

Sridhar Jayaraman

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SUMMARY

Accomplished IT Process Consulting expert with experience in delivery capability improvement. Strategic thinker with expertise in IT Governance and IT Performance Management using multiple frameworks such as COBIT, CMMI, SPICE and Agile development methodologies in bringing value through coaching and mentoring teams.

Key Areas of Knowledge:

IT Governance	COBIT	IT Performance Management	Balanced Score Card
CMMI	Automotive SPICE	Quality Assurance	XP & Agile Coach
Consulting	Audits & Assessments	ITIL	ISO 9001:2000

EMPLOYMENT HISTORY

Program Quality Manager
(March 2009 – Till Date)

Enable Delivery teams in producing high-quality deliverables on time through

- Process definition, roll out, and reporting
- Ensure delivery readiness through in-process checks and final approval
- Responsible for Lean, Six Sigma initiatives
- Conduction of LAMs / RCAs
- Metrics consolidation and reporting to Customer and internal Management

Consultant – Quality Consulting Group (QCG)
(May 2006 – Feb 2009)

- Consulted as a Process consultant to one of the world's largest Financial Services organizations for PMO and CMMI Processes.
 - ü Responsible for defining and implementing a Metrics Program for Programmes and Projects in the IT Division
 - ü Responsible for defining and institutionalizing CMMI Processes for Level 2
 - ü Trained 50+ practitioners on CMMI Processes
- Core IT Governance Practice
 - ü Responsible for developing offerings, creating marketing collaterals and interacting with external analysts
 - ü Actively involved in recruiting people for the practice to grow and meet targets for the practice
- Consulted as a SPICE Expert to help the Client achieve Automotive SPICE Level 3. This was an organizational initiative at one of the largest Automotive suppliers in the world, spread across multiple countries in Europe. I was leading the Germany team of consultants.
 - ü As the SPICE Expert for the location, I mentored the projects and consultants

in tailoring standard processes for specific projects in line with the framework.

- ü I identified and collected process improvement proposals across all locations and interacted with Client SEPG team to define and implement them
- ü As the location lead, I was responsible to plan and report status of all activities in that location to the location and overall Quality Managers.
- Led the Automotive SPICE based Process Improvement initiative for a program in a large European Automotive Organization. The program was in 3 countries and was managed from Germany
 - ü I was responsible for planning, defining and mentoring process improvements based on External Assessments conducted by the OEMs.
 - ü I developed a metrics program for this program to help the team move to a metrics-driven culture and monitor the project using measurements.
 - ü I conducted internal Assessments and led the project team in facing External Assessments
- Core Team member in incubating the Agile Practice in QCG, by defining a standard Agile Lifecycle with procedures, templates and checklists.
 - ü I also prepared marketing collaterals, sales brochures and other assets
 - ü I recruited people to build the practice.
 - ü This has resulted in downstream businesses of \$3 M.
- I managed a Process Framework Product in sales, customization for clients and product development.

Quality Analyst – Enterprise Solutions Business Unit
(October 2005 – May 2006 Wipro Technologies Ltd.)

In this Business Unit, I accomplished the following:

- Evangelized the use of Agile Methodologies through Workshops and “Agile For Managers Sessions.” I also prepared the training material used for these sessions.
- Coached and Mentored projects in using Agile methodologies, including participating in Weekly Standup Meetings, planning and iteration introspections. I was also responsible for appropriate tailoring of the process as per the project needs.
- Assessment Team member for performing a Class B SCAMPI appraisal for the Enterprise Solutions BU (20,000+ practitioners)
- Developed a complete Software Development lifecycle model for a large division of the client (A Fortune-100 company) for use by outsourced vendors. On successful implementation, this will be applied to major programs across their IT department.
- A client (one of the World’s biggest Energy companies) commissioned the development of a Balanced Score Card for a client that included process, people and finance. I led the team that developed the basic structure and measures for the Score Card.
- Tracked and monitored process compliance measures for the Business Unit and circulated early-warning reports to senior business managers to take actions
- Participated in internal ISO 9001:2000 Audits as Lead Auditor

Sr. Engineer – SEPG (part of Engineering Methods group)
(August 2004 – September 2005 Wipro Technologies Ltd.)

The Engineering Methods Group is part of the Software Engineering Process Group and is responsible for researching, piloting and broad basing new software development processes

and techniques. In this role, I accomplished the following:

- Agile Methodologies were identified as a breakthrough strategy by the Sr. Management and we were tasked with researching and developing an Agile software development model that would work within the organization. I led the team that did basic research on the different Agile methodologies such as XP, Scrum, DSDM and FDD. We finally developed a model based on XP and some elements of Scrum. To ensure that our learning over the years in implementing CMMI were not lost, we brought elements of those best practices without sacrificing the spirit of Agile
- Piloted Agile in select projects, coached them and monitored them quantitatively using carefully selected metrics.
- Presented the business value of our Agile model to various clients and convinced them to implement pilot projects
- Architecture is a significant phase in a project and assumes importance in critical projects. I expanded on the Architecture Trade-Off Analysis Methodology (ATAM) to analyze an architecture against non-functional requirements of the project. ATAM was piloted in a few large projects.
- Coordinated a team of experts to develop and deliver a course on "Design Patterns using Java"

Engineer – SEPG (part of Process Verification and Process Definition group)
(November 2002 – August 2004 Wipro Technologies Ltd.)

- I was in charge of ensuring Compliance of the QMS to ISO 9001:2000 and CMMI Level 5 certifications.
- I was responsible for evaluating Process Improvement Proposals from practitioners and implementing them the Quality Management System (QMS)
- For larger process improvement programs, I led teams in defining and implementing new processes in the QMS.
- Trained as an ISO 9001:2000 Auditor, I performed 60+ audits and led Audit teams as Lead Auditor
- I coordinated the Internal and External Audits and Assessments of the organization including logistics.
- I designed and implemented an internal website for the SEPG to have a centralized repository of the large volumes of information easily accessible to other employees.
- To strengthen the new-hire trainings on Quality, I coordinated and deployed E-Learning products on Basic QMS training, Metrics for