

This résumé format is for illustrative purposes. It shows one way to prepare a résumé to clearly demonstrate evidence of the Executive Core Qualifications (ECQs). Applicants are strongly encouraged to tailor their resume for each position to which they apply. In whatever format you choose, we recommend that your résumé emphasize your level of responsibilities, the scope and complexity of programs managed and your program accomplishments, including the results of your actions. Additional information on the ECQs is available at <http://www.opm.gov/ses/recruitment/ecq.asp>.

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EXECUTIVE MANAGEMENT

Leadership & Execution / Strategy Development / Innovation / Business Process Improvement

PROFILE

Accomplished and results-driven executive with proven track record of leading organizations in creation of new products and services that increase profitability, expand customer base and propel annual sales of 100+ million. Accountable for driving profitability by managing profit and loss success for budgets of over \$50 million and up to 350 staff. Acknowledged talent in innovating and launching complex, solution-oriented technical systems, including a government system currently managing over 5 million documents. Proven leader with the ability to identify and capitalize on individual strengths, motivate teams and implement vision to achieve business goals on a global level. Core competencies include:

- Developing Winning Teams
- Developing Strategy
- Leading Change
- Innovation
- Negotiation
- Program Management

SELECTED ACCOMPLISHMENTS

Led innovative transformation of Federal agency's digital information operations to keep pace with market needs for publishing. *Leading Change*

- Developed innovative transformation strategy to convert agency's digital information systems and launched an award winning, world-class content management system, scaled to accommodate 100s of millions of documents. *Leading Change*
- Established and executed strategy to provide bulk data in collaboration with the White House and the Office of the Federal Register. *Leading Change*
- Established a comprehensive Enterprise Architecture program to guide the agency on technology selection, migration, and management. *Business Acumen*
- Managed agency's IT operations, achieving industry recognition for green initiatives and utilization of advanced solutions, such as virtualization and cloud computing. *Business Acumen*
- Structured and staffed a technology management organization. Defined system requirements, selected optimum technologies and delivered complex solutions. *Results Driven*
- Established Program Management Office that now functions as one of the highest performing and in-demand groups, effectively selecting optimum technologies and delivering complex agencywide solutions. *Results Driven*

- Created and launched a digital processing system, capturing over \$100 Million in annual equipment sales and supporting a \$2 Billion service business. Directed all aspects of \$50M annual budget and expense management for new product line. *Leading Change, Business Acumen*
- Developed information system for collaboration with foreign manufacturers. This effort delivered advanced features to the consumer market. *Business Acumen, Building Coalitions*
- Drove development and delivery of unique computer storage product to market in less than 15 months of company launch, exceeding expectations for product pricing and manufacturing schedule. *Leading Change, Results Driven*

PROFESSIONAL EXPERIENCE

Chief Information Officer / Chief Technical Officer

January 2004 to present

GS-2210-15

Agency Headquarters, Washington, DC

Developed innovative transformation strategy and then lead development of advanced digital systems, IT operations and technology management. Directed 140 staff and \$40 Million annual budget.

Restructured and managed IT operations to accommodate needs of Congress and my Federal agency. Delivered new information systems consistent with strategy. Negotiated licensing agreements for technology component implementation into digital content system. Developed technology selection processes to effectively identify best agency solutions. Attained Top Secret clearance.

