

CLIFFORD R. KETTEMBOROUGH

Ph.D., D.B.A., PMP, CSM/P/T, ITIL, Six Sigma/Lean/Kanban Green/Black Belt

www.linkedin.com/in/kettemborough 2,000+ connections; ranked in top 10% in profile viewers

Portfolio: www.CliffordKettemborough.com

YouTube: https://youtu.be/jVZyCNwWe_8

<http://ipscmi.org/about/OurExperts.php>

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HONESTY, LOYALTY, PASSION

SUMMARY/OBJECTIVE

- *A comprehensive five-dimensional professional: Technically savvy, Managerial expert, Leadership guru (servant, 360), Business acumen and Consultancy expert - an accomplished and awarded Knowledge Lender, Educator/Teacher, Mentor, Coach, Counselor, Organization/Personal Change/Development.*
- A very strong results-oriented leader with a proven track record of building and leading global cross functional business and technology teams, who loves to drive a winning team, succeeding in most challenging environments.
- Confident, seasoned and hard working IT management professional with excellent communication and customer/interpersonal skills. Able to work well under pressure and demonstrate outstanding leadership/project & program management abilities, as a PMI/PMP/PgMP practitioner. Fast learner and fit in any organizational culture with positive outlook to work, combining both an optimistic and totally committed approach.
- Myers Briggs Personality Test and HumanMetrics Jung Typology Test results: ENTJ - Extrovert (25%), Intuitive (51%), Thinking (22%), Judging (41%) – i.e., great leader and decision-maker, direct others toward making their vision become a reality, ingenious thinker and great long-range planner, strive to perfect systems, enjoy working with complex problem solving, convinced only by logical reasoning, good organizer of people, great communicator and teacher, love constructive challenge.
- Personality type 'A' – driver/leader. (CVI) Core Values Indicator: 70% - Merchant-Innovator (visionary, relationships builder, inspirer, motivator, negotiator, problem solver, facilitator, able to empower others).
- General competencies: Relationship Management, Customer Focus, Team Leadership, Adapting to Change, Driving for Results, Interpersonal Communication, Innovation, Entrepreneurial, Dynamic, Negotiation, Quality Focus, Decisive Judgment, Coaching and Developing Others, Business Acumen, Integrity.

PROFESSIONAL ACCOMPLISHMENTS/CAREER HISTORY

City of Hope, Duarte, CA

9/2016 – present

Sr. Program Manager, ITS PMO (consulting)

Responsibilities: Budget management up to \$5M.

PROJECT, PROGRAM, PMO

- Developed and (strategic) planned for large organization-wide and projects specific proposals, budgets, performed financial, business, technological and schedule feasibility studies, cost-benefit analysis, business processes re-engineering and organizational development. Functioned as Senior Project/Release and Program Manager for healthcare, hospital, and clinic applications and research domain.
- Managed delivery of numerous simultaneous projects, in various stages of development, of conflicting priority, resources demand, and various business needs/valuation, reaching decisions based on complex negotiations and using PMO processes, tools, and techniques, metrics and dashboards.
- Developed plans, methodologies, procedures, processes, tools and training in alignment of the PMO with CMMI, ITIL related standards and *Centers of Excellence*.
- Extensive experience in multi-vendor management within a multi-million/year budget.
- Regularly reported and presented to executive management and stakeholders, delivering workshops and 1:1 interactions on projects activities, problems and requirements through dashboards and metrics (MS Project, Clarity, Workbench, Trello, Smartsheets).
- Excellent/advanced MS Office skills (including macros, functions, pivot, views development) and deep knowledge, skills and experiences in developing executive level presentations using PowerPoint, Keynote, Tableau Desktop, Business Objects dashboards/reports.
- Functioned in an operational leadership role responsible for leading and managing a pool of Program Managers, Sr. Project Managers and Analysts who are responsible for the execution of key operational and strategic enterprise

projects. Developed an internal consultancy group of individual Project Managers to **increase its effectiveness and accountability across the organization.**

- Applied **academic and industry expertise** in Project/Program Management and Management Reporting (benchmarks, metrics, dashboards, etc.) with **strong leadership and communication skills** overseeing, managing, mentoring and coaching the teams.
- **Supported projects in all areas of: Office Productivity, Unified Communications & Collaboration, Mobility & Network and Security, Data Center & Virtualization, Data Protection and Cloud.**

LiveNation/TicketMaster, Los Angeles, CA

7/2015 – 7/2016

Sr. Program Manager, PMO and IT Strategy, Global IT (consulting)

Responsibilities: Budget management up to \$10M.

