

## LEONARD (LEN) VERRETT

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### QUALIFICATION HIGHLIGHTS:

Proven track record of progressive responsibility in technology leadership. Expertise in project, program and portfolio management, PMO oversight and IT governance.

Managing Teams Resource Planning Change Management Business IT Roadmap Strategy Stakeholder Commitment Steering Committees	Portfolio Planning & Reporting Capital Budgeting Business Case Approval Project Standards and Tools Financial Oversight Troubled Project Intervention	Software Development Quality Assurance Infrastructure Consolidation Technology Implementation Customer Support Architecture Standards
<b>Leadership</b>	<b>PMO Governance</b>	<b>Technical Management</b>

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### PROFESSIONAL EXPERIENCE:

#### **Entergy Corporation, The Woodlands, TX. June 2012 – Present.**

Entergy is an integrated energy company engaged primarily in electric power production and retail distribution operations. Entergy is ranked #261 on the 2013 Fortune 500, serves 2.8 million utility customers and is one of the nation's leading nuclear power generators.

**Senior IT Program Manager – Solution Development and Architecture (SDA).** December 2013 – Present.  
Responsible for strategic IT program execution.

- Led the Cisco Unified Communications implementation: a transformational IT program impacting over 20,000 devices and 18,000 end users, including change management and training. The program deployed WebEx on-line meetings and audio conferencing, Jabber instant messaging and phone control, Call Manager PBX upgrades, and video conferencing installations at over 40 locations, replacing older technologies.
- Managed a program of IT projects for security, substation telecom innovation, and technology updates. Accountable for scope, schedule, resources, and budget for individual projects and project manager oversight.
- Authored and shepherded business cases and proposed IT roadmaps to the steering committee and CIO.

**Senior IT Program Manager – Operations Information Technology (OIT).** June 2012 – December 2013.

Responsible for capital budget portfolio management, project execution oversight and project management processes.

- Defined and documented OIT project management best practices, expectations, Roles & Responsibilities, processes and standards. Led PM training sessions and a semiannual summit.
- Participated in PM ratings and summarized PM performance for the management team. Mentored project managers on project and stakeholder issues.
- Hosted the weekly OIT project portfolio status meeting for all Operations IT projects and provided consolidated reporting. Tracked completion of resulting action items.
- Reviewed and approved Statements Of Work, Staff Augmentations, and Project Change Requests. Developed a tracking and approval process to improve oversight.
- Presented a formal assessment to senior management on project scheduling practices to drive improvement in resource-loaded scheduling and forecasting. Integrated Time & Labor actuals with schedule assignments.
- Drove data cleanup in scheduling and project lifecycle workflows to improve Key Performance Indicator (KPI) metrics. Initiated new projects and approved stage gates.

- Defined a project management process gap analysis and led the transformation to common best practices and standards to support consolidating Nuclear IT into Operations IT.
- Defined the project status report template and metrics for OIT. Worked with PMO leadership to improve cost visibility and align with capitalization rules. Co-designed and deployed status report automation.
- Tracked, segmented, and reported the capital financial portfolio to senior management. This included Budget, Present Estimates, Actuals, Variance, and changes. Reconciled and maintained a \$25M+ project portfolio. Responded to audit requests and variance explanations.
- Oversaw the year-end capital close for OIT, including accruals. Assured proper and prompt creation, maintenance, closure and usage of capital project charge codes.
- Coordinated Business Case review and approval for 2014 Capital Planning and high-level 5-year plans. Provided input as a member of the Business Case Challenge Team for enterprise IT.

**El Paso Corporation. Houston, TX. August 2008 – May 2012. Now Kinder-Morgan.**

El Paso's two core businesses were Exploration and Production, and Natural Gas Pipelines - the nation's largest interstate natural gas pipeline network, transporting over 25% of the nation's natural gas. Ranked 481 on the Fortune 500 in 2012.

