

# **ROBERT A. CHAMBERLAIN**

439 Milestone Drive  
Belgrade, MT 59714  
(406) 224-2564

**Bob@BobChamberlain.net**

**<http://www.BobChamberlain.net>**

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## **SUMMARY**

Digital Transformer leading systems design, development and deployment Engineers, Program / Project Managers, internal and external customers, in software-based data driven systems. Adept at transforming, implementing, maintaining and creating cutting-edge, IT based solutions along the complete life cycle, into and including maintenance. Focused on leveraging virtualization, containerization and dynamic capabilities of software driven systems. databases and architecture. Successful in controlling costs, and re-engineering ways of working resulting in maximized use of resources.

- 5 years of cloud computing, 15 years delivering Maximo, 30 years in management, 40 years of engineering hardware, software and processes.
- Servant Leader of cross platform agile teams; using classic Scrum, Spotify, SAFe, and enterprise Kanban.
- Leadership role in engineering implementation, configuration management (CM) and delivery processes.
- Visionary of relational data models, practical and demonstrable expertise in realizing synergistic use cases in a data driven environment.
- Attained high use and acceptance of systems and singular process where divergent processes previously existed.
- Successfully managed the creation of new product lines from concept through deployment.
- Leader of multi-time zone teams as small as three and as large as two hundred. Internal and outsourced.
- Worked closely with key business personnel to identify market opportunities for implementation by structured and entrepreneurial environments.
- Key team member of the New Product Development Process (Lean / Six Sigma based) creating a new corporate standard.
- Initiated, designed and implemented engineering life cycle controls and processes.
- Assisted in customer support initiating focus groups and providing second line services/support.
- Encouraged quality design techniques and “best practices” philosophy throughout career.
- Digital Transformation campaigner: advocating the use case and business process over technology constrained development.

## **MANAGERIAL SKILLS**

Configuration Management, Change Management, Project Management, Forward Planning, Budgets, Staffing, Recruiting, Program Management, Problem Solving.

Business Process discovery, definition, and deployment within constraints of existing systems.

Systems replacement and transitions to New Systems with Digital approaches; following the PMI principles of both waterfall and agile.

## TECHNICAL SKILLS

- TOOLS:** Jira, Trello, Confluence, BitBucket, GitHub, ServiceNow, Maximo  
 Microsoft Project, Office, Teams, Sharepoint, Windows (all versions, embedded, servers),  
 Embedded Linux, Linux Web Server, Apache, WebSphere  
 VMware, Sql Server, Sybase, DB2/2, My SQL, GPF, Oracle, Novell  
 Backup Exec, CVS, PVCS, DCS, System Architect, Brief, Visio, AutoCad,  
 x85/86 - z80x - m68x assembler, Free Form C, ANSI C, C++, C#, Python,  
 HTML, PHP, XML, client Java, server Java, Ajax, Soap, Web Services, MIF, REST API
- TECHNOLOGIES:** Cloud, Virtual Computing, Low Bandwidth Remote operations, Disaster Recovery,  
 Bankcard Payment management, Contactless Smart Cards, RFID, NFC, magnetic stripe  
 Money Validation, Revenue Tracking, IT data collection, Data Warehouses, Real-time data  
 Metal Manufacturing, Plastics, Production Line efficiency, Inventory Control  
 Internet Control, Access, Routing, Entry Door Access, Surveillance, Digital Communication,  
 Wi-Fi, Digital Television, Server Hardware and Architecture, Networks, Amateur Radio

## PROFESSIONAL EXPERIENCE

**NATIONAL GRID, LONDON, UNITED KINGDOM**

**1/20 – present**

Waltham, Massachusetts

One of the world's largest utilities focused on transmission and distribution of electricity and gas.

**Solutions Development Manager, Engineering Systems (Maximo EAM)**

Principal technologist, staff leader, project manager and change management lead (two-week sprints) for IBM Maximo Enterprise Asset Management (EAM); comprehensive database for both linear and discrete assets, construction work life cycle, gas leak repair, meter installations, real estate rights-of-way across three states and asset management of operations across 30 energy production plants.

Senior member of engineering leadership team that has a mission of continuous process and delivery improvement within a Spotify based Digital Product Operating Model by continuous feedback loop.