PROJECT, PROGRAM, PMO

- Ran the Global IT PMO, working with my peers to achieve **benefits from standardizing and following project management policies, processes and methods.** Set-up and employed the **Governance model and CCB.**
- Thus, made sure that the **PMO generally became the source for guidance, documentation, and metrics related to the practices involved in managing and implementing projects within the organization.**
- Ran projects and programs involving, **Application Development, Data Warehousing, Infrastructure, Corporate Security and Compliance, DevOps and continuous integration and delivery.**
- Due to the nature of **business (mergers and acquisitions)** managed projects involved rapid support of the **on-line business model in a high growth setting, fast growing, and fast paced environment.**
- Developed **plans, methodologies, procedures, processes, tools and training in alignment of the PMO with CMMI, ITIL related standards and Centers of Excellence.**
- Extensive experience in **multi-vendor management within a multi-million/year budget.**
- Regularly reported to executive management and stakeholders on **projects activities, problems and requirements through dashboards and metrics (MS Project, Clarity, Workbench, and Trello).**

TECHNOLOGY and BUSINESS STRATEGY

- Used the **PMO as a strategic tool in keeping implementers and decision makers moving toward consistent, business- or mission-focused goals and objectives (generating reports and dashboards with MS PPM and Clarity).**
- Worked with **top executive management and stakeholders to articulate and implement the corporate infrastructure vision for the organization while always looking 1-2 years ahead (tactical) and 3-5 years ahead (strategical).**
- Active involvement in **Corporate and Global Technology and Business Strategy: Application & Data Center Rationalization, Road-mapping, Infrastructure, Operations, Actual Applications and/or Business Unit Integrations, Cloud Strategy and Implementation, Data Center Strategy and Implementation, Enterprise Architecture Strategy and Implementation, End User Computing: Google for Work, Bring your Device, Microsoft 365.**
- **World class leadership and technical skills, building up and managing best and very large teams.**

Forever 21, Los Angeles, CA

10/2014 – 6/2015

Sr. Program Manager/Associate Director, E-Commerce/Digital Marketing Dept. (consulting)

Responsibilities: Budget management up to \$2M.

E-COMMERCE, SECURITY, DATA WAREHOUSING, BI, WEB ANALYTICS

- **Managed** (roadmap, development, execution, launch and operations (data feeds, promotional setup, direct/drop ship)/maintenance) of **Web sites supporting Forever 21 (retail) business for US, Canada, EU/UK, Asia (Korea, Japan and China), Mexico and Brazil.**
- Worked with **Interactive/Creative Agencies, desktop and mobile/social networks, Web Analytics (metrics), SEO (Google, Akamai), whole life-cycle of B2B, B2C, and C2B (PayPal), branding, demand and supply chain management.**
- **Worked with IT and 3rd parties to support all EDI (X12)/XML Gateway operations:** Inbound/Outbound transactions, errors correction, any needed enhancements, monitor and improve performance, customized mappings and security.
- **Managed various vendors (SLAs):** IBM, HP, Infosys (India and US), Velocity Partners (S. America), GroupBy (Canada).
- **Functioned as Scrum Master:** Heavy use of the Agile/Scrum methodology and Jira/Confluence/VersionOne.
- **Overseen infrastructure teams (in IT) for performance tuning and improvement, including applications security.**

PROJECT, PROGRAM, PMO

- Formed, set-up and developed the Forever 21 E-Commerce PMO. Then managed the PMO for all E-Commerce **related projects.** Used MS PM Server and Clarity.

