

Bill Bourne, BEng.
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CAREER PROFILE FOR BILL BOURNE



A Senior Software Development Manager, Project Manager, Software Development Best Practices Expert, Certified Scrum Master (CSM) and Product Owner, and Agile Coach with 35 years of industry experience in a wide variety of projects and roles. Bill loves to help with the inception of new software projects and teams, getting them started on the right track. He is also known for his ability to take on poorly performing software development teams and turn them around through coaching, tuning the organization structure, and establishing effective project management and software development practices. He has successfully managed large complex programs of over 400 staff as well as small agile projects. He has worked extensively as a change agent in software technology, processes and practices, and driving new product proposals. He can champion process, organizational and cultural change across a single group or multiple teams.

- ✓ **Expert in Software Quality, Development Processes, and Practices** definition, selection, and adoption in a wide range of environments... Both small and large projects and in a range of waterfall, iterative, and agile processes.
- ✓ **Deep experience in defining, and driving team adoption of best practices** required for effective software development.
- ✓ **A strategic thinker** who can "see the forest for the trees", Bill can find ways to make the Important happen in an environment drowning in Urgency.
- ✓ **Highly collaborative and supportive of others.** He believes collaboration is critical to success, working across multiple organizational units, and building virtual teams to meet a project's objectives.
- ✓ **Respected Coach, and Mentor**, helping people to understand and focus on key objectives and business value. 20+ years of people management experience building, leading, and motivating software development organizations. 11+ years experience in mentoring and coaching individuals and groups. 7 Years experience with Agile methods.
- ✓ **Extensive hands-on Project Management experience** across the full lifecycle of software and systems development; from project definition to implementation, and verification. Strong understanding of the principles of project management, including planning, tracking, reporting, metrics measurement, risk management, configuration management and change control, and quality systems.
- ✓ **Effective process & technology transformation leader** capable of defining and championing change, using facilitation, consensus building, negotiations, and effective presentations, to engage all stakeholders and ensure buy-in.
- ✓ **An action oriented analyst and Product Owner** with extensive experience working directly with clients and stakeholders to understand their needs and create and drive requirements analysis, project proposals, and solutions architectures.

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RESUME OF EXPERIENCE

1. SOURCEFORM CONSULTING INC. (ONTARIO #002375630)

Role: Principal – Software Development & Agile Effectiveness Present

Providing consulting on software development process and practices improvement, from requirements through verification. While much of the work involves Agile projects, we also consult to teams using other methodologies.

We can help you with project inception, getting a new team or project running effectively. We also help rescue projects that have gotten into the weeds, or just want to improve some aspect of their development process.

Much of our work focuses on the timeless software development practices that transcend particular methodologies: requirements specification & reviews, design reviews, code inspections, continuous integration, static analysis, designer automated testing, including TDD, and verification test automation.

2. AVAYA INC – UNIFIED COMMUNICATIONS – CLIENTS/APPLICATIONS (UCA)

Role: Consultant, Practices & Organizational Maturity Oct 2012 – May 2013

Project: Due to inheriting a number of "legacy" products, the UCA business unit had one of the lowest on time delivery and poorest product quality records in Avaya. The objective was to make significant improvement in both areas for all 12 of the UCA Agile Scrum based projects.

Tasks Performed:

- a. Established collaborative cross-project teams for Project Management, Agile Lifecycle Management, and Code Quality. Through a consultative triage process, established priorities for each sub-team.
- b. Established wiki pages to document practices as they were developed, and to make assets openly available to all projects.
- c. Developed project-based metrics that were easy to collect, as well as summary metrics reports for all of UCA. Metrics covered: defectivity, code inspections, static analysis, design test automation, code coverage, and Q/A regression test automation, as well as a "code quality scorecard" for each project.
- d. Helped each project establish their unique improvement goals, and supported them as they introduced code quality and project management practices.
- e. Kept the focus on the improvement activities, in spite of urgent "fire-fights" for product delivery, field issues, and support releases.

Results:

- Significant improvement in code quality metrics measure, as projects adopted code inspections, designer automated testing, code coverage.
- Project teams made code quality a priority... improvement became in-grained in each team.
- The UCA management team could see for the first time metrics as to how the business unit was performing. *"Great quality scorecard, easily collectable and recordable, that helps drive*

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priority decisions”.

