

David Moskowitz, Principle Consultant, Productivity Solutions, Inc

Value: End-user value-to-customer-driven business analyst & professional, ITIL® Expert Certified, and Accredited ITIL Instructor with more than 30 years of strategic technology and competitive assessment experience. Proven ability to merge technology with business goals to develop assessment, strategy, improve ROI and at the same time deliver timely solutions designed to grow with the business. Demonstrated depth and wide-ranging knowledge and experience to ask the right questions of the right people, and get results.

Executive Summary Technical Experience:

- Expert in all phases of the software development life cycle: requirements, specification, architecture, implementation, release, testing and quality assurance, service desk (including problem management), and most importantly integrating technology and business goals with business mission.
 - Focus: business outcomes that IT can enable, support, facilitate, improve,
- Conducted multiple competitive assessments for clients, both to provide benchmarks for internal improvement and to help make product/service offering decisions.
- Exceptionally skilled at project assessment, competitive assessment, and technology team assessment.
- E-business¹ architect, including open source, middleware, and legacy integration. Many projects involved various aspects of customer relationship management.
- Skilled trainer and presenter to be able to handle audiences from multiple constituencies: developers, technical and business managers, and end-users.
- Used an agile approach to software development with clients since 2002 including management and prioritization of scope. Methods used include (not limited to): DSDM®, RUP, XP, and Scrum.
- Client/Customer advocate with IT, including setting up, mentoring, managing a service desk as the sole face of IT to customers (at multiple organizations).
- Control, managed and act as liaison with outsourced development resources.
- Change Agent to help clients adopt and adapt to new technology and processes and have a positive impact on the bottom line, including both Service Oriented Architecture and Agile software development.
- International consulting and high-level technology training.

¹ E-Business is more than the transactions that make up e-commerce. E-Business reaches all constituencies of the business and is as much about service as it is about business. The touch of e-business is much wider than who wants to buy something; it includes internal staff and vendors. To put it another way, e-Commerce is what the company does for sales; e-business is how the company interacts with the world electronically; and electronic services are what the company actually offers customers (internal and external).

Technology Experience & Skill Set (Partial list)

- **Business analyst** for Philadelphia area university to determine requirements for language lab to facilitate second language acquisition on a grant deadline that the school was not able to meet for the previous 2 years. Work accomplished in 2 months, deadline met.
- **Business analyst & agile mentor** for a transportation firm to help them adopt and adapt better development processes to serve the needs of customers.
- **IT service management (ITSM) consulting:** Nearly all consulting projects since 1984 have revolved around the concept known today as IT service management. The common thread for all engagements was (and remains) that it's not about the technology; it is about how IT can support the business and solve business problems on behalf of customers (internal or external). Projects included introducing Agile development by establishing the business value proposition, improving software release by building test & release teams, various SOA projects from the perspective of "Business Process-Oriented architecture" as the basis for thinking about SOA, end-to-end service-oriented programming as a way to introduce and think about object-oriented development from a business-based perspective and more.
- **Certified ITIL™ Trainer, consultant, and mentor:** Provide training to pass the IT Infrastructure Library (ITIL) certification exam; consistently highly rated trainings. Multiple classes Foundation and Intermediate and advanced level classes with 100% pass rate. Multiple ITIL-related projects working with clients to help them adopt (and adapt) ITIL processes to achieve IT Service Management (ITSM).
- **Certified PRINCE2® Trainer and project management consultant:** Delivered multiple PRINCE2 project management classes (Foundation and Practitioner). Many classes included people with PMP certification. Acted as either interim on consultant project management for a wide variety of industries and projects from software development to business reorganization.
- **Competitive and team assessment:** Conducted multiple competitive assessments for clients. Almost every consulting engagement involved team and/or software assessment.
- **Outsource CIO and CCO:** Temporary solution for companies who need technology leadership to solve immediate challenges, and to revamp or realign internal IT processes and procedures to meet business goals.
- **Extensive experience with enterprise architectures and service oriented architectures (SOA):** Worked with client companies to develop the enterprise architectures and also mentored the teams so that they could continue development after consultations concluded. As part of most engagements, demonstrated that SOA was really *business process-oriented architecture* that required defining (or inventorying) business process and then mapping the business process to services implemented in software with an appropriate infrastructure of hardware and support.
- **Agile Development (and Agile Methodologist):** Worked with multiple clients to adopt an agile approach to software development. The result: eliminated waste, reduced cost, schedule overruns, and assured delivery of the needed system versus the requested one.
- **Open Source Project Management:** worked with clients to develop open source strategies including understanding open source licenses, business profit potential, and proof-of-concept projects.