- Developed and (strategic) planned for large organization-wide and projects specific proposals, budgets, performed financial, business, technological and schedule feasibility studies, cost-benefit analysis, business processes re-engineering and organizational development. Functioned as Senior Project/Release and Program Manager.
- Managed delivery of numerous simultaneous projects, in various stages of development, of conflicting priority, resources demand, and various business needs/valuation, reaching decisions based on complex negotiations and using PMO processes, tools, and techniques, metrics and dashboards.
- Supported projects in all areas of: Office Productivity, Unified Communications & Collaboration, Mobility & Network and Security, Data Center & Virtualization, Data Protection and Cloud.

Johnson & Johnson c/o Biosense Webster Int'l, Diamond Bar, CA 12/2013 – 09/2014

Sr. Program Manager, IT Dept. (consulting)

Responsibilities: Budget management up to \$5M.

PROJECT, PROGRAM, PMO

- Managed – Project Owner/Release/Program Manager role (the IT side) of a very large systems integration of various CRMs belonging to several companies. This was a multi million project meant to replace various proprietary CRM systems with a global system, based on Siebel and Sales Force. Worked closely with Deloitte consultants. That included upgrade to the DMS (Document sharing and Management System).
- Heavily involved in Corporate PMO, Compliance and Security matters.
- Supported projects in all areas of: Office Productivity, Unified Communications & Collaboration, Mobility & Network and Security, Data Center & Virtualization, Data Protection and Cloud.

DATA WAREHOUSING, BI, WEB ANALYTICS, ERP/CRM, COMPLIANCE/SECURITY

- Managed (PM role) IT projects (enhancements/production stage) supporting the Business/Customer Relationship Management, Data Warehouse, Business Intelligence and Web Analytics using MDM (Master Data Management). Supported dashboard reporting (PMO) and nCube data analysis.

Los Angeles County – Public Health, Commerce, CA 11/2011 – 11/2013

Sr. Program Manager/acting Director, IT Dept. (consulting)

Responsibilities: Budget management up to \$3M.

PROJECT, PROGRAM, PRODUCT MANAGEMENT, PMO, DIRECTING

- Managed the IT-PH Enterprise and Data/Information Architecture, CRM (Dynamics NAV), Web Analytics, EDI (X12, HL7), Application Development & QA Groups.
- Managed delivery of (Project and Release) a portfolio (EAI) of 10-12 major and several minor IT projects and a team of 20+ staff members/contractors (BAs, architects, software engineers, DBAs, testers/QA, CM). Increased IT efficiency/lowered the organization cost!
- Worked with all compliance standards: HFCA, HEDIS, HIPAA, STAR, ICD 9/10, CMS, and PBM in related projects.
- Initiated and managed the QA and Automated Testing environment, planning, methodology. Implemented Six Sigma techniques (CPI) with remarkable results!

INFRASTRUCTURE, OPERATIONS

- Led key projects in the areas of Utilization Management, Compliance, BI, Business Re-engineering and Infrastructure.
- Managed the delivery of the Infrastructure Services using ITSM (ITIL) lifecycle.
- Worked with IT and 3rd parties to support all EDI (HL7)/XML Gateway operations: Inbound/Outbound transactions, errors correction, any needed enhancements, monitor and improve performance, customized mappings and security.
- Supported projects in all areas of: Office Productivity, Unified Communications & Collaboration, Mobility & Network and Security, Data Center & Virtualization, Data Protection and Cloud.

COMPLIANCE, SECURITY, QA

- Initiated and ran the SDL (Microsoft Security Life-cycle) process and embedding the Security Analysis tools.
- Worked closely with the PMO (PMBOK) and Compliance offices (HIPAA, HEDIS, COBIT, FISMA, GLBA, PCI, ICD-10) in producing status report, prioritization and initiation, employing RAID (Risks, Assumptions, Issues, and Decisions).
- Set up the SDLC process based on ITIL Service, CoBIT-based Governance Framework) with documentation templates and Agile/Scrum methodology using JIRA.