- Received an award from the separate System Verification (SV) organization for effectiveness in improving quality, and my collaborative approach. (There was considerable friction between UCA and the SV organization at the time)
- *“The best thing we did with this area was put a prime on it, and fortunately we had Bill, a very experienced, willing and motivated individual. Largely progress has occurred because of this focus. Bill listens, learns and teaches, a continuous circle of real, practical improvement. Great cross-organizational learning and progress as a result of Bill’s drive”* - Silvana Romagnino, Senior Manager, UCA Desktop Clients

3. AVAYA INC – UNIFIED COMMUNICATIONS – CLIENTS & APPLICATIONS

Role: Leader, Mobility Portfolio R&D

Nov 2011 – Oct 2012

Project: Take over leadership of a demoralized multi-site team with high attrition, poor project management, an overwhelming product backlog, poor product quality, and turn it around (Avaya one-X Mobile, Avaya one-X Communicator brands).

Tasks Performed:

- a. Hired an effective senior manager for our offshore development center in India. Re-negotiated a contract with our prime S/W development contractor creating stability and a 40% cost reduction. Staffed key gaps in-house.
- b. Worked with Product Management to establish a do-able product roadmap, focused on quality improvement and critical customer features. Established a high degree of collaboration and trust with the product management organization.
- c. Established a release cadence, and re-established Agile Scrum development practices.
- d. Stabilized the team through ongoing people & project management, including defining new releases and product roadmaps and staffing projects.

Technologies Used:

- Agile Scrum, Atlassian Jira, Subversion & GIT, Atlassian Crucible, Atlassian Bamboo, Java, JEE (IBM WAS), Red Hat Enterprise Linux.
- Mobile Applications Development: BlackBerry, Android, Apple iOS.

Results:

- Attrition dropped to a trickle, staff morale improved, new senior staff hired, doable product roadmap established, team started delivering regular releases, customer support escalations greatly reduced.

4. AVAYA INC – EMERGING PRODUCTS & TECHNOLOGIES (EP&T)

Role: Agile Lifecycle Management Coach

Mar 2010 – Oct 2011

Project: As a result of being brought together from different organizations, the EP&T business unit had no consistent Agile development practices... each of a dozen projects and the sites in Canada, the US, Argentina, and India “did their own thing”. A common Agile practice, tools, and metrics was needed to allow for management oversight and to improve S/W development effectiveness.

Tasks Performed:

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- a. Working with staff at all sites, agreed on the set of tools and basic Agile Scrum practices to be used within EP&T.
- b. Defined how to execute Agile Scrum within the context of Avaya's top-level Phase Gate Process. (Avaya uses a standard funnel-based top-level product development process).
- c. Created detailed practice descriptions. Developed a comprehensive wiki to capture the high-level process, detailed practices, and background training material.
- d. Provided training in Agile Scrum and the detailed practices on site in Argentina and India to Product Owners, Scrum Masters, Developers, and Verification.
- e. Working with the management team, established a common weekly report and weekly project review meetings, where a standard set of project dashboard metrics are used for evaluate project status.
- f. Successfully transitioned the organization globally to a single set of tools and practices, and significantly improved development discipline and project oversight.

Technologies Used:

- Agile Scrum, Rally, Subversion, Atlassian Crucible, Atlassian Bamboo, Maven

Results:

- Common practices and tools allowed for proper metrics and management oversight, the ability to rapidly form new teams, and the ability to work effectively multi-site.
- The overall S/W development effectiveness measurably improved, especially timely delivery of projects.

5. AVAYA INC - EMERGING PRODUCTS & TECHNOLOGIES

Role: Leader, Advanced Applications R&D

Dec 2009 – Oct 2011

Project: Quickly and efficiently, with minimal resources, incubate Communications-Enabled Business Applications and test them in the market. Grow and lead a team developing new applications that include integrated communications capabilities to improve business workflows and processes.

Tasks Performed:

- a. Working with solutions architects and product line managers, analyzed business opportunities, and defined start-up software development projects to meet the business needs with limited resources.
- b. Coached and mentored the team in the disciplined adoption of Scrum and the supporting practices and tools.
- c. Provided project management for the projects in the team, including budgets, development schedules, risk and issue management and status reporting.
- d. Established multi-site teams for cost-effective product development.
- e. Took on failing projects at remote sites, and provided leadership, mentoring, and project management to get them back on track.
- f. Starting from scratch, establish an Apple development team in Ottawa and India, primarily by training existing developers in Objective-C, Apple iOS, and Mac OS X. There is now a thriving Apple development practice of a dozen designers between the two sites.

