

# Robert Wales

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1916 Fairfax St. · Denver, CO 80220

Tel: 303.780.9068 · Cell: 720.635.6475 · E-mail: RBWales@gmail.com

## Synopsis

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Highly qualified VP-level technologist seeks organization with abundant technology challenges and opportunities. Proven innovator who understands technology, business, software organizations, and the unique challenges faced by government agencies. Adept at systems architecture, enterprise architecture, project and resource management, building software delivery teams, and tuning (or retooling) software development methodologies.

## Selected Achievements

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In my nineteen years as a technologist for PSI, I have numerous achievements that I can point to with pride. Below are some of particular significance:

- **Technology Strategic Planning.** I personally created PSI's first ever Technology Strategic Plan, which gives PSI an improved ability to think and plan strategically about its use of IT.
- **Integrated & Streamlined Technology Budgeting.** I led a project to improve and streamline our technology budgeting process. Improvements in the process allowed us to identify projects that weren't needed, and others that needed to be given higher priority. Such insights allowed us to avoid some project costs and maximize ROI for others, which delivered improved profits.
- **Business Capture.** On key project bids, I performed key roles in winning the work and/or the customer. Often I attend oral discussions to "tell the technical story," and to put a face to PSI's technology capability. I also contribute essential parts to written bids. Examples include PSI's NJ Eligibility & Enrollment bid, our ID State Disbursement Unit bid, and our GA Peachcare rebid. I also often participate in "soft" calls, as with PSI's South Carolina RFI (Request for Information) oral discussions and our Iowa integrated eligibility RFI oral discussions.
- **Key Projects.** I personally led the architecture for numerous key, strategic projects for PSI. Examples include 1) the Opus project, a new-architecture system for State Children's Health Insurance (SCHIP) eligibility determination and enrollment, 2) the Centralized HIRES system, a redesign of a widely deployed client/server system that brings new process efficiency to a key line of business, and 3) the PROS system, an imaging-based payment receipting system that enabled PSI to launch a new, strategic business line.
- **Team Development.** I led the development of PSI's highly productive software development team, hiring, firing, grooming, and tuning to get us there. Under my leadership, PSI's software development team had a superior record of on-time delivery of software projects, including numerous "must do" projects that required exceptional effort, creativity, and teamwork to pull off.

## Special Skills

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Software Architecture

Software Development Process Improvement

Cost Estimation

CSM (Certified ScrumMaster)

IT Governance

Process Automation

Project Management

Orals / Selling the Technical Solution

## Technologies / Platforms / Languages

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Java / J2EE	.NET / VB.NET / C#
Oracle	Web / Javascript
C / C++	*NIX
Ruby / Ruby on Rails	Perl / Sed / Awk / Regex
Windows	XML

## Concepts / Technology Arenas

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Service Oriented Architecture (SOA)	Enterprise Application Integration (EAI)
Agile Software Development / Scrum	Workflow / process integration
Mainframes / legacy system integration	“Little” language & compiler development
Design patterns	Human-computer interface / User Interface design

## Work Experience

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**1989-Present**                      **Policy Studies Inc.**  
1899 Wynkoop St. / STE 300 / Denver, CO 80202 303.863.0900

*2006-present*                      *Principal Consultant*

Primary responsibilities include business development and project execution. Presently working in the State of Iowa to renovate their SACWIS (Statewide Automated Child Welfare Information System), giving it a Web-based user interface, an improved architecture, and enhanced functionality.

*2004-2006*                      *Vice President of Enterprise Technical Architecture*

Primary responsibilities included developing PSI's strategic technology infrastructure, managing PSI's Architecture Services Group, and business development. Among my accomplishments in this role are creating PSI's Technology Steering Committee, a cross-divisional team of senior executives who oversee PSI's technology endeavors and initiating PSI's IT Governance initiative, which created a framework for more effective decision making in PSI's use of IT.

*2000-2004*                      *Vice President of Software Development*

Primary responsibilities included managing all of PSI's internal software development projects, and participating in select external engagements as architect or senior resource. Also significant business development responsibilities in writing proposals, making sales presentations, and costing solutions for development bids. Among my accomplishments in this role are developing

a first-class team of software developers and delivering key, highly-successful software projects for PSI including PROS (Payment Receipting Online System), NMSN (National Medical Support Notice), and MO-CHAMP (an Enrollment Broker system for the state of Missouri).

*1998-2000                      Director of Software Development*

Primary responsibilities included managing PSI's software development team members, providing architecture for key internal projects, participating in select external engagements as architect or senior resource, and business development activities including proposal development and solution estimation. Among my accomplishments in this role are developing PSI's software development "pool" structure, and delivering key projects for PSI including Guidelines 2000 (a child support guidelines calculation system for Iowa's child support program), Forms 2000 (a document generation system for Iowa's child support program) and FACS / STAR (a document generation system for Iowa's child welfare program).

*1989-1998                      Software Developer / Senior Software Developer*

Primary responsibilities included participating as resource or key resource on innumerable software development projects, including FACS II (an eligibility intake program written in Powerbuilder for the state of Oklahoma), Wyoming's POSSE (a statewide child support case tracking system), and OASIS (a child support case tracking system for use in the state of Nebraska).

**Publications & Presentations**

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Presentation: Real-World SOA: BPEL (*OracleWorld*, December 15, 2004)  
Publication: BPEL to the Rescue: A Real World Account of SOA (*Web Services Journal*, July 2004)

**Education**

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University of Colorado	1990-1991
Metropolitan State College of Denver	1988-1990

**References**

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References available upon request