product introduction times from 24 months to 6 months.
- Lead the development of an IMP/IMS based proposal for a \$3.5B manned spaceflight program, including win strategy, transition and startup master planning and business processes.

**CH2M HILL, Broomfield, CO**

2002 – 2004

***Vice President / Director, Information and Communications Technology Program Management***

Member of senior management team leading a performance based department providing Information and Communication Technology services to the US Department of Energy.

- Aligned business systems and business strategy using Balanced Scorecard and asset portfolio management for a staff of 137, reducing total funding needs by 12% in the first year of operation. Continued funding reduction through strategic withdrawal of unneeded services.
- Developed an integrated program management methodology using Balanced Scorecard strategy as guidance, Agile Software Development, CMMI Level 3 compliant process, and Enterprise Portfolio Management.
- Directed four manager’s with a direct staff of 27 professionals providing business applications, program management, product and process quality assurance and configuration management for mission critical systems while reducing total operational budget by 15% for these departments in the first year.
- Deployed a Program Management Office using “Cost as an Independent Variable” (CAIV) to select projects, provide financial reporting and portfolio management to gain fiscal control of an \$18M business systems services budget.
- Reorganized middle management to deliver a performance based, self-directed team structure, maintaining critical staff retention at 100% while reducing non-essential head count by 11%.
- Led the development of an Integrated Program Management (IPM) system using Microsoft Project Server 2002, database tools, and data integration with Oracle Financials to implement Integrated Master Plan / Integrated Master Schedule (IMP/IMS), reducing effort to produce weekly performance reports from 2 days to 2 hours.
- Replaced previous subcontractor work force through in-sourcing saving \$2.4M in direct labor cost in the first year.
- Led process improvement initiatives that assured all customers, providers and integrators have a voice in the strategic planning process.
- Established an internal Business Systems Customer Relationship Management function to close gap between services and user community, resulting in a “teaming” arrangement.

**Niwot Ridge Consulting, Niwot, CO****1994 – 2002*****Principle Consultant – Program Management***

Strategic consulting to C-Level management for business process improvement, Commercial Off The Shelf (COTS) product procurement, and deployment management in commercial and industrial domains.

- Led the development of business process improvement architectures for ERP, Workflow and Document Management systems in industrial, government, and petro-chemical industries.
- Negotiated ERP, Document Management and Product Data Management acquisitions for clients using economic value added baseline costing process. This risk adjusted approach isolated technical aspects of the system to reveal the underlying selection criteria.
- Led 17 software engineers in the design and development of a 3<sup>rd</sup> generation fault tolerant electronic publishing system used by news papers, wire services, and magazines. System replaced a legacy product lines for 65% cost savings through lower platform costs, maintenance avoidance and displacement of obsolete hardware and software.
- Led the process improvement of newspaper editorial and classified advertising systems for 3 metropolitan newspapers, reducing operational costs by 15% and recurring capital expenses.
- Led the procurement and deployment of engineering design and ERP systems for industrial and commercial clients. Measurably reduced the risk of system acquisition avoiding tens of millions of dollars in redevelopment and lost productivity.
- Clients include: Tennessee Valley Authority, Monsanto, Chevron, Boise Cascade, Amgen, Salt River Project, Siemens, EXXON, Kimball Furniture, Wolf Creek Nuclear, Harris, Electronics, and Amtrak Central Engineering.

**FileNet Corporation, Costa Mesa CA****1990 – 1994*****Manager, Systems Integration***

Led 12 engineers in the design and development of large scale engineering and business applications systems for Fortune 500 companies.

- Led the deployment of \$17M of integrated document management and workflow systems in the North America technical engineering marketplace.
- Provided key account technical sales support, new market development, and product marketing services for a product line of engineering document management and workflow products.
- Led the product development and system integration services for major industrial clients for a product line with a \$10M annual sales target.
- Customers include: GE Aircraft Engines, Enron, Weirton Steel, Monsanto, Burlington Air Express.

**Triconex, Irvine CA,****1987 – 1990*****Manager Software Development / Director European Marketing***

Founding member of a startup firm entering the fault tolerant process control market.

- Directed 14 software engineers in the development of a fault tolerant process control system.
- Developed proprietary system architecture for fault detection, isolation, and recovery. System maintains real time control performance while faults occur. Provides a system at a competitive cost point with increased safety and reliability over comparable products.
- Developed product marketing strategy for European distributors and resellers. Signed reseller agreements with process equipment, gas turbine, and off shore platform constructors.
- Developed a fault coverage analysis method based on Markov Chain stochastic analysis used to gain system safety approval from German TÜV and Norwegian SINTEF safety agencies.
- Clients included: Exxon, Elf Aquitaine, Mobil, Total, Shell, British Gas, Rolls Royce Turbines.

**Kontron Electronics, Irvine CA / Munich Germany****Manager, Software Development**

- Led a team of 8 in the product development of in-circuit emulators and test equipment for next generation microprocessors.
- Directed the product marketing and sales support of German manufactured products in the North American market.
- Designed and implemented desktop systems using the first Sun I cards produced by Sun Microsystems. This architecture provided high performance platforms are a fraction of the cost of competitive products.
- Designed and implemented a programming language for in-circuit emulation systems configuration, control and operation based on Smalltalk. Time to market was reduced by 18 months using off the shelf solutions rather than the previous product based on custom built applications.