Technologies Used:

- Agile Scrum, Rally, Subversion, Atlassian Crucible, Atlassian Bamboo, Maven, Eclipse IDE.

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- Java, JEE (JBoss), Red Hat Enterprise Linux, LAMP (Linux Apache, MySQL, PHP), Web Services/SOAP, REST, Ajax, Tomcat, Jetty, Java Servlets.
- Mobile applications development – Apple iOS, Objective C. Apple Mac OS.

Results:

- Successfully delivered half-dozen projects to customers in much smaller timeframes, using far fewer resources than Avaya had done in the past, and creating a sustainable rapid development capability while doing so.
- A number of the projects went on to become successful full-fledged Avaya products.

6. NORTEL – ENTERPRISE BUSINESS SOLUTIONS, OTTAWA

Role: Leader, Advanced Solutions Development June 2008 – Dec 2009

Project: Develop Communications-Enabled Business Applications for vertical markets.

Grow and lead a team developing a suite of applications that include integrated communications capabilities to improve business workflows and processes in healthcare, hospitality, and other specific markets.

Tasks Performed:

- a. Working with solutions architects and product line managers, analyzed business opportunities, and defined start-up software development projects, using limited resources to meet the business needs.
- b. Quickly staffed the team, attracting senior, top talent developers and architects.
- c. Selected the Agile Scrum software development process to meet the business environment and defined the specific practices and tools to be used by the team.
- d. Coached and mentored the team in the disciplined adoption of Scrum and the supporting practices and tools.
- e. Provided project management for the projects in the team, including budgets, development schedules, risk and issue management and status reporting.

Technologies Used:

- Agile Scrum, VersionOne,, Subversion, Atlassian Crucible, Atlassian Bamboo, Maven, HP Quality Center, Eclipse IDE.
- Java, JEE (JBoss), Red Hat Enterprise Linux, LAMP (Linux Apache, MySQL, PHP), Web Services/SOAP, REST, Ajax, Tomcat, Jetty, Java Servlets.

Results:

- Successfully built an effective team using Agile Scrum.
- The team became a “core asset” of Avaya Emerging Products & Technologies when Avaya acquired Nortel Enterprise Services at the end of 2009.

7. NORTEL – COMMON ENGINEERING NETWORK MANAGEMENT, OTTAWA

Role: Senior Product Line Manager, Platform Strategy Feb 2005-May 2007

Project: The Nortel network management system (NMS) was used across the majority of Nortel’s business units. With an R&D budget of over \$37M per year, and over 1.5M lines of code, it was not keeping pace with the rest of the industry, and the ongoing costs were becoming prohibitively expensive. The project was to replace major portions of the Nortel

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NMS with 3rd party products to expand functionality and address requirements gaps.

Tasks Performed:

- a. Worked with product managers and architects in multiple business units to gather information, and assemble a comprehensive set requirements. Getting agreement on requirements from diverse business units required considerable facilitation.
- b. Acted as project manager for major portions of the project. Assembled multi-functional teams for each technology or product area being investigated.
- c. Jointly with the technical architect, identified a short list of candidate vendors to evaluate against an in-house development option.
- d. Provided the presentation on the technology investment strategy analysis, as well as regular briefing reports to the Vice-President, which were forwarded on to the division President.
- e. Managed the development of RFIs & RFPs, contact with the vendors during the response period, and the evaluation of the responses.
- f. Working with the finance prime and the technical architect, developed a full business plan, including a 5-year financial model to evaluate the possible options.
- g. Built the working relationships with the front running vendors.
- h. Led the team to develop a consensus conclusion based on the analysis and the business case.

Technologies Used:

- IBM Vallent, IBM Proviso, IBM Tivoli TPM, IBM Netcool, HP Openview, TTI Netrac

Results:

- Gained consensus on the decision and next steps.
- The project was successful, resulting in a multi-year contract being issued to IBM Tivoli NetCool, and a major change in Nortel's network management strategy.

8. NORTEL – COMMON ENGINEERING PRODUCT DEVELOPMENT SERVICES

Role: Senior Process Architect

Dec 2005-Nov 2006

Project: Develop a common software development process for corporate use. Each Nortel business unit had traditionally defined its own development processes, making cross-business unit projects, effectiveness improvement, and corporate-wide CMMI compliance challenging. This project defined a Unified Software Development Process (USDRP) for the whole corporation, and drove its deployment.