- Spear headed multi organization and multi-site configurations of Maximo; direct results are \$2.1MM perpetual operational savings per year.
- Designed and oversee the custom controls that obtained SOX compliance rating. Enabling \$20MM of business processes to begin using Maximo in the future.
- Directed and planned upgrade of Maximo; that was three years out of date and with 2700 non-compliant existing artifacts needing mitigation. Penetration testing passed for the first time following this upgrade. Avoiding \$1MM regulatory fines.
- Directed creation and led an architecture and code review board, integrated into the Jira life cycle of epics, features, defects, and spikes. Increased the quality of delivery with a 60% reduction of newly created defects.
- Integrated editing of engineering documentation (as built) into the release train life cycle.
- Designed branching, environment, and delivery paths adopted across 14 independent platforms, unifying the agile release train and SDLC of development.
- Right sized resources (cloud and consultants) resulting in a \$5MM yearly savings.
- War room chairman of all Major Incident Management (MIM) events, ensure triage is complete, lead root cause identification, and return to service in a timely manner.
- Define, direct, and lead the CM deliver process of Maximo platform. Member of the CM and delivery team of a 14-platform ecosystem with a distributed data model.
- Participate in management oversight of SAFe release train with up to 27 scrum teams.
- Line manager of 150 consultants and eight strategic employees, the largest consulting team staffed by IBM for Maximo in North America.

**ABACUS TECHNOLOGY CORPORATION, CHEVY CHASE, MD.****3/19 – 1/20**

Hanscom AFB, Bedford, Massachusetts

Worldwide Provider of Enterprise IT. Consultant concessioner to U.S. Department of Defense (DoD).

**Configuration Manager / Lead Associate (consultant)**

CM and chair of ITIL Change Advisory Board (CAB) for the joint ERP system deployment, destined to service worldwide supply chain, procurement, accounting and payroll for joint operation bases of the DoD.

Under the Command, Control, Communication, Intelligence and Networks (C3I&N) Directorate at Hanscom AFB.

- Defined and tailored a classic ITIL change and configuration management process to fit the unique circumstances of the C3I&N operations.
- Provided guidance and oversight of agile delivery and publication processes for Oracle NetSuite ERP, within a DoD secured cloud service.
- Chaired and documented CAB for quarterly releases to production. Guided agile user acceptance feedback for two-week sprints.
- Participated and helped govern the design review of the Service-Oriented Architecture (SOA) environment, unifying microservices (in containers) and the monolithic processes of ERP. Resulting in a dynamically scalable service layer with a centralized business process and database.
- Maintained documentation library, release notes, training plans all classified as Secret.
- Obtained US security clearance.

**XANTERRA PARKS & RESORTS, GREENWOOD VILLAGE, CO.****6/07 – 5/18**Yellowstone National Park. *5 geographically separated, campuses*

The largest national and state park concessioner in the United States, Xanterra operates lodging (hotels, cabins, and campgrounds), food & beverage, retail, activities, and maintenance.

**Program Manager, Computerized Maintenance Management System (CMMS)**

Sole technologist, project manager, system admin, hardware, software, developer, and change management lead for IBM Maximo Enterprise Asset Management (EAM); comprehensive database for assets, maintenance (*800 + buildings*), resource and parts supply chain management. Inherited, and turned around acceptance of Maximo system in a failing deployment environment. User base (*60*) had rejected the process changes put in place by consultants and predecessors.

- Gained respect and acceptance of failed system deployment.
- Discovered and reverse engineered divergent, historic business processes and requirements known only to a few, migrated these into the system
- Developed new business processes, centric to result requirements for the CMMS and significant reporting to the National Park Service.
- Reverse engineered inner structure and data relationships of Maximo's non-normalized proprietary database, eliminating the need for outside consultants, enabling the customization of object interactions, facilitating system functionality beyond industry capability, while maintaining the integrity of Maximo's foundation structure. Proven correct, during a full upgrade from version 6.2. to 7.5 by utilizing a base conversion performed by outside consultants, then authoring customized scripts to finish and successfully deploy 7.5.
- Customized scheduled work order creation beyond system capability, increasing key-punch efficiency hundred fold.
- Created custom web based application for Service Request entry allowing 400+ users to submit requests digitally, in replacement of a paper chit system. Fully integrated with Maximo. Automatically notifies maintenance of a new request.
- Created numerous back-end data loaders, and processes, both admin level and user level; while maintaining database integrity.
- Defined business process, customized Maximo to support Engineering Construction Project Management.
- Engineered, developed, and deployed web based reporting system, more capable than crystal reports. Lowers development cycle time, by ninety percent
- Deployed reporting system to both Maximo and Aloha POS.
- Assisted in report development and some maintenance of Aloha POS system.