- e-Government:** Project manager and chief mentor for a pilot project to consolidate separate applications into an integrated end-to-end Web-based set of services that would enable "no wrong door" access for citizens of a Mid-Western State. Included end-to-end service architecture, approaches for change management, and support the service after it went live.
- Outside development management:** set up and managed and functioned as an advocate dealing with their 3rd party (or outsource) resources. These included translating client business requirements into technical specifications and assured that both sides understood what was expected. The result, our clients take delivery of a system that meets their needs versus one the developer thinks meets the technical requirements.
- Client-Server to Web conversion:** Mentored clients to plan, manage, and implement various conversion efforts from client-server technologies to Web-based – converting legacy systems to Web-based architectures including optimizing performance. This included multiple projects that used different platforms and languages. Previous clients experienced streamlined processes and average 75% ROI in the first year.
- Client technology audits:** developed a proprietary eight-point analysis that provides a clear, client-customer-centric road map to enable clients to optimize technology investments, and achieve business objectives and goals with a predictable ROI.
- Project Rescue:** Specialize in projects that are behind schedule and/or potentially over budget. This includes takeover of projects and/or detailed requirement research and analysis. 100% success for the projects we accept.
- e-Business Initiatives:** Mentor and develop back room and customer-centric strategies for e-business and e-commerce. Provided plan implementation, project management and Internet marketing strategies. Both pure Internet as well as click and mortar operations.
- Web Site Audit and Redesign for Ease-of-Use:** Help improve the ROI for various Web Sites, increase customer response, improve overall design and search engine placement.
- Software Testing and Standards:** Developed testing strategies and standards for clients thereby improving product quality, shortening delivery time and decreasing maintenance costs. Developed checklist for reviews and code walkthroughs. In the more recent cases, used Web-based technologies to facilitate communications during the software development life cycle as well as for project management to assure that all stakeholders (including customers, service-desk, operations, technology and business) were aware and able to participate in continual improvement processes.
- Trainer and eLearning:** For more than 20 years, developed and used 3rd party material for both skills transfer and various aspects of certification training to multiple audiences (developers, technical and business management). The ability to deliver high quality training is based on experienced gained over many years in IT. Some details follow:
 - Trainer: Business Analysis for IT Professionals:** Class designed for people who must fill the Business Analyst role in their organization. Material covers requirements elicitation, documentation, communications style, prioritization, and verification and validation of requirements. Consistently highly rated trainings.
 - Trainer: Modeling Techniques for Business Analysts:** Class introduces specific modeling techniques for use by business analysts. Models covered include context models, process models (including both business process improvement and business process reengineering), data models, design models and patterns, and UML.
 - Trainer: Estimating Testing Effort:** This course is designed for developers, analysts, software quality analysts, and testers who need to be able to estimate the level of effort required to adequately test a software development effort. The course includes an introduction to estimation (what it is and what it isn't).

- **Trainer: Software Quality Assurance:** Class designed for developers and business analysts. Material covers an understanding of quality, requirements and their relationship to quality, software development process (including Agile), types of testing, testing processes and test coverage, integrating testing with development, reviews (including walkthroughs and inspections), quality and the customer/end user. Consistently highly rated trainings.
- **Trainer: Software Testing:** Class designed for developers and IT quality assurance staff. Material covers comprehensive coverage of the testing processes, models, and approaches to support the delivery of quality software. The focus is on integrating testing processes and procedures into the software development process. Consistently highly rated trainings.
- **Trainer: Effective Use Case Development:** Class designed for developers and analysts who have to develop use cases as part of their job. The course is based on *Writing Effective Use Cases* by Alistair Cockburn, Copyright © 2001 by Addison-Wesley
- **Trainer: Effective Usability Testing:** Class designed for developers, analysts, software quality analysts, and testers who need to understand what usability testing is and how the tests should be conducted.