Tasks Performed:

- a. Co-leader and project manager of a 12-person team with representation from every business unit responsible for the Requirements Development and Management sub-process definition.
- b. Process architect on a small team that oversaw the overall end-to-end USDRP process architecture and definition.
- c. Provided facilitation, consensus building, and negotiation to achieve alignment across business units with strong and differing views.
- d. Performed a full review of CMMI Level 3 specifications, to ensure the new process was compliant.

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- e. Co-wrote the Requirements Definition and Management process and the presentation materials used for training.
- f. Defined the mapping of the process into the selected corporate requirements management tool, Telelogic DOORs, worked with the IT team deploying DOORs to ensure a successful deployment and adoption, and championed its adoption in the face of strong resistance from a number of business units.
- g. Championed the process and tooling with lead groups, got agreement from groups for early process trials, and supported the trials to ensure success.

Technologies Used:

- ISO 9000, TL 9000 (A more stringent, telecoms specific quality framework similar to ISO 9000), CMMI, Telelogic DOORs.

Results:

- The USDRP common S/W development process was successfully introduced across all of Nortel, with adoption by all divisions and projects.

9. NORTEL - COMMON ENGINEERING NETWORK MANAGEMENT

Role: Senior Solutions Architect

Jun 2004-Nov 2004

Project: Develop a compelling bid response to a multi-billion dollar British Telecom (BT) RFP. The BT 21st Century Network was a major project to rebuild much of BT's public communications network, and a huge sales opportunity for telecom network providers.

Tasks Performed:

- a. Overall accountability for responding to the Network Management requirements sections in the RFP.
- b. Assembled a team of Product Line Managers and Solutions Architects from multiple business units. Used facilitation and consensus to build a strong virtual team.
- c. Designed the overall solution architecture for the Network Management response. To meet the RFP needs, this required moving a number of product groups out of their "comfort zone", and building alignment between the different groups.
- d. Developed the point-by-point response, a document of over 120 pages.
- e. Developed the materials used to present the Network Management proposal to BT.
- f. Travelled twice to the UK to present the proposal, defend the approach, and answer detailed technical questions on the response.

Results:

- While Network Management was a weak area in Nortel's products, the response met BT's requirements without requiring major development by Nortel. BT had very positive feedback on the Network Management portions of the response, and it received praise from the Nortel account team and Nortel executives.

10. NORTEL - COMMON ENGINEERING PRODUCT DEVELOPMENT SERVICES

Role: Senior Process Architect

Aug 2003 - Apr 2004

Project: Institute a Collaborative S/W development environment within Nortel. Foster a collaborative development approach to common platform and cross business unit projects by championing a software development toolset and practices from the open-source software

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industry for internal use (“Corporate Source”).

Tasks Performed:

- a. Co-leader for the project. Assembled a virtual team from a number of groups to champion and execute the project.
- b. Created a value proposition and mini business case for Corporate Source to pitch the approach to directors and VP’s to obtain executive sponsorship.
- c. Analyzed the process and business implications of moving to an internal collaborative development approach, and developed a framework for managing collaborative development.
- d. Investigated possible toolsets, selected a toolset, and participated in negotiations with the vendor to reach a contract agreement.
- e. After receiving executive buy-in and sponsorship, worked with the IS and Product Development Services organizations on the customization, deployment and rollout of the toolset.
- f. Developed a presentation on Corporate Source and the toolset that was presented corporate wide to over 1,500 people via web cast.

Technologies Used:

- SourceForge (commercial version), Subversion, LiveLink, Atlassian tools (Jira, Bamboo, Crucible, Confluence), Open-Source based practices, Agile Development methodologies.

Results:

- While the initial Corporate Source project was initially ahead of its time, in 2008 it was re-started as part of a larger project to introduce Agile Development processes. It became quite successful within Nortel. The Corporate Source toolset and management framework survived Nortel’s bankruptcy. Avaya selected it as its standard development platform; it currently has over 2000 individual users, and it has become the standard development environment used across Avaya.

11. NORTEL – COMMON PRESIDE SERVICE ENABLING SOLUTIONS

Role: Director Software Development

Mar 1999-Sep 2001

Project: Business & Process Transformation of a large multi-site R&D program

Rein-in a multi-site, multi-year software development program (\$50M+ annual investment, 400+ staff, 5 multi-national sites, 20+ projects at any given time) which was slow, repeatedly over ran its reforecast delivery dates, and could not react to changing business priorities.