***Collaboration and QA Platforms Manager – IT Technical Platforms.*** March 2011-May 2012.

Led a new QA program for EP's largest IT project, to consolidate its gas pipeline transportation IT systems. Rolled out new Application Lifecycle Management (ALM) tools and processes. Led the SharePoint team.

- Managed the project and the team for the SharePoint 2010 and MS-Project 2010 Enterprise IT rollout. Worked with multiple organizations to influence the timing and strategy of the phased upgrade, as well as upstream technical dependencies including MS-Office and Internet Explorer versions, and hosted applications.
- PMO Project Manager for the 2012 Enterprise Server Refresh (\$1M) and Database Refresh projects.
- Created detailed PMO project plans for the QA workstream, which interlocked to other project plans on Project 4Sight, El Paso's largest IT project (\$90M). Managed a work item tracking system in TFS as product owner for enhancements. Used MS-Project 2007 and MS-Project 2010 to manage projects.
- Deployed Microsoft's Team Foundation Server (TFS) for Project 4Sight Release 1. Rolled out change management, work tracking, and test management. This involved implementing the 2010 version upgrade, scaling up the platform, defining processes, business and IT adoption, and platform configuration.
- Rolled out Microsoft Visual Studio Lab Management, a new platform for virtualized test environments with snapshot, rollback, and network isolation capability. Presented to CIO.
- Engaged IT development leaders and architects to design, develop, and implement new tools and procedures for SOA source code management, including branching, merging, version control, builds, check-in, traceability, and migration processes.
- Stood up a new QA practice in collaboration with Computer Sciences Corporation (CSC) and KPMG consultants to define the QA Strategy & Approach, Use Cases & Traceability methods, and the tools and procedures for managing Bugs, Test Cases, and Test Plans for Project 4Sight Release 2.
- Unified three pipeline organizations on a single Change Management Request (CMR) system in TFS. Configured TFS CMR workflows for Software Development Life Cycle (SDLC) and audit compliance procedures, and vetted the TFS CMR system with the audit team and the BU for Release 1 go-live.
- Established a cross-functional Application Lifecycle Management Governance forum to approve architectural decisions, platform and process improvement initiatives.
- Defined the ALM team organization, job descriptions, obtained staffing approval, interviewed and hired the QA team. Evaluated vendors. Handled contractor termination and knowledge transfer upon project cancellation. Conducted employee performance reviews.

***Pipeline Portfolio Manager – Information Technology Project Management Office.*** Jan 2010-March 2011.

Promoted to IT Portfolio Manager for the Pipeline Business Unit, reporting to the PMO Director.

- Ensured successful execution for the portfolio of Pipeline Division IT projects. Oversaw around 40 active projects at one time (75 during the year) run by various project managers, focusing on governance, standardization, metrics, and dependencies across projects.
- Built relationships with business and IT stakeholders to increase awareness of business needs and to keep them aware of how IT can help them meet their business goals. Engaged business unit leadership to identify priorities and future projects, steered business teams through the business case approval process, and participated in Steering Committees.
- Raised the profile of the PMO by presenting PMO road shows and process presentations tailored to different audiences. Met with leaders for targeted synch sessions. Led the effort to bring the pipeline division IT projects into the IT-PMO.
- Led a cross-functional Governance team which delivered process improvements including a new business case template, approval criteria, PMO reporting standards, and metrics.
- Analyzed and reported portfolio financial results for IT spending, capital budgeting, and cost management to Steering. Worked with PM's on project costing and reporting.
- Approved projects to move into the next phase (stage gates), and intervened in slipping or troubled projects to resolve the issues or to route valid scope and schedule changes to the appropriate governance process. Collaborated on key project lessons learned presentations.
- Led PMO process improvements, including sub-projects and iterative development, process right-sizing by project tier levels, status and timeline reporting, template improvements, and scope and schedule management processes presented to and approved by the CIO.
- Interviewed project managers during the hiring process and provided feedback on PM performance and stakeholder concerns. Assigned project managers to projects, and implemented a PM utilization system to more effectively plan project assignments.
- Assisted in the overall development of the PMO team including training, on-boarding, and formal mentorship. Ran PMO workshops to train staff. Coached project managers on stakeholder management and project issues.
- Worked through project managers of pipeline projects to provide status information to stakeholders and management, to drive accuracy and quality of information in the PMO.
- Utilized Microsoft Project to create new projects, assign projects, create views and reports, track project progress, generate financial data, and consult on scheduling standards.

