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# CARL A. SINGER, Ph.D.

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Innovative information technology and financial services executive and project manager. Blends in-depth business and process experience with military leadership. Track record of establishing and running successful Project Management Offices, creating Knowledge Management platforms, and leading senior high performance teams that achieve aggressive targets.

## *PMP, Six Sigma Green Belt*

### PROFESSIONAL EXPERIENCE

THE INSTITUTE FOR DEFENSE ANALYSES      Alexandria, Virginia      2009 - 2011  
**Consultant**, *Science and Technology Division*. *Provide project control and technical support for developing the 2009 Training community modeling and simulation business plan on behalf of the Office of the Under Secretary of Defense for Personnel and Readiness This plan is the basis for Department of Defense strategic investments in critical training area. [active Secret Clearance]*

THE BANK OF NEW YORK MELLON, New York, New York      2007–2009  
**Vice President**, Enterprise Program Management Office (EPMO)  
*Coached and monitored senior project managers running critical, high impact, \$5 – \$10 Million IT projects. Investment Banking, Wealth Management and major systems conversion efforts.*

- Pioneered “Sure Start” methodology including scope management, planning, risk, estimation, and resourcing for successfully launching new projects: “Start Projects Healthy / Keep Projects Healthy”
- Attained 100% success rate with the internal PMP exam preparation that I built and taught.

INDEPENDENT CONSULTANT, Multiple Locations      2004–2005, 2007  
**Project Management Mentoring**, Serviced IT department of New York City agency.  
*Business Consulting: Provided business analysis and strategic planning for a private real estate firm.*

INFORMATION BUILDERS, INC. (IBI), New York, New York      2005–2006  
**Manager**, Project Management Office (PMO), Consulting Division of \$300 M software developer.  
*Provided active quality review and status monitoring, methodology development, training, proposal development assistance, estimation support, risk mitigation planning and post-project analysis.*

- Developed the PMO for the consulting division. Revamped the division’s project status tracking system resulting in more timely and accurate information for the appropriate decision makers.
- Built “Center of Excellence.” Developed new processes, documentation, training and project review criteria. Brought clarity to the bid / no-bid decisions to avoid “land mine” opportunities and to build appropriate risk mitigation into proposals and project plans.

IBM, Armonk, New York      1995–2004  
**Senior Consulting Instructor**, IBM Advanced Business Institute (2001-2004).  
*Developed executive level courses including: the Outsourcing Decision, Valuing Information Technology Investments, Data Mining, Knowledge Management and Strategic Crisis Management.*

- Facilitated Account Planning sessions for account teams of IBM executives and (former) Price Waterhouse Cooper Partners servicing major IBM clients such as Samsung and Campbell Soup.

**Senior Program Manager**, Global Application Management Services Delivery Process, Methodology & Tools [1999-2001]  
*Led team developing maintenance-related engagement models for this multi-billion dollar business.*

- Managed \$1 Million offshore project upgrading IBM’s Rapid Custom Development methodology.

**Senior Program Manager**, Methodology Architecture [1995-1999]  
*Recruited by senior management to lead creation of software development methodologies used by over 35,000 IBM consultants. Approach was key contributor to the success of IBM Global Services.*

- Created PMO and processes enabling the rapid, quality, worldwide deployment of these new project management methodologies. Serviced worldwide IBM stakeholders. Led related RAD sessions.

BELL COMMUNICATIONS RESEARCH (Bellcore) – Piscataway, New Jersey      1987-1995  
**Manager**, Quality and Cost Initiatives; Curriculum Manager, Software Engineering Curricula  
*Multiple responsibilities for internal software development life cycle (SDLC) process quality, requirements methods, as well as quality analysis of would-be software suppliers to our owners, the 9 “Baby Bells”.*

- Achieved SEI CMM Level 5 certification.
- Key contributor to team that identified \$40 million in cost savings and led to the complete redesign of our Software Development Life Cycle methodology.
- Chaired the “Requirements for Requirements” Task Force – impacting quality of Bellcore’s \$75 million generic requirements program for suppliers.
- Chaired QPA (Quality Program Analysis) teams – ISO 9000 Lead Auditor. Led intense reviews of a supplier organizations’ systems development process. Innovatively reduced 4 person, 4 day audit to 2 x 2, by redesigning this service.
- Originated highly successful software quality symposia – annual off-site conferences with our customer / owners to share ideas and concerns and map strategies for going forward. Led to improved customer satisfaction and increased business.

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**PREVIOUS EXPERIENCE**

(Details available upon request.)

GENERAL ELECTRIC, **Senior Systems Engineer**, Federal & Electronic Systems Division.

KRALL MANAGEMENT, Inc., **Principal with management consulting firm**. Full P&L responsibilities

CHASE MANHATTAN BANK, **Special Consultant to EVP Financial Planning and Budgeting**.

CHASE ECONOMETRICS, **International Management Scientist**. Foreign Exchange forecasting and Political Risk Analysis.

**MILITARY EXPERIENCE**

UNITED STATES ARMY. (Active and Reserve duty – Colonel)

**Military Analyst**, Office Chief of Staff, United States Army. Planning and Programing (sic) Analysis Directorate. (Active duty)

*Served as member of a hand-picked, elite team supporting the Army Chief of Staff, GEN Westmoreland.*

- Attacked manpower and force structure issues, coordinating critical action items throughout DoD. Conducted long-term planning studies shaping the army of the future. Handled congressional inquiries and other high pressure / quick turnaround actions. Served with and learned from future leaders such as (then Lieutenant Colonel) Colin Powell.
- Awarded a direct commission to First Lieutenant.
- Reported to the Chief Scientist of the Army advancing new technologies such as “telemedicine”, the use of high capability techniques (digital X-rays, remote surgery) to support combat medical services.
- At the U.S. Army War College Center for Strategic Leadership, led my ten person team of senior colonels in support of the annual two-week Strategic Crisis Exercise.
- Awards include: Meritorious Service Medal and the Legion of Merit.

**PROFESSIONAL ACTIVITIES**

**Member of Management Board of IEEE Software and Systems Engineering Standards Committee.**

- Serve as representative to the new Agile SW Standard, working closely with experts in this domain.
- Chair the working group producing standards relating to computer tool interconnections. Have had 100% success in achieving international ballot approval.

**EDUCATION**

**Ph.D, Industrial Administration**, Purdue University, Krannert School of Management. Management Information Systems Design and Applied Economics. Requirements Methods and Business Solutions.

**M.S. Industrial and Operations Engineering**, University of Michigan. Information Systems Design. Additional emphasis: operations research, quantitative methods and statistical methods.

**B.S. Organizational Science**, Case Institute of Technology, Engineering core curriculum; physics through quantum mechanics; graduate courses in mathematics and operations research.

U.S. Army War College (America's most senior military school.)

U.S. Army Command and General Staff College

**SELECTED PUBLICATIONS**

(Available at my website: [www.ProcessMakesPerfect.net](http://www.ProcessMakesPerfect.net))

**Context Specific Intellectual Capital** – IBM Systems Journal, Vol. 42, No. 3, 2003.

**Leveraging a Worldwide Project Team** – PM Network, Project Management Institute, April 2001.

**A Requirements Tutorial**. Quality Systems and Software Requirements – Bellcore Special Report SR-NWT-002159, 1992.

**Software Quality Program**, Generic Requirements – Bellcore Technical Report TR-TSY-000179, 1989.