

# Bill Bourne, BEng, CSM

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Software Development Manager & Project Manager. Software Process & Practices Improvement. Certified Scrum Master (CSM), Product Owner, Product Manager, Agile Coach



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

## CORE STRENGTHS

- ◆ Expert in Software Quality, Development Processes, and Practices
- ◆ Proven track record of leading large (400+ staff) and small software development teams in a wide range of industries and environments, including start-ups.
- ◆ Deep experience in defining, and driving team adoption of best practices
- ◆ A strategic thinker who can "see the forest for the trees"
- ◆ Respected Coach, and Mentor
- ◆ Effective process & technology transformation leader
- ◆ Extensive hands-on Project Management experience
- ◆ Product R&D Lifecycle Management
- ◆ An action-oriented Business Analyst and Product Owner
- ◆ Highly collaborative and supportive of others
- ◆ Strong Rapport with developers

## QUALIFICATIONS IN ACTION

### **Avaya Inc, Ottawa-Canada**

**2009-2013**

Avaya is a global leader in Unified Communications (UC) for Enterprise. Bill worked in a number of roles on the development of UC Clients and Applications.

### **Consultant, Agile Coach, S/W Practices & Organization Maturity, UC Clients & Apps**

**2012-2013**

The business unit had inherited a number of products with poor track records for on-time delivery and quality. The role was to work with a dozen multi-site Agile projects, desktop, mobile, and server, to make significant improvements.

- Established collaborative cross-project improvement teams. Set priorities for each sub-team. Got commitment from each project to improve. Created a "culture of quality", resulting in measurable improvements.
- Developed easy to collect project-based metrics and business unit summary metrics. Allowed transparency to Management of how the business unit was performing, keeping the focus on quality and schedule improvement.
- Coached each project to establish their improvement goals. Kept the focus on the improvement activities, in spite of urgent "fire-fights" for product delivery, field issues, and support releases. This resulted in a measureable improvement in code quality metrics... code inspections, automated testing and code coverage, static analysis results, and corporate quality objectives.

### **Senior Manager, Mobility Portfolio R&D**

**2011-2012**

Voluntarily took on leadership of a demoralized multi-site team, which had lost its management leaders, and was struggling with delivery and quality issues. (Avaya one-X Mobile, Avaya one-X Communicator brands)

- Restructured the team, and re-negotiated a contract with the key S/W development contractor, creating stability and a 40% cost reduction. Reduced attrition from 50% to the corporate average, established a regular support release cadence while keeping costs flat. Customer support escalations greatly reduced.
- Drove do-able product roadmap with product management, focused on quality improvement and critical customer features. Established the trust and confidence of the business team.
- Re-established Agile Scrum practices, and a release cadence. Team started delivering regular releases.

**Senior Manager, Emerging Products & Technologies (EP&T) R&D****2009–2011**

Quickly and with minimal resources, incubated communications-enabled business applications and tested them in the market. Grew and led a team in a virtual start-up environment to develop these applications.

- Coached the global team to drive alignment on Agile Scrum practices and tools across 4 sites and 10 projects. Delivered Product Owner, Scrum Master, and practitioner training in Argentina, India, and North America. Achieved consensus on adopting common practices and tools allowing for management transparency and effectiveness, the ability to rapidly form new teams, and to work effectively multi-site. S/W development effectiveness measurably improved, including on-time project delivery.
- Directed definition and development of applications in Healthcare, Hospitality and Unified Communications. Successfully delivered half-dozen projects to customers, using Agile Scrum, in much smaller timeframes, using far fewer resources than Avaya had done in the past. A number of the projects went on to become successful full-fledged Avaya products.

***Nortel, Ottawa-Canada, London-UK*****1989-2009**

Nortel was a leader in both service-provider and enterprise telecommunications products and solutions. Worked as an R&D director and senior manager, product manager and solutions architect in Optical Networks, network management, common platforms, and enterprise business solutions.

**Senior Product Manager & Solutions Architect, Common Engineering Network Mgmt****2003–2009**

The Nortel network management system (NMS), with an R&D budget of \$37M per year, was used across the majority of Nortel's business units. This role was to support the use of the platform, drive its evolution, and respond to external RFPs and opportunities.

- Spearheaded a project to replace major portions of the platform with 3<sup>rd</sup> party software, as the platform was not keeping pace with the industry and R&D costs were too high. Managed the development of RFIs and RFPs, co-developed a business plan and model, acted as project manager for major portions of the project. Succeeded in identifying a primary vendor and in migrating to IBM Tivoli NetCool.
- Participated in the development & deployment of the Nortel common S/W process to drive a company-wide S/W development process and CMMI compliance. Managed a 12-person team that successfully defined and deployed the Requirements Management process. Process architect on a small team that oversaw the overall end-to-end process architecture and definition.
- Primed the network management portion of a bid response to a multi-billion dollar British Telecom (BT) RFP for the BT 21<sup>st</sup> Century Network, a huge sales opportunity for telecom network providers. Travelled twice to the UK to present and defend the proposal. While Network Management was a weak area in Nortel's products, the response met BT's requirements without requiring major development by Nortel. Received very positive feedback from BT and praise from the Nortel account team and executives.
- Instituted a collaborative software development environment within Nortel, acting as co-leader of the team. Championed the project, built a virtual cross-organizational team, got executive sponsorship, and promoted the project across business units. The initial project was ahead of its time, but it was restarted and became very successful within Nortel. It survived Nortel's bankruptcy - Avaya selected it as its standard development platform. It currently has over 2000 individual users, and is the standard development environment used across Avaya.

**Director, R&D Preside Network Management Solutions****1998–2003**

Reporting to a Nortel president, led the R&D for the Preside brand business unit, with a staff of 450 at 5 sites on 3 continents and a budget of \$55M. Drove major improvements in agility, responsiveness to change, release cycle time reduction, effectiveness, quality, and on-time delivery.

- Redesigned program management by creating a team of PMP-certified project managers, developing a comprehensive set of R&D metrics, and driving a new management and development process. Accelerated release from 1-2 unpredictable releases per year to 3-4 on-time releases per year. Demonstrated agility to react quickly to on-going changes in business priorities, generally within a 2-week period.
- Introduced an offshore, outsourced team in India which reduced the R&D cost structure, increased agility, and gave access to specialized skills. The outsourced site grew to 130 staff, and was pointed to by Nortel executives as a model for how to successfully implement outsourcing.

**Senior Manager, R&D Optical High Capacity Transport (Ottawa & London UK)****1993–1998**

As a founder of the Optical Hi-Capacity R&D team, quickly grew the S/W development team into an effective, multi-national team that created and evolved the most successful product line in Nortel's history. Included a 3 year expat assignment to London UK to successfully integrate a team from an acquisition.

- Defined and deployed the software development process used for the product line. This included achieving ISO 9000 certification. The development process was in use for 10 years, and was pointed to as a best practice for a simple effective process. Implemented release policy changes resulting in the program being able to release 5 product variants 3 times a year, which was foundational to building a multi-billion dollar business.
- Integrated 2 multi-site development teams, merging technology, processes, management methods and culture. The groups went from an ineffective, mistrustful interaction to being an integrated, highly effective team, with the UK team being given ownership of the most complex and critical portion of a business critical project.

## *Previous Experience*

### ***Nortel, Enterprise Business Solutions, Ottawa-Canada*** **2007-2009** **Senior Manager, Advanced Solutions R&D**

- Developed Communications-Enabled Business Applications for vertical markets - applications that include integrated communications capabilities to improve business workflows and processes in healthcare, hospitality, and other specific markets. Successfully grew and led 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

### ***Logo Computer Systems (LCSI) – Educational Software, Montreal-Canada*** **1983-1985** **Manager S/W Development**

- LCSI provided the programming language Logo to all major personal computer vendors in the late 1970s and early 1980s. Acting as "playing coach", managed the software development group while also doing design and development. Introduced S/W development planning and practices that turned the team from being un-predicable and ad-hoc to delivering on schedule. Led the Macintosh Logo project, developing Mac software starting in July 1983, 6 months before the Macintosh was introduced, working with the original Apple Mac development team, and the Microsoft Mac development team.

### ***Artech Digital Entertainment – Video Games, Ottawa-Canada*** **1982-1983** **Principal, Leader of S/W Development Environment, S/W Development**

- 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. The company was successful, with a number of games making it 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.

## **PROFESSIONAL & PERSONAL INVOLVEMENT**

- **Ottawa Community Immigrant Services Organization (OCISO) Career Mentor (current)**
- **Gatineau-Ottawa Agile Tour 2013 Organizing Committee Member (current)**
- **Java Community Process (JCP) JSE/ JEE Executive Committee member 2005/2006** – the “governing body” for Java standards
- **Board of Directors, Ottawa Youth Orchestra Academy, 2004-2007**
- **Board of Directors, Ottawa Waldorf School, 2001-2003**
- **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**

## **EDUCATION & PROFESSIONAL DEVELOPMENT**

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