**Varco Oil Tools, Orange CA****Manager, Industrial Automation**

- Led the acquisition of shop floor and warehousing systems for automating all material handling, inventory control, and shop order dispatching.
- Directed the acquisition and installation of COTS products and customer software to integrate this system with MRP and shop floor control systems.
- Designed and implementation a distributed file system using Digital VAX database and Burroughs's MRP interface.

**Logicon, Torrance CA****Manager, Software Development**

- Led a staff of 13 in the design and development of electronic information systems of intelligence agency and new paper clients, replacing paper based processes with online libraries.
- Transformed management process from command and control to teams, increasing productivity and staff retention.
- Negotiated requirements, technical deployment strategy and maintained contracts with major newspapers for replacement of legacy systems with new hardware and software.

**General Automation, Anaheim CA****Manager, Software Development**

- Led the development of financial systems for major banking and savings and loan clients.
- Directed the development of fault tolerant transaction processing system for financial and lending institutions.
- Projects included: Bank of American, Security Pacific Bank, European American Bank.

**Flour Engineers and Constructors, Irvine CA****Principle Engineer**

- Led the development of piping design and CAD systems for petrochemical construction projects, allowing design engineers to avoid a "material take off" step saving hours per day in piping design time.
- Designed a piping design language used with Evans and Sutherland Picture System to visualize three dimension topology, eliminating the need to build physical models of petrochemical plants.

**Interstate Electronic, Anaheim CA****Member Technical Staff**

- Developed Fast Fourier Transform (FFT) firmware using SPS-41 bit sliced micro-programmable computer for radar and sonar signal processing systems.
- Developed signal processing software for detection and classified or "friend or foe" targets on an AC-130 gun ship.
- Developed signal analysis and simulation software for 688 Los Angeles class nuclear submarine navigation and steering control systems re-fit.

## TECHNICAL AND BUSINESS MANAGEMENT CAPABILITIES

A deep generalist in the technical and managerial aspects of information technology:

- IT and business strategy using Balanced Scorecard, portfolio management to deliver measurable value.
- Earned value process leader for agile software development and high technology product development, integrated with CMMI IPPD project management processes.
- CobiT and OGC governance models built around CMMI software and operations frameworks.
- Organizational development using self-directed teams in a matrixed organization
- Systems architecture based on Zackman, M. J. Earl's London Business School architecture, Federal Enterprise Architecture and Defense Information Infrastructure.
- Project and Program management using earned value, "real options" decision making, DoD PMBOK, USAF GSAM, Integrated Master Plan / Integrated Master Schedule, and DOE Order 413.1
- Enterprise Portfolio Management and Enterprise Program Management built around Balanced Scorecard and integrated master planning.
- Mission critical design, deployment and operations of ERP, custom applications development, desktop, server and telecommunication infrastructure
- System integration architecture and management of SAP, BAAN, IFS ERP systems
- Software development management using CMMI, Six Sigma, self-directed teams and Balanced Scorecard, CMII configuration management
- CORBA, Java, SQL Server, Oracle, wireless networks, and voice over IP infrastructure
- AutoCAD and MicroStation CAD, Ariba e-Procurement
- Business process improvement using Rummmler-Brache and Design for Six Sigma

## EDUCATION

MBA – Systems Management, University of Southern California

BS – Physics, University of California, Irvine

## PUBLICATIONS

"The Project Management Paradigm," Carnegie Mellon, University, January 2009

"Product & Process Development Kaizen for Software Development, Project, and Program Management," LPPDE, Denver Colorado, April 21-23, 2008

"Breaking the Project Failure Cycle," Microsoft Project Management Symposium, July 2007

"Deliverables Based Planning<sup>sm</sup> : Providing Actionable Information to the Program Manager," 11<sup>th</sup> Annual Rocky Mountain Project Management Symposium, Denver, Colorado, 2008

"Building a Strategy Focused Organization," Society of Information Management, Phoenix, Arizona, March 21<sup>st</sup> 2007

"Establishing the Performance Measurement Baseline," Project Management Institute 5<sup>th</sup> Annual Conference, College of Scheduling, May 4-7, 2008

"Five Easy Pieces of Risk Management," PMI Colorado Springs Symposium, May 8<sup>th</sup> 2008

"Five Easy Pieces of Risk Management," 10<sup>th</sup> Annual Rock Mountain Project Management Symposium, April 2008.

"Agile Program Management: Moving from Principles to Practice," Cutter Journal, Volume 6, Number 9, 2005.

"Connecting IT and Business Value Through Balanced Scorecard," Cutter Journal, Volume 20, Number 7, July 2007

"Using Balanced Scorecard to Build a Strategy Focused IT Organization," IQPC Conference, October 2003, San Francisco, CA.

## CONTACT INFORMATION

Glen B. Alleman  
4347 Pebble Beach Drive  
Niwot, Colorado 80503  
+1 303 241 9633  
[glen.alleman@niwotridge.com](mailto:glen.alleman@niwotridge.com)