***Principal Project Manager – Information Technology Project Management Office.*** August 2008-Dec 2010.

Responsible for leading strategic IT projects from initiation to closing. Managed scope, schedule, resources, vendors, and budget in a PMO using MS-Project, SharePoint, and MS-Office.

- Data Center Migration Project Manager: Shaped the core strategy and processes for the project. Worked with the project stakeholders and vendor to finalize the Statement of Work. Led the pipeline stakeholders and SME's for status, drove completion of deliverables and managed issues. This was IT's top project and I received the CEO's ACE Award for successful delivery.
- Led the Drilling Information Management System (DIMS) replacement project during the initiation and scoping phases. Prepared a detailed business case, options, organizational model, and plan for the IT Advisory Committee. Led requirements gathering and scope definition to implement Landmark OpenWells. Engaged E&P, audit, and accounting teams to identify opportunities for greater cost transparency and cost recovery. This was the E&P division's top priority project. I transitioned it to another PM for execution upon my promotion to portfolio manager for pipelines.

- Led the project to upgrade and improve the architecture for El Paso's enterprise backup solution on Symantec Veritas. Completed the project on time and on budget, which upgraded El Paso's critical backup infrastructure at 12 sites, including master & media servers and agents.
- Led Enterprise Virtualization 2009. Deliverables included migration of 2 pipeline systems onto VMWare, a rebuild of all virtual hosts in the new data center using a standard and repeatable process, and virtualizing servers aligned to data center migration dates and server refresh dates.
- IT Strategy: Evaluated VMWare tools and vendors to produce a roadmap for 2010 Virtualization. This resulted in a \$500k cost savings by defining a release strategy instead of purchasing third-party products on an end of life VMWare version. Led proof of concept evaluations of backup technologies for virtualization, and presented the backup team's recommendations to ITAC.
- Engaged ITAC to approve capacity expansion by virtualizing the Austin data center, for \$1.5M of server refresh cost avoidance, \$1.2M of expansion cost avoidance, and resolving significant capacity issues. Obtained approval and delivered expanded capacity.
- Drove major initiatives for core infrastructure, including the Austin build-out, storage migration roadmap, and DMZ infrastructure plans.
- ConfigureSoft: led the upgrade of the Enterprise Configuration Mgt. project with a vendor.
- Participated in the PMO leadership's process improvement project; revised PMO templates for the Execution phase and trained other project managers in workshops.

**Hewlett-Packard / Compaq Computer Corp. Houston, TX. September 1999 – August 2008.** HP is a global information technology company providing hardware, software, and services. HP was ranked #9 on the 2009 Fortune 500.

***Infrastructure Manager – Global Data Services (GDS) and Global Business Intelligence (GBI).***

June 2007-August 2008. Promoted to Master level.

***Data Center Consolidation (DCC) Focal Point Lead (Program Manager Role) – GBI.*** December 2005-May 2007.

- Leadership: team lead for GBI Infrastructure Solution Architects. Drove and communicated team priorities and provided performance feedback. Focal point GBI contact to several teams.
- Program Management: led GBI application milestone planning for 300 GBI applications in 135 global data centers on 1,000 servers. Aligned data center closure dates to servers and their applications. Engaged application portfolios to finalize each Plan Of Record to retire, migrate, or consolidate. Drove standards, data quality, plans, and status with project and portfolio managers to present program status, risks, and issues to the PMO and senior management.
- Requirements Analysis: orchestrated collection of infrastructure requirements from GBI applications. Rationalized requests for new infrastructure at the lowest cost through planned use of existing assets or shared services. Approved new requests for the GDS division.
- Architecture: led GBI Project Architecture Reviews (PAR) with application teams, Enterprise Architecture (EA), IT Security, and IT service providers to approve future state designs and orders for hardware and shared services. Led teams to produce current and future state artifacts which meet approved standards for EA, tools, security, and IT strategic alignment. Drove and tracked remediation plans for exceptions approved by a corporate committee.
- IT Strategy: owned the GBI master roadmap for hardware delivery and BI middleware releases (deliverables, timeline and dependencies). Member of the BI Tools & Technology Forum which established and evaluated global technical standards for BI reporting tools.
- Cost Control: Defined opportunities and strategies such as stacking, capacity planning, and shared services to reduce overall platform costs, while increasing supportability and standardization to deliver simplification and cost savings for HP. Drove decommissioning efforts to 45% reduction goals in hardware platform assets.