- Administered cross-functional teams to develop comprehensive Concept of Operation and detailed system requirements for the new agency-wide digital information system. Directed development of complex acquisition strategy to procure integrator for new digital system. *Leading Change*
- Led, developed, monitored, and mentored staff and subordinates within the Office of the Chief Information Officer as well in other components. *Leading People*
- Awarded a multi-year contract to develop digital content system. Award process is now referred to by industry analysts as a best-in-class example for other agencies to follow for performance-based contracts. *Results Driven*
- Collaborated with the White House and the Office of the Federal Register to provide free access to bulk data. *Building Coalitions*
- Launched and chaired a cross-agency planning board tasked with managing strategic investments. This effort dramatically improved communications and positively impacted investment performance. *Leading Change, Results Driven*
- Implemented teambuilding exercises and facilitated teambuilding training sessions to improve moral and to eliminate management/staff conflicts, Equal Employment Opportunity (EEO) complaints and minimize resistance to change. *Leading People*
- Originated and introduced agency-wide processes to effectively manage programs through leveraging best practices. Established a comprehensive Enterprise Architecture program to guide the agency on technology selection, migration, and management. Effort established needed discipline for developing and deploying solutions, improving time-to-performance and overall operational efficiency. *Leading Change, Results Driven*
- Dramatically reduced operating costs through optimizing IT system configurations utilizing virtualization techniques and cloud computing. As a result, recognized as a finalist at the Computer World's 2008 Green IT symposium. *Results Driven*

Executive Director, Product Management & Marketing **February 2003 to January 2004**
Corporate Headquarters, Chicago, IL

Administered Product Management and Marketing departments with responsibility for P&L of all products in short-run durable graphics market. Accountable for driving sales of existing product line and developing new business. Led development of new product line, which transitioned and positioned the company into the next generation of digital technology for the specialty graphics market.

- Restructured Product Management organization to new focus on Product Lines and Portfolio Management, resulting in delivering increased operations efficiency. *Results Driven*
- Oversaw transition of marketing department from traditional hard-copy marketing to web-centric marketing concepts, including utilizing internet tools for prospect mining. *Leading Change*
- Developed and launched comprehensive product strategy for short-run durable graphics business, positioning the corporation as a leader in its field. *Leading Change, Results Driven*
- Established a viable and efficient workflow and process across disciplines within the Product Management & Marketing Division. Empowered staff at all levels, and enabled staff to be a part of the successful business results. *Leading People*

General Manager – Digital Systems **July 1997 to February 2003**
Corporate Headquarters, San Francisco, CA

Attained over \$100 Million in annual revenue which supported \$2 Billion in revenue within \$7 Billion Consumer Division. Developed innovative transformation strategy for the industry and led \$50M annual budget and 350 staff, including hardware and software development organization. Transitioned organization from a hardware-intensive organization to a software/systems-centric organization in order to best support digital market. Structured and negotiated partnership relationships with equipment and system manufacturers to provide equipment compliant with system requirements.

- Spearheaded a scanning process that resulted in richer detail and vibrant color and improved sharpness and contrast. This process is currently the foundation of digital processing for digital images. *Leading Change*
- Designed and executed a comprehensive digital product strategy for the digital business, positioning the corporation as a leader in delivery of digital services. *Leading Change, Results Driven*
- Led technology and strategy development teams tasked with charting a new direction for traditional systems to digital and alternate output technologies. Achieved delivery of solutions that met business goals and output quality goals. *Leading Change, Results Driven, Building Coalitions*

Technical & Strategic Director, New Business Opportunities **April 1995 to July 1997**
Corporate Headquarters, Manhattan, NY

Oversaw new business development for integrating traditional image capture and digital technology into new product and service offerings. Identified key technologies required for the successful development of the next generation of products based on market needs and targeted consumer value propositions.

- Planned and delivered innovative Product and Technology development strategy downstream products, resulting in numerous successful product introductions. *Results Driven*
- Created business plans for products and initiated development of 3 new product families for the next generation of product offerings. *Leading Change*

**Vice President, Engineering & Co-Founder
Corporate Headquarters, Dallas, TX**

April 1993 to April 1995

- Drove development and delivery of product to market in less than 15 months of company launch, exceeding expectations for product pricing and manufacturing schedule. *Leading Change, Results Driven*

EDUCATION

Bachelor of Science – Electrical Engineering

Purdue University, West Lafayette, IN

PROFESSIONAL MEMBERSHIPS

College of Information Sciences, Institute of Technology

Dean's Council Member and Chair, 2005 to present

National Digital Strategy Advisory Board, Member of the Library of Congress Advisory Board, 2005 to present

George Washington University graduate program, Member of the Advisory Board, 2008 to present

International Association, Board of Directors, 2003