- Integrated reporting, and custom front ends with Maximo security; Integrated LDAP user login to Maximo.
- Deployed and current admin of blade center with VMware, and SAN, the primary server environment for Xanterra in Yellowstone.
- Virtualized the entire server room into VMware, consisting of 40+ servers, by upgrading them from 2003 hardware to 2008 vm, upgrading several supporting applications and databases.
- Split large file servers into several smaller. Communicated with pertinent users facilitating small to no disruption of productivity.
- Maximo has not had an unscheduled outage for more than ten minutes, since my arrival. Maximo is available 24/7 to the users. Upgrade from 6.2 to 7.5 performed in 10 hours using custom scripts, compared to 3 day process from standard IBM.

## **TRAPEZE SOFTWARE GROUP, TORONTO, ON, CA. ; SCOTTSDALE, AZ**

**4/06 – 4/07**

Trapeze designs, produces and delivers IT Enterprise and Warehouse software, intelligent transportation systems (ITS) and mobile technologies for the traveler, the vehicle or the back office.

### **Product Manager Revenue Management and Fare Collection Systems**

Lead technologist / Designer and business manager for this newly created sub unit of Trapeze, responsible for entrepreneurial business segment. Initiated in 2<sup>nd</sup> quarter of 2006, by 2<sup>nd</sup> quarter of 2007, company did not provide resources to accomplish the business goals of this endeavor due to budget constraints.

- Lead technologist, designing system from ground up. Defined use-case, stake-holder identification, dataflow, framework, development resources, hardware resources, project plan, estimated costs and time.
- Identifier of IP and companies available for purchase to fulfill initiative goals.
- P&L leader.
- Direct relationship with Trapeze leadership.
- Direct industry and customer interaction; known to industry as THE revenue person at Trapeze.
- Design and realize business partnerships in contractual deliveries for response to governmental RFP.

## **GFI GENFARE, BU OF SPX CORP., ELK GROVE, IL**

**2/00 – 4/05**

GFI designs, produces, and services fare collection equipment for the mass transit industry. Focused primarily on street bus fare collection; light rail, heavy rail and off bus fare collection are additional aspects to the product line.

### **Director of Engineering**

Leader of multi-disciplined team consisting of 14 engineers (5 mech, 4 elec, 5 software) and 9 associates. Directed all aspects of engineering within a 150 employee \$100MM BU of the corporation, accountable for \$2MM budget.

Doubled as Software Engineering Manager, as EE and ME had a leader but Software did not.

- Wholly responsible for defining, overseeing development (at vendor location in Toronto for 6 weeks), and quality assurance of software modifications to a vending industry standard bill validation mechanism (CashCode BV07); enabling it to validate (and reject back to user along the same path) notes of all condition (and all issued versions) in very stringent mass transit environment. (5g op, 25g shock, -20° to 50°C, dripping wet to dry, folded and missing parts). Defined acceptable magnetic, optical, and conductive criteria to attain a 99.5% acceptance, with 99.99% accuracy, 1.3 second process time. Also defined process and constraints to fail-safe the device to identification only, circumventing hard validation. GFI is the only company capable of providing this level of performance, in this industry.
- Wholly responsible for quality assurance of vending machine recirculation validation, both CashCode and Toyocom.
- Directed quality assurance, specification, and design modifications of CoinCo, MoneyControls coin validation under same operating environments as bill validation. Attaining, >10 coin per second, 100% acceptance, with 98% accuracy across mixed USA, and Canadian coin of all vintages. Technology was optical sizing, reflectivity, and magnetic signature.
- Interacted with all departments of the company including Marketing, Sales, Finance, Purchasing, Manufacturing and QA; assisted in the acquisition and realization of contracts and sales.
- Worked closely with Marketing and Sales to identify product requirements to remain on the leading edge of competitiveness. Resulted in continued BU growth with the emergence of 3 new competitors.
- Researched and defined product requirements for 6 new products and numerous feature enhancements (primarily software), based on customer interactions, and industry analysis.