Developed new tools and mechanisms to drive the timely infrastructure decommission for each data center exit.

- Collaboration: engaged stakeholders across application portfolios, service towers, EA, senior management, and PMO. Led the GBI communication strategy to ensure socialization of plans, standards and adoption by project teams, and built a strong coordination link with support teams. Arbitrated requests, and resolved planning and execution issues.

***Infrastructure Project Manager & Lead Infrastructure Architect – Supply Chain IT.*** April 2004-December 2005.

- Program Management: managed infrastructure plans, activity, forecasts, and requirements across multiple teams. Maintained an MS-Project plan for SC-IT Plan of Record activity.
- Planning: Created and maintained a plan to exceed 40% server reduction targets and 32% cost reduction, saving \$1.4M. Worked with application teams to agree upon strategies to achieve targets through asset retirement, consolidation, and shared services. Provided financial forecasts and scenarios for senior directors. The BI organization was noted as best in class for its detailed and high quality planning and ability to deliver cost savings objectives.
- PM: Project managed the World-Wide Compaq Information Warehouse (WWCIW) retirement and migration. Identified necessary migration dependencies, created and obtained approval for the Plan of Record and budgeting, directed resource activities, and presented status.
- PM: Project managed the successful BuyPower global procurement application ecosystem migration from the Boise data center to Houston, with a new architectural design to operate the program at a lower cost with greater performance, functionality and failover capability. Took over project management and design, as the project had previously stalled for 6 months.
- IT Strategy: led the proposal for Business Objects Shared Service (BOSS). Met with HP's business units and led the core team to conduct a global assessment of assets, support, costs, and options. Presented the business case to the BI Leadership Team. The proposal represented a \$3.5M cost savings for HP and became the global reporting standard platform.

***Application Infrastructure Team Lead / Program Manager – Customer Knowledge Management.***

Early 2003-April 2004.

- Leadership: team lead, directing activities for the CKM Technology Framework and QA team.
- Program Management: Obtained Primavera TeamPlay Project Manager Certification at HP. Created and maintained a TeamPlay PM structure to identify and track major initiatives with key milestones, dates, owners, issues, and program updates. Conducted program review sessions for core projects, to maintain visibility to commitments and improve effectiveness.
- IT Platforms: represented CKM in evaluating dashboard technology vendors, and presented a recommendation for Siebel Analytics which was ratified as the corporate standard for HP. My team learned and deployed the tool, onboarded application teams, trained the support team and transitioned the stable platform to a dedicated administrator.
- PM: Planned and executed the Corporate Accounts Reporting migration to CKM platforms.
- Change Management: Defined, authored, and maintained the CKM Change Management and Move To Production process which was adopted by the IT Center of Excellence.
- Vendor & License Management: Engaged HP Procurement and negotiated licensing for file compression and data transformation technologies for the CKM Data Warehouse. Tracked licensing and costs for CKM tools including Informatica and Siebel.
- Directed application infrastructure implementation, and conducted a pilot product evaluation to define a scalable, supportable and robust architecture for the Enterprise Systems Group.