The Walt Disney Company, Burbank, CA 11/2007 – 08/2011

IT Director, the Studio. (FTE)

Responsibilities: Budget management \$5.

PROJECT, PROGRAM, PRODUCT MANAGEMENT, PMO, DIRECTING

- **Functioned** as an **IT Director** with responsibilities in the area of **Systems Architecture, EPMO, Applications Portfolio Management (EAI)** (over 120 apps), **Compliance, Technology/Infrastructure R&D**, and **Training** for the Studio IT. **Extensive use of MS Project (Server) and CA Clarity. Supported various products life-cycle.**
- **Provided Systems/Applications/Information/Data Architecture** directions and guidelines for Studio Technology.
- Worked on the integration of new technologies and improvement of business processes/models. Served as **SME** (subject matter expert), facilitating **Kaizen, Kanban, Agile** techniques (JIRA). Supported **anti-piracy/intellectual property** group.
- **Led (Program/Project/Release Manager) a global distribution system** – very large project, over 3 years in length.
- **Managed** the all phases (scoping, planning, vendor's selection, reporting, implementation, risk management, documentation (RFI, RFP, RFQ, SOW, SLA) of several **Technology Migration Project**. Included the **management of Microsoft, HP, Xerox and IBM Premier contracts** or vendors like **Infosys, Cognizant Tata, WiPro, CapGemini** and related **SLAs (outsourcing, off-shoring)**. Partnered in with **Gartner, Forrester** and other major R&D organizations.
- **Led the PMO (SRLs, metrics, scorecards, dashboards) and Studio Application Portfolio Management** effort (surveys, data collection, systems architecture, integration, technology research, communication and implementation, risk management, **KPI, BRM**) and its transformation into **Technology Portfolio - HP PPMC** (Project and Portfolio Management Center). Supported the **Budgeting** (5YP, AOP) through **Cognos** and Technology Landscape related activities. **Implemented Six Sigma (CPI) techniques with remarkable results!**

INFRASTRUCTURE, OPERATIONS

- **Developed/Implemented ITIL Service Management Catalog and CoBIT-based IT Governance Framework** processes and procedures and adapted them to organization's environment.
- **Supported projects in all areas of: Office Productivity, Unified Communications & Collaboration, Mobility & Network and Security, Data Center & Virtualization, Data Protection and Cloud.**

COMPLIANCE, SECURITY, QA

- **Responsible for the entire Disney's Studio IT applications portfolio and infrastructure compliance. (SOX 404, CoBIT, COSO, PCI, PII, EU Safe Harbor, COFA).** Considerable involvement within the following security domains: **Security Products and Technology, Security Engineering, Analysis and Investigation, Networking Protocols and Data Center**
- **Represented Studio IT at corporate quarterly audits and prepared reports to corporate and executive management.**

Ingram Micro, Santa Ana, CA

05/2006 – 11/2007

Sr. IT Program Manager, IT Dept. (consulting)

Responsibilities: Budget management up to \$2M.

PROJECT, PROGRAM, PRODUCT MANAGEMENT, PMO

- **As part of the Enterprise Project Portfolio (EAI) and Program Management Office (EPMO)/IT Governance Structure.**
- **Managed or directed** large, complex development projects, programs - **migration of a legacy centralized applications portfolio to SAP (ERP) R/3 Modules (FI, CO, MM, PP, SRM, CRM, SCM, HR, BI) and related Web-based applications**, adhering to standardized **Project Management Processes (PMBOK)** and within time, budget and staff constraints.
- **Prepared presentations and memos** communicating projects progress (**via dashboard**), findings, and recommendations to senior management. Coordinated **outsourcing** activities. **Managed project's scope, schedule, cost, quality, stakeholder's expectations, capacity planning, and risk mitigation.**
- **Effective delivery of large scale, high risk, projects and programs** to business units, including responsibility for **budget, forecasting, cost visibility, TCO/ROI calculation, and financial analysis** – worked with **Deloitte**.
- **Supported projects in all areas of: Office Productivity, Unified Communications & Collaboration, Mobility & Network and Security, Data Center & Virtualization, Data Protection and Cloud.**