- **Multiple Projects and Industries:** Cross industry experience on a variety of projects including sales force automation, spot currency trading, insurance, medical instrumentation, and more. Most projects included multiple skills including conversion (data and system), EDI, data mining, data warehousing, workflow, content management...
- **Sample large organization experience: IBM** on a number of projects including commodities and stock trading, developed and taught, as *lead instructor* courses for IBM customers to help them migrate applications to OS/2; stock broker information systems; and the 1998 Winter Olympic Games; created and conducted various workshops for **IBM** clients on the topics of Java, software conversion, software best practices and multithreaded architecture. **NBC (division of Comcast)** to optimize the broadcast network. A division of **DuPont** to develop a sales force automation tool to improve closing rates. **McNeil Consumer Products Company (division of Johnson & Johnson)** to provide skills transfer in the use of business analysis tools. **AT&T** spot-currency trading application for one of their clients, **Advanced ITIL training for Disney, HP, Ohio State government, JP Morgan Chase, US Department of Defense (and other federal agencies)**, and others. .
- **Multiple platforms:** Developed solutions for clients that required multiple platform environments (Windows, OS/2, Linux, UNIX, Macintosh, AIX, OS/400, and others) and multiple languages (C, C++, Java, Smalltalk, and others). This requires a different perspective and skills compared to working in a cohesive (or homogenous) environment.
- **Member of the Internet Advisory Board for a \$500 million firm in North Carolina** currently heading the effort to improve software quality with better testing processes and procedures. Also working to use ITIL as a basis for the organization to take an outside-in approach to IT services and IT service management.
- **International consulting & training experience in Canada, England, France, Germany, Japan, and Romania**

Publications (partial list)

- **Over 800 articles** about various aspects of computing including, system software design, multithreaded software design, consulting, managing consultants, Java programming and training (including a reprint in *Java Gems* from SIGS Press) and other topics.
- **Reviewer** for a book about IT service management to be published 2016.
- **Lead-author** for a book about IT service management using ITIL to be published 2016.
- **Various articles for Sun Microsystems and WebGain** under the pen-name David Marks including weekly programming tips, in-depth articles and feature pieces.
- **Various blogs for CIO Magazine under multiple pen-names (topics: SOA, ITIL & Agile).**
- ***Converting Applications to OS/2*** Brady Books, 1989 (the definitive book about software platform conversion – the principles described are still valid today to convert systems and applications from one development environment to another.
- ***OS/2 Warp Unleashed*** SAMS Publishing, in 3 editions (1993, 1994, and 1995) and seven languages (world-wide over 750,000 copies in print)
- **Co-author of accredited Axelos courses** PRINCE2 Foundation & Practitioner, courseware, exercises and instructor guide. Accredited by CSME (now Acquiros) and PeopleCert in 2014.
- **Lead author accredited Axelos RESILIA™ Practitioner** including courseware, exercises, instructor guide. Course accredited by Axelos, 2015
- **Lead author ITIL Practitioner course** including courseware, exercises and instructor guide. Course to be submitted for accreditation after completion during 1st quarter 2016.

Speaking engagements (partial list)

- 18 years invited **speaker** at the Colorado Software Summit (<http://www.softwaresummit.com>) (multiple sessions – prior to 1997 the conference was called ColoradOS/2). **A consistent theme of the presentations since 1998 was a service-oriented, value-oriented approach to software strategy architecture, implementation and support.**
- 9 years invited **speaker** to IBM's Technical Interchange (topics included: *Designing Applications for Java, Converting Applications to Java, Java Step By Step, What You Don't Know About Java Security Will Hurt You, Java Concurrency, Open Source Java Development Tools (Struts, Spring, Hibernate and...)* and others).
- Invited **speaker** to IBM Solutions conferences (multiple sessions including *Making Java Play for the Enterprise*, and, *What You Don't Know About Security Will Hurt You!*) (Invited to speak at their conference in 2007 & 2009, but prior commitments made it impossible.)
- Invited **speaker** to Java Business Conference, New York, delivered sessions on *Customer-Centric J2EE development* and *Java Technology for Web Commerce*.
- Invited **speaker** to HDI 2015, topic *Service Management as a 21st Century Survival Capability*.
- Invited **speaker** to HDI 2016 topic *Introducing RESILIA: Cyber-Resilience for the 21st Century*
- 4 years invited **speaker** to SHARE, include 3 Best Session (in a track) and 1 Best of Share (overall) awards. (topics included: *How to Introduce Your Organization to Objects, Applying Object Principles to Non-Object-Oriented Development, Hot or Not: Picking the right Technologies for Your Organization and Challenges* and others).
- Invited speaker to multiple ITSM local interest groups

International Consulting & speaking experiences in Canada, Germany, France, Romania, and Japan (including working with translators).

Professional Certifications:

- ITIL Foundation
- ITIL Practitioner
- ITIL Lifecycle certifications:
 - Continual Service Improvement,
 - Service Operation,
 - Service Transition,
 - Service Design,
 - Service Strategy
- ITIL Capabilities certifications:
 - Operational Support & Analysis,
 - Release Change & Validation,
 - Planning Protection & Optimization,
 - Service Offerings & Agreements
- ITIL Managing Across the Lifecycle
- ITIL Expert
- PRINCE2 Practitioner
- RESILIA Foundation (Practitioner examination scheduled)

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