**Technical Support Lead – NonStop Integration Hub.** January 2002-mid 2003.

- Supervisor: led a team of contractors to support the legacy SAP ABAP Data Warehouse, and develop the replacement new iHub application on the NSK platform with Informatica.
- PM: planned and executed a project to convert inbound and outbound data feeds from SAP to iHub. Achieved a 100% success rate on data conversions via extensive data reconciliation and quality control of mission-critical data including orders, shipments, inventory, and BOM's.
- Senior Technical Architect: Resolved and coordinated key technical challenges and issues inherent in technology integration and introducing new technologies. This included deploying Informatica and integrating it through the Tidal job scheduler on Unix using Service Guard packages and writing to a NonStop SQL database on NSK.

**Development and Testing Team Lead – Enterprise Data Warehouse.** September 1999-January 2002.

- Supervisor: Directed application development and design, moves to production, test plans, infrastructure and high availability upgrades for the global SAP data collection and reporting application supporting enterprise data warehousing and worldwide supply chain planning.
- Technical SME: Responsible for administration and rollout of ETL tools for the enterprise reporting platform. Supported DataStage, Sagent, and DTS and other batch processes.

**Applied Training Resources, Inc. (ATR), (www.atrco.com).** Houston, TX. March 1999-September 1999.

ATR develops an integrated suite of software primarily used in refinery, chemical processing, and oil & gas industries. The product suite encompassed training and qualification assignment, assessment & tracking, compliance, document management, MSDS, and procedure workflows. Rejoined as manager of escalation support, software releases, and testing. Hired, trained and led a technical team. Collaborated with developers and DBA's on product design and quality.

**Technical Services Manager.**

- Project / Supervisory Management: Built a department from the ground floor; hired staff, introduced policies and procedures while maintaining aggressive schedules. Trained and supervised a variable team of 3-12 software testers and new employees.
- Software QA Lead: Established version control and software chain of custody policies. Collaborated with developers and DBA's on product design and development. Created test plans and supervised test execution with SQL Server, Oracle, and Sybase platforms.

**Compaq Computer Corp.** Houston, TX. May 1997-March 1999.

Compaq (now HP) was a Fortune-500 provider of computer equipment and services.

The Voyager application was a key asset implemented by the CIO: a global data collection application which supported both enterprise data warehousing and worldwide supply chain planning. The application collected over 15 million rows of data daily, from over 300 worldwide SAP and legacy supply chain and financial application systems. The application operated 7x24x365, and was on the critical path for manufacturing operations.

**Testing Team Lead: Voyager Enterprise Data Warehouse Technical Architecture & Production Support.**

- Enterprise Data Warehouse Testing Team Lead: Responsible for testing and quality assurance; supervised a testing team. The data warehouse was developed in SAP/ABAP, in a custom SAP data warehouse instance.
- Production Support: On-call rotation 24x7 for final escalation support and MTI-MTP of key systems on the critical path for manufacturing operations and downstream planning.

**Applied Training Resources (ATR), (www.atrco.com).** Houston, TX. May 1996-May 1997.

### ***Software Quality Assurance Team Leader.***

- Software Quality Assurance Team Leader: team lead of software testing and installation programs. Utilized SQA Robot to automate test scripts. Reported bugs in SQA Team Test and provided summary reports to senior management.
- Software Development and Configuration: Configured test platforms in Oracle, SQL Server and Sybase. Wrote installation programs to install database, server and client components. Wrote installation documentation and release notes.

### **FormAtion Technologies Inc. (FTI) Denver, Colorado. (sold to Harland Co. in 1994). March 1993-May 1996.**

FormAtion was one of the 3 leading companies providing form automation with loan and deposit origination software to banks. I began as a technical support analyst and was rapidly promoted.

- Technical Support Analyst: worked directly with bankers and their IT staff to provide front and back-end support for FTI software on Novell networks.
- Promoted to team lead for the call center with 10 analysts. Led cross-functional tiger teams to support high call volume for new releases.
- QA Tester: Tested new software versions, installation programs for customer releases, terminal emulation packages, and PC to host interfaces.
- Communications Interface Analyst Developer: Coded/fixed PC-mainframe upload interfaces.
- Trainer: Taught customer classes on FTI software. Developed and taught internal training classes as subject matter expert for front-end and back-end configuration and usage. Edited the software engineering department's development process document. Authored release notes for patch upgrades, custom versions, and technical content for the installation manual.