DEVELOPMENT, SYSTEMS ARCHITECTURE, SDLC, DATA WAREHOUSING

- **Participated and managed the entire PLC (Project Life Cycle)** including the transition of projects from Project Delivery to Production Support after designated Post Implementation Review/Support period.
- **Facilitated teams and business users** in the process of identifying requirements and defining scope for assigned development projects. **Direct responsibility for P & L. Prepared RGI/RFP/RFQ, SOW and SLA.**

WWETC/ITSMC, San Gabriel, CA

05/2000 – Present

Independent Senior Consultant (1099/c2c) (consulting)

- **Responsibilities: Provided corporate training (over 30 workshops)** to several clients (industry, across the US) via **SimpliLearn Co., EZCertifications, LearningTree** as a global training and certification organization, on following topics:

- **Project Management** for a global training and certification organization, on following topics:
- **Project Management for PMP Certification** (PMBOK methodology, Risk Management); **ITIL (Foundations, Intermediate, Expert), ITSM; Six Sigma Black/Green Belt; Agile/Scrum Methodology; Data Warehousing and BI; Big Data; Audits and Corporate Compliance: SoX, PII, PIA, PCI, Harbour Safe, COBIT, HIPAA; QA, V&V, and Testing Management** for large systems and for E-Commerce; **Security for the Enterprise: lifecycle, procedures, tools.**

The Boeing Corp., Huntington Beach, CA **12/2004 – 04/2006**
Sr. Project Engineer (Technical Project Manager), FCS Program. (Details available)

AIU and PWU, Los Angeles, CA **03/2002 - 11/2004**
Dean and Professor of Computer Science and Dept. Chair of Business Administration and Management.

NASA-Jet Propulsion Laboratory, Pasadena, CA **07/1996 – 01/2002**
*Technology/Project Manager; Chief Software Systems Architect, Navigation & Mission Control.
 Senior Systems/Software Engineer, Mission Assurance (S/W QA) and DSN. (details available). 02/1988 - 09/1989*

Maxicare Health Plans, Inc., Los Angeles, CA **02/1994 – 06/1996**
Director of MIS/Assistant CIO. (details available)

Transamerica Financial Services, Corp., Los Angeles, CA **03/1992 – 02/1994**
Group/Project Manager, Emerging Technology Group. (details available)

Rockwell International, Corp., Canoga Park, CA **09/1988 – 03/1992**
Task Manager/Technical Group Leader, (I)V&V, NASA/Space Station Program. (details available)

Xerox Corporation, El Segundo, CA **08/1983 – 02/1988**
Team Leader/Senior Software Engineer, Centralized and Decentralized Printing Systems. (details available)

ACADEMIC CREDENTIALS / FORMAL EDUCATION

Doctor of Philosophy in Business Administration (includes the master's), Specialty: **Technology Management**
University of Santa Barbara, California, 12/1996, GPA=4.0. (professional degree) – includes an MBA degree (UIV).

Doctor of Philosophy in Computer & Information Sciences (includes 2 masters), Specialty: **S/W Engineering**
Pacific Western University, 12/1988, GPA=4.0. (professional degree) – includes MSCS and MMIS degrees (WCU).

Master of Arts, Specialty: (Org) Leadership, *Azusa Pacific University, 07/2006, GPA=3.9 – includes ABD in (NSEU).*

Master of Science in Applied Mathematics, *Western Governors University, 09/2009; GPA=3.9 - includes BS in Math/CIS.*

University of Southern California, *Graduate level courses (master's) in Systems Engineering/Management, 2005-2006.*

INDUSTRY RECOGNITION

SME (Subject Matter Expert) – IT, Business and Management Consulting: *eTechnology Research Group, VENN – CIO Webinar Series, CDM Media – CIO Submit, Emissary Group, GL Group, Western Governors University, American Certification Institute.*