Tasks Performed:

- a. Created a separate project management function, staffed it with competent project managers, and gave them authority for project execution. Promoted PMP certification and other project management training. Arranged expat assignments of project managers to bring project management expertise to the inexperienced sites.
- b. Defined a comprehensive set of measurement and status data and developed tools to collect and report on the data. This included financial data, headcount assignment to project data, and resource requirements and timelines for each project in the program. Brought in an MBA executive assistant to operationalize the data gathering and reporting, and to work with the finance primes.

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- c. Working with Product Managers and Business Primes, defined a set of development processes and practices, including project and program management, that took into account the complex and changing nature of the program. Implemented and operationalized the processes through the project managers and development managers.
- d. Implemented a major organization and cultural change from fixed R&D site-based groups organized by product, to a flexible “pool” of resources organized by function. This included creating strong teamwork between multiple sites, the ability to work effectively across sites, and an ability to quickly re-prioritize and re-plan projects based on changing business requirements

Technologies Used:

- ISO 9000, TL 9000, Rational Unified Process (RUP), Business Process Re-Engineering, Rational ClearCase, Clear Quality, MS-Project
- Java, C++, CORBA, HP & SUN Unix platforms.

Results:

- The program went from one or two releases a year which were always late and of poor quality to delivering 3-4 releases per year, always on time.
- After the transformation, the R&D team could react to a changed business priority by a rapid re-planning and reassignment of staff. For example the need for a new project requiring 10-20 people could typically be accommodated and other projects adjusted and re-prioritized within a 2-week period, without changes to the overall program schedules.

12. NORTEL - COMMON PRESIDE SERVICE ENABLING SOLUTIONS

Role: Director Software Development

Mar 1999-Jan 2000

Project: Increase R&D agility and effectiveness by introducing outsourced, offshore software development, Address a shortage of staff, high costs, and increase staffing agility by introducing an outsourced development capability in a low cost site.

Tasks Performed:

- a. With support from a corporate R&D out-sourcing function, analyzed the requirements, benefits and pitfalls of out-sourced development at a low cost offshore location.
- b. Defined a set of success criteria for the outsourcing project, and created a management framework for the project.
- c. Investigated the capabilities of multiple vendors, selecting a vendor based on specific capabilities, experience, and relationships that best aligned with the project's success criteria.
- d. Implemented the outsourcing project with WiPro in Bangalore India. Defined mutually agreed plans for: training WiPro resources with expat assignments to Canada, having WiPro managers gradually take on accountabilities and responsibilities similar to in-house managers, regular communications, status reporting and project management, and a gradual ramping of the size of the WiPro team over a 14 month period.

Results:

- The project grew to a total of 130 staff in WiPro, and was pointed to by Nortel executives as the model of how to successfully implement outsourcing.

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- The relationship was critical to ongoing on time, on-budget product delivery during major downsizing and restructuring in Nortel in 2002-2003.

13. NORTEL - OPTICAL HIGH CAPACITY TRANSPORT, OTTAWA, LONDON UK

Role: Manager and Architect, Software Development 1994-Dec 1997

Project: Define the software development process for the start-up a major development program. Prepare for ISO 9000 audits and achieve ISO 9000 certification.

Tasks Performed:

- a. Led the definition of the top-level software development process. Gathering input from multiple stakeholders wrote the process and drove it through reviews to get acceptance.
- b. Working with the development director, introduced formal code inspections, including an analysis of industry best practices, the definition of the process, training the development team, and defining the requirements for tooling needed.
- c. Working with the development director, analyzed empirical project data to identify changes to release schedule and interval policy to improve effectiveness and better meet business demands. Calculated an optimal release size, interval, project overlap, and software configuration streaming policy.
- d. Reviewed the existing quality system, processes, and practices against ISO 9000 requirements. Identified gaps in the group practices and compliance. Did the work required to address the issues... creating simple "checklist" based documentation for the team, training the team, and mentoring them.

Results:

- The development process was approved and was pointed to as a best practice for an effective, simple process. It remained in use for 10 years.
- The introduction of Code Inspections was a major success. Empirical measurement showed significant reductions in project interval, and project cost, and an increase in delivered quality. The majority of software designers became strong supporters of the practice.
- The release policy changes were implemented, resulting in the program becoming capable of supporting 5 product variants, and 3 releases per year with reliably with high quality. These changes were foundational to Nortel's success in building a multi-billion dollar business in the market.
- The ISO 9000 certification was achieved.