### **International Magnaproducts Inc. (IMI) Westminster, Colorado. April 1992 – February 1993.**

IMI is a small manufacturer's rep. for magnetic materials used in computing and industrial applications.

#### ***Marketing Manager.***

April-Aug. 1992 PT, Aug. 1992-Feb. 1993 FT. Started part-time while working at PVI which led to a full-time position until 3M canceled its supplier contract with IMI, impacting 30% of revenues. Left with a written recommendation.

- Produced sales quotes and assisted the business owner with sales logistics, met with clients for customer sales visits, and handled back-office computer upgrades and accounting.

### **Precision Visuals Inc. (PVI) (now Visual Numerics: [www.vni.com](http://www.vni.com)). Boulder, Colorado. 3/92-7/92.**

PVI developed visual data analysis software toolkits on high-end UNIX workstations, primarily for geological, subsea, engines, and atmospheric engineering applications. PVI was purchased by VNI.

#### ***Marketing Assistant.***

March-July 1992 (Part-time while working at IMI).

- Statistically analyzed and reported the yearly customer survey finding to the CEO. Calculated demand forecasting, analyzed price / revenue bundles, assisted with developing marketing materials. Completed PV-Wave UNIX training. Installed MAC-OS upgrade for Marketing Dept.

### **Other Work Experience**

As a college student I had part-time positions in the energy industry:

- Analyzed and graphed Plutonium weight modeling data; **Los Alamos Labs/Ft. Lewis College.**

- Supervised safety procedures, tested radioactive samples; **Chem-Nuclear Systems, Inc.**
- Research assistant; **Joint Center for Energy Management.**

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**EDUCATION:**

- **M.B.A.**, Colorado State University, Ft. Collins, **GPA 3.75**, grad. May 1991.
- **PMP Certified**, PMP Number 437615 with PMI. Various project management courses.
- **CSM (Agile Certified Scrum Master)**. Scrum Alliance certification # 154215 on 7/31/11.
- **B.A.**, University of Colorado, Boulder, **GPA 3.53**, grad. May 1989.
- **Dale Carnegie Course in Public Speaking and Human Relations.**
- **Other various technical, project management and professional courses.**

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**TECHNOLOGY:** Conversant or fluent in numerous applications, including:

**Database / ETL:** SQL Server, Oracle, Sybase, NonStop SQL, ODBC, DataStage, Informatica, DTS/SSIS, etc.

**Reporting:** Cognos, Power Plant, Informatica PowerAnalyzer, Siebel Analytics, Business Objects, MS-OLAP, etc.

**Infrastructure:** Proliant DL760/585/380; HP/UX rp/Superdome, SAN, NonStop, etc.

**Project Mgt:** Microsoft Project and PWA,TFS, Primavera TeamPlay, etc.

**Productivity:** Microsoft Office Suite, Visio, IIS/Dynamic HTML, Sharepoint. Advanced Excel (Pivots, V-Lookup, etc.), WebEx, Jabber.

**QA Tools:** SQA Suite, Team Foundation Server, MTM (Microsoft Test Manager), Microsoft Lab Manager.

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**PERSONAL:**

- Health and Fitness: group and individual exercise 3-5x weekly, and maintain a healthy lifestyle
- Certified SCUBA diver
- Member of the Houston chapter of the Project Management Institute (PMI)
- Classical Guitarist; owner of the web site [www.EarlyRomanticGuitar.com](http://www.EarlyRomanticGuitar.com) specialized in 19<sup>th</sup> century guitar
- Volunteer Board Member and Treasurer for Guitar Houston, Inc., a 501c(3) organization which presents concerts and promotes the classical guitar in the Houston area. Founding member since 1997. Created the web site.
- Married with 2 sons excelling in high school (leading roles in Theater) and college (UT Austin, McCombs School of Business, MPA program).