Listed in "Who's Who among Executives and Professionals, Who's Who in California, West, America, World, Emerging Leaders in America, Science and Engineering, Information Technology, International Who's Who of Professionals, World Who's Who Hall of Fame", "International Cultural Diploma of Honor" publications in U.S. and U.K. "1996, 1998 Man of the Year," "1997 Platinum Record for Exceptional Performance," and "Gold Record of Achievement for 1999" awards from **American Biographical Institute**, "2000 Outstanding Intellectuals of the 20th Century," "International Man of the Year – 2001," "International Educator of the Year – 2003" and "Top 100 Professionals" – 2012" from **International**

Biographical Centre, Cambridge, U.K. Member of Research Board of Advisors - **American Biographical Institute.**
Nominated Member in “*Alfred Whitehead Leadership Society*” - 1996.

NASA/JPL Leadership Award for Y2K Project Successful Completion, ahead of schedule. **Member of Board of Directors** and/or honorific senior titles for various educational institutions. **Professional organizations membership:** ACM, AIAA, AMA, AMS, DECUS, ICCP, IEEE, ISACA, MAA, NMA, QAI, ACBSP. **Foreign languages:** French, Spanish, Italian, German.

OTHER TRAINING/CERTIFICATIONS

International Purchasing and Supply Chain Management Institute, *Certified International Sourcing Manager (CISM)* and *Certified International Purchasing Manager (CIPM)*, 2017.
American Certification Institute, *Certified International Business Analysis Professional*, 2017.
American Certification Institute, *Certified International Project Management Professional*, 2017.
American Certification Institute, *Certified Six Sigma Black Belt*, 2016.
IIBA, *Certified Business Analysis Professional (CBAP)*; 2016.
American Certification Institute, *Certified International Professional Trainer*, 2016.
EZCertifications, *Certified Six Sigma Green Belt*, 2015.
Security Innovation, *Certificate in Enterprise IS/IT Security* – part of the **CISSP/M** and **CISA/M** prep; 2012.
L. A. County: *Certified HIPAA Professional (CHP)* training; *Certified in Healthcare Privacy and Security (CHPS)*, 2012.
Best Management Practices Certificate: *IT Service Management (ITIL)*, *Management of Portfolios (MoP)*, *Management of Risk (MoR)*, *(Managing Successful Programmes (MSP))*, *PROjects IN Controlled Environments (PRINCE2)*; 2011.
Harvard Business School, *Certificates in: Leadership & Management, Creativity and Innovation, Global Business and Technology, Business Acumen, Communications, Marketing, Strategy, Technology, Leading Change*; 2010.
Master’s Certificate in Project Management, *George Washington University/ESI*, 2009.
ESI Int’l Executive Education in: *Contract Management, Business Analysis, Information Systems Security, Business Intelligence, ROI Methodology, Intercultural Management, Internet/Digital Marketing, Sales Force Management, Supply Chain Management, Leadership, Negotiations, Business Process Management/Sustainability, Enabling Technology*, 2009.
Scrum Alliance: **CSM**, **CSP** and **CST** (Certified Scum Master, Professional & Trainer), 2010 (#116789).
Project Management Institute: **PMP** certification. 2010. **Extensive PMP college teaching/corporate training** (#1738129)
Disney University, *Training and Certificate in IT/IL Service Management*; 2009.
Malcolm Baldrige and **Balanced Scorecard** training and certification, *Boeing Corp.* 2005.
S/W Architecture Professional Certificate (Zachman, TOGAF), *CMU/SEI*, 2006.
Software Cost Estimation training (PRICE-H, SEER-SEM) 2005.
Six Sigma Black Belt Training, *NASA/JPL/QASNA*, 1996-2002.
Certified IT (TickIT) and ISO 9001 Auditor, *Information Systems Auditing Association*, 2000.
Certified Project Manager, *American/National Management Association*, 1999.
Certificate in Supervisory and Management Skills, *National Management Association*, 1991.

Volunteer Contributions: City of Hope, The USO, Disable Veterans of America, Paralyzed Veterans of America, Wounded Warrior Project, American Legion, The LA Mission, Union Rescue Mission, Salvation Army, Braille Institute, Toys for Tots, Boys Town, WildLife Refuge.