14. NORTEL - OPTICAL HIGH CAPACITY TRANSPORT, OTTAWA, LONDON UK

Role: Manager and Architect, Software Development Mar 1994-Jan 1996

Project: Integrate two multi-site development teams. As the result of an acquisition, an executive decision was made to integrate two separate development teams and projects, one in Ottawa and one in London UK. Both projects had been running for over a year, necessitating a merging of technology, processes, management methods, and culture

Tasks Performed:

- a. Member of the initial integration team set up to understand and analyze the two teams and their processes, technology and methods. Gathered an initial set of material, and used

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regular meetings with the UK members of the team to understand each other's environments and projects, and build a working relationship.

- b. With the team, developed the initial proposal on how to integrate the technologies processes, management methods, and organization to merge the projects. Prepared presentations and briefings to executive management on the proposal.
- c. Acted as facilitator and consensus builder to deal with very different cultures, entrenched positions, and strongly held opposing views on process and technology.
- d. The recommendations of the integration team were adopted. Bill was sent to the UK on a 3-year expat assignment to focus on the execution of the integration plans.
- e. Built trust between the two teams through ensuring each group understood each other's intent, building and demonstrating competence, and through results.

Results:

- The two groups became an integrated, highly effective team over a period of 18 months. The Ottawa "headquarters" went from a complete mistrust of the UK team to giving the UK team ownership of the most complex and critical aspects of a business critical project, which was key to Nortel's business success in High-Capacity Optical Transport in the late 1990s.

15. ARTECH DIGITAL ENTERTAINMENT - VIDEO GAMES, OTTAWA

Role: Principal, & leader of S/W Development Environment, S/W Developer 1983-Oct 1983.

Project: Create a video successful games company with a sustainable competitive advantage. With 5 other principals, founded a video games business based on exclusive rights to a major comic strip franchise and a unique knowledge of a major gaming platform.

Tasks Performed:

- a. Reverse engineered a new popular gaming platform, making the company the first independent developer with the ability to write games for the platform.
- b. Built the development environment used for all games development.
- c. With the other principals, created the business plan for the start-up, assisted with negotiations with major game vendors and distributors, as well as the sale of the company to a publicly listed company in a share exchange to obtain capital for the enterprise.

Results:

- The company was very successful, with a number of games making onto the Billboard top 40 video games list. The company was highly sought after by major games developers like Activision for its expertise.
- The company still exists today, and continues to be profitable.

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A. EDUCATION, TRAINING, AND ITEMS OF NOTE

- **Bachelor of Engineering (B.Eng.), Electrical Engineering (Systems)** – Carleton University Ottawa, 1978
- **Government of Canada Enhanced Reliability Security Certificate**
- **Certified Scrum Master (CSM) with the agilealliance.org**
- **Coaching Agile Teams**, Agile Coaching Institute, June 2013
- **Enterprise Java Developer Certificate**, Algonquin College, 2012
- Coursera university level courses “**Functional Programming in Scala**” (University of Lausanne), “**Programming Languages**” (University of Washington), 2012
- **Senior Management Achieving Business Excellence** (4 week micro-MBA) – Ottawa, Montreal, 1997
- **7 Habits of Highly Effective People** – Covey Leadership Center, London UK, 1996

B. VOLUNTEER PROFESSIONAL AND COMMUNITY SERVICE

- **Ottawa Community Immigrant Services Organization (OCISO) Career Mentor** (present)
- **Gatineau-Ottawa Agile Tour 2013 Conference Organizer** (present)
- **Java Community Process (JCP) JSE/ JEE Executive Committee member** 2005/2006 – the “governing body” for Java standards
- **ACM OOPSLA/ECOOP 90 Conference Treasurer** 1989-1990 – OOPSLA was the largest single ACM conference at the time, with a budget of over \$1M
- **ACM OOPSLA 89 Conference Tutorials Selection Committee member**, 1989
- **Co-Leader of the Ottawa Carleton Research Institute (OCRI) Special Interest Group on Object-Oriented Design and Programming**, 1987-1988
- **Member of the CSA Working Group on Videotex**, which developed NAPLPS (North American Presentation Level Protocol Standard 1981-1983
- **Board of Directors, Ottawa Youth Orchestra Academy**, 2004-2007
- **Board of Directors, Ottawa Waldorf School**, 2001-2003

C. PERSONAL & PROFESSIONAL INTEREST

- Avid, long time cyclist, member of the **Ottawa Bicycle Club**