- Ensured Customer satisfaction prior to and after contract closure. Engineering performed all technical customer support, and first through last line software support. This resulted in 90% contract closure within schedule, and a mean overage of the remainder within the same quarter. Backlog of unclosed contracts shrunk from \$15MM to \$0.5MM.

#### **Technical Lead of this BU (business unit):**

- Managed the design effort of two new products; consisting of existing hardware modules with new software functionality. Represented direct tangible TVM sales of \$15MM per year.
- Led the integration of three new software based technologies into generic system capabilities: contactless smart cards; bankcard payment management; and wireless data communications.
- Managed full product development life cycle (SE, EE, ME) of 5 primary products and other subsidiary products.

#### **ZENITH ELECTRONICS CORP., Network Systems, Glenview, IL**

**6/84 – 11/99**

##### **Manager of Engineering, ATSC Digital Television, Broadband and Cable**

**2/98 – 11/99**

Managed full product development life cycle of five digital television (HDTV) transmission products (professional grade modulator, demodulator, MPEG decoder, translator/repeater and transport analyzer) and the personnel (7 direct reports, 24 indirect) to support these products. Directed applications engineering, application software engineering, project-management, field support, manufacturing coordinators for outsourced manufacturing and inventory management in excess of \$1MM. Had dotted line responsibility for 30 Mechanical, Electrical and Software Engineers and Manufacturing. Supported marketing efforts with presentations and technical expertise at trade shows. Assisted in industry standards committee work, participated in writing digital cable television standards.

- Expanded product line to five products by targeting industry needs, and re-using existing hardware designs. Resulted in \$150MM five-year revenues.
- Identified the need for a transport layer data process by analyzing the system architecture; resulted in an innovative product feature, with no additional hardware, enabling product to outperform the competition.
- Established customer interaction of implementation assistance, front services, and product awareness education.

#### **Project Leader, Information Gateway (Zenith)**

**2/95 - 2/98**

Addressable cable set-top decoder, with GUI on screen display (evolved after Zenith demise into Dish network satellite TV control system). Managed full software life cycle, project requirements and personnel - of embedded and back room, multi-process, multi-threaded set of applications embodying 1.2 million lines of C/SQL/GPF code. Designed, patented and supervised implementation of a pure software algorithm, embodying both embedded and backroom processes, streamlining data process by 96%; reduced processing time from 26 hours to 1.

- Maintenance Architect of full system design and structure; architect/designer of application software scope, architect/consulting engineer of embedded software scope. Participated heavily in EE hardware definition.
- Initiated, contributed and participated (as software representative) in the creation of Network System's New Product Development Process (6 Sigma based) entailing the division's products, processes, and policies. This became the standard of the division, across all disciplines, and was the deciding factor for General Instruments (later to be Motorola) purchase of the division during the bankruptcy.
- Assisted in definition of software development process facilitating the attainment of SEI level 3 certification.

#### **Senior Software Engineer, Information Gateway Project (Zenith)**

**3/93 – 2/95**

#### **Software Engineer, Command Series Controller (Zenith)**

**3/89 - 3/93**

Control System of the first addressable set-top box in the cable industry. Custom ASIC, state machine logic, included technology of bi-directional communications that ultimately became the basis for cable internet modems. My responsibility was general application software of back-room, including real-time OS on an IBM/AT, custom real-time database, and pre-windows GUI.

#### **Engineering Associate, General Computer Products (Zenith)**

**6/84 - 3/89**

Software Quality Assurance, automation software development to perform QA, custom hardware assembly and testing, maintained legacy application and driver software across evolutions of micro and pic hardware, on z-80 micro, CPM based OS, with custom b-tree database.

### **EDUCATION**

University of Phoenix – Online; BSBA current GPA 3.8/4	<b>02-06</b>
Southern Illinois University, Computer Science, Engineering Mathematics	<b>82-84</b>
Six Sigma Greenbelt, Training by Chicago Deming Association, Six Sigma Masters	<b>2005</b>

### **PATENT**

METHOD FOR RESOLVING CONFLICTS AMONG TIME BASED DATA	<b>11/96</b>
A process for assembling data by sorting and filtering new and stored records together, to eliminate data conflicts, resulting in the minimum data set.	