



# SOFTWARE ENGINEERING & CONSULTING

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## PROFILE

Accomplished software engineering manager, lead, and individual contributor with extensive experience in program management, project management, development, quality assurance, and consulting. Proven ability to execute at managerial and technical level. Excellent references, technical depth, strong collaborator, hands-on leader.



## QUALIFICATIONS

- Managing major software development lifecycles
- Scheduling, managing, and releasing multiple concurrent projects
- Technical design and architecture
- Cross group collaboration and negotiation
- Providing feedback and handling difficult conversations
- Feature team and executive communication and reporting
- Software development, debugging, and testing
- Customer advocacy, empathy, and response
- Technical strategy and planning
- Program Management, strong functional specifications
- Gathering requirements, defining scenarios and personas
- Managing, communicating, and mitigating project risk
- Implementing development processes, project standards, quality gates, and release criteria
- Aligning team and individuals to organizational goals
- Windows networking, consulting, and troubleshooting
- Agile Development (SCRUM and Strike Team) experience
- Leading, developing, and mentoring employees
- Recruiting, interviewing, and hiring

## EXPERIENCE

*ByteCave, Inc. (see below) full-time consulting, May 2010 - present*

### ■ Microsoft Corporation, Redmond, Washington

*February 1997 - April 2010*

#### • GROUP PROGRAM MANAGER, WINDOWS GENUINE PLATFORM, 2007-2010

Lead team of twelve (2 leads, 10 individual contributors) program managers in creating activation and validation technologies for Windows 7 and Office 2010. Define and guide strategy, and coordinate supporting engineering activities. Define best practices and develop great Program Managers. Schedule resources across the organization and with multiple partner teams, evangelize technologies across Microsoft, and advocate for customers to create solutions for their key scenarios. Drive support for Microsoft's revenue recovery and legalization goals into core Windows OS technology platform; steer hack investigation and response efforts. Responsible for activation methods and anti-piracy technology for Enterprise customers (KMS, VAMT, MAK, Token, VM), OEMs (SLP 2.0, BIOS Activation, and embedded), and Retail customers (hardware ID). Microsoft product key technology, including product ID (PID) generation, validation, and mapping product keys to SKUs. Own, drive, and define the design and operation of Microsoft-wide activation and validation servers (cloud, reporting, telemetry, client/server pipelines). Active roles include technical design, cross-group collaboration, negotiation, and risk management; executive status and reporting; planning with product marketing group to prioritize resources across key investment areas including legacy (XP, 2K3) activation and validation, public sector initiatives (colleges, governments, military), and Vista/W7 Genuine program. Create framework and lead cross-group planning for activation/validation in the next version of Windows. Privacy champion for Genuine Windows; our technology (Vista and Windows 7) was awarded the European Privacy Seal, a coveted EU-wide privacy credential.

#### • LEAD PROGRAM MANAGER, WINDOWS GENUINE PLATFORM, 2004-2007

Program Manager for software licensing service, security processor integration (trusted time, trusted data store), kernel API and pre-release timebomb code, platform security, and licensing



policy engine. Create technical designs, functional specifications, threat models, and heat map for prioritization of efforts. *Work spanned features in Windows Vista and Windows 7* Additionally, lead team of Program Managers in the Genuine Windows anti-piracy space. Coordinate with other Lead PMs responsible for revenue recovery efforts to ensure appropriate telemetry, legalization capabilities, and genuine state detection are supported in the platform. Tactical planning, scheduling, resource allocation, and guidance for activation methods and features in the Volume (Enterprise) channel, OEM ecosystem, and end-user consumer space. Gather customer requirements, define key scenarios, and guide feature team of developers, testers, and cross-group partner teams in creating anti-piracy features. End-to-end ownership of feature efforts, including conflict resolution, risk management, and managing schedule and delivery.

- PROGRAM MANAGER, SHADOWRUN, 2003-2004

Preproduction planning, schedule, strike team collaboration, cross-functional collaboration, matchmaking specification.

- SUSTAINED ENGINEERING DEV (SDE) LEAD, WINDOWS DRM / DAS, 2002-2003

Provide bug fixes, QFE, and Service Pack releases for Windows Trusted Platform Technologies including legacy eBook Digital Rights Management, DRM 1.0, and eBook Activation Server. Led team of developers in providing analysis of impact, risk, schedule, resources, and viability of fixes to shipped code bases. Work with forward moving product teams to develop quality engineering processes.



———— Dev (SDE) Lead, Microsoft Game Studios (Studio X), 1997-2002 ————

- DEVELOPER PM FOR XBOX DEVELOPMENT (STUDIO X)

Help internal teams and external developers take advantage of Xbox technology, analyze and communicate code status, ensure developer/studio requirements are addressed. Review schedules, source code, and design documents. Participate in program reviews, provide technical development support as required.

- CRIMSON SKIES PC

Design architectural interface to in-game code and lead team of programmers to produce preflight and post-flight UI (menus, scrapbook, instant action, weapons, plane design, configuration, multiplayer matchmaking/scoring). Work with external development house to integrate with in-flight code. Significant C++ and proprietary scripting code on a very short time schedule, active individual contributor.

- GAMES HOTSETUP TECHNOLOGY

Lead the Hotsetup technology team in designing and developing several multi-threaded, graphical setup applications for Microsoft games using C++. Techniques include 2D sprite animation engine, multi-threading, design and creation of core installer engine, and Win32 API programming. Directed development processes and schedule, communicated project risks and negotiated features/functionality to ensure timely release; technical resource to other developers, external program managers, and testers. Stage 1 Migration to generic setup technology saved, on average, \$40,000 in development costs per title. *Also served as Program Manager throughout the 2 year development of this project that shipped with every Microsoft PC game title for 5 years.* [» Sample titles: Age of Empires I/II, Close Combat 1-3, Crimson Skies]

- NFL FEVER 2002 XBOX UI

Win32 C++, develop the Trophy Case screens for NFL Fever 2002 (Xbox launch football title) user interface.



- XBOX KIOSK DEMO CREATOR

Design and code multi-language enabled front end for Xbox Kiosk application in C++ (DLL/LIB) and Visual BASIC. Facilitates entry and editing of demo and video information. *Technology shipped on every Xbox kiosk unit for the first year of the console's life.*

- ONLINE GAME BETA ACTIVATION

Web based online activation of externally deployed PC game betas. Server side C++ and ASP, database schema and C++/ADO integration with SQL server; client side javascript and HTML, integrate system with Macrovision's SafeCast anti-piracy shell. *Enabled game beta team members to activate and unlock beta cds via a web interface.*

## ■ Commerce Direct International, Issaquah, Washington

*Director of Development, February 1996 - February 1997*

Manage all aspects of software development for Internet commerce startup. Hire, supervise, and provide project management, prioritization, scheduling, and technical assistance to development

leads, program managers, and test manager. Budget and resource allocation, drive technical design, plan and implement development processes, track and report progress for all projects, conduct employee reviews, implement corporate policy, communicate status and requirements to management staff. *We received over \$22 million in funding for this eCommerce startup, and signed several major clients including McAfee and Dr. Solomon's.*

➤ SELF-SERVE E-COMMERCE CLIENT/SERVER

Win32 executable client and an ActiveX client used for Internet commerce. Connected via TCP/IP to SQL Server enabled backend for updated pricing, customer management and reports, credit card processing, etc.

➤ SELF-SERVE WRAPPER

Win32 toolkit and end-user shell that allowed for encrypted wrapping of product executable. Utilized e-Commerce technology above to connect, authorize payment, and receive unlock code.

■ **Microsoft Corporation, Redmond, Washington**

*April 1990 - February 1996*

• TEST (SDET) LEAD, PLAYERNET MULTIPLAYER, 1994-1996

Write C++ API testing code, project management, oversee development progress and quality, technical product design, test strategy, manage test developers (SDETs), gather customer requirements, create feature specifications, prioritize tasks, maintain schedule, hire and allocate resources, performance reviews, career coaching and development. *Served as both Program Manager and Test Lead for two versions of this pre-DirectPlay multiplayer networking technology.*

• DEVELOPER (SDE), VISUAL BASIC 4.0, 1993-1994

Design and develop Win32 code for Microsoft Visual BASIC 4.0 Compiler/IDE and the Office Developer's Kit using C and Visual BASIC itself. Code CD-ROM contents browser, Office Developer's Kit 3.0, OLE object browser, VB 4.0 Setup Wizard/Toolkit, and various fixes to the core Visual BASIC IDE. Self-manage work, process, schedule and interaction with test leads and program managers. Perform peer code and spec reviews, development interviews; group technical resource for OLE and VB programming.

• TEST (SDET) LEAD, CAIRO OBJECT FILE SYSTEM, 1991-1993

Test lead for OLE structured storage technology. Define test strategy, write and review test plans and specifications, manage schedule, automation (*harness coded using QuickBASIC*), lead test developers, conduct interviews and employee reviews. Write Win32 COM code in C/C++ to test OLE 2.0 Compound File (IStorage, IStream, etc.) technology. *This technology first shipped in Word 6.0 and was used for several years as the de facto containment storage on the Windows platform.*

• NETWORK SUPPORT ENGINEER, LAN MANAGER 2.X, 1990-1991

Internal network support for Networking Business Unit. Install and maintain Lan Manager workstations and servers. Provide support to Microsoft internal developers, testers, and program managers. Support to executives outside of the business unit as required.

■ **ByteCave Inc., Redmond, Washington**

*Program and Project Management, Software Development, and Consulting, January 1991 - present*

• R&J METAL FABRICATORS, INC., PORTLAND, OREGON

Ongoing filePro programming maintenance of custom job tracking, inventory, Union reporting, GL / AR / AP, payroll system. General consulting services, upgrades, network upgrade and maintenance, web-hosting. Anti-spam, mail server (Axigen), and network monitoring.

• TRIPLE R CONTRACTING, INC, TACOMA, WASHINGTON

Machine and app installations, web-site, email and web-hosting.

• RIVERS WEST APPAREL, INC., SEATTLE, WASHINGTON

Setup local area network and established automatic communication of inventory and payroll status between headquarters in Seattle and satellite plants in Utah.

• OTHER SIGNIFICANT PROJECTS AND CLIENTS

- Construction/Contracting Web Site, Greener Construction NW, Snohomish, WA
- LAN/Mail/Web Site, Redmond Assembly of God, Redmond, WA
- Dairy Invoicing and Billing, West Coast Grocery Co., Salem, OR
- Multiuser, Multi-site Point of Sale, Cossette Video, Portland, OR

- Heavy Equipment Sales & Invoicing, Russell Equipment, Vancouver, WA
- HUD Reporting and Management, Mazzaco Enterprises, Portland, OR

## TECHNOLOGIES

 C/C++  
  VB/VBA  
  Win32  
  JavaScript  
  Windows  
  BASIC  
 RegEx  
  COBOL Cobol  
  SQL  
  filePro  
  LUA  
  HTML  
  PHP  
**APPS:**  Word  
  Excel  
  Outlook  
  Project  
  PowerPoint  
  Visio  
  SharePoint

## EDUCATION

Bachelor of Science, Software Engineering Management, Grantham University, July 2003

## REFERENCES

*Additional contact information available upon request*




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Todd Haugen	Principal Group Program Manager, Microsoft SharePoint	<i>on request</i>
Matt Stipes	Principal Product Unit Manager, Microsoft Genuine	<i>on request</i>
Mark Svancarek	Principal Program Manager, Microsoft Win Ecosystem	<i>on request</i>
Steve Jones	President, R & J Metal Fabricators, Inc.	<i>on request</i>
Randy Shedden	Owner, Cottage Industrial Complex, Inc	<i>on request</i>
Robroy Ranger	Pastor, Redmond Assembly of God Church	<i>on request</i>
Craig Henry	Principal Development Manager, Microsoft Game Studios	<i>on request</i>
Joanne Davis	Senior Program Manager, Microsoft Genuine & PKeys	<i>on request</i>
Tom Basham	Senior Program Manager, Microsoft Activation Server	<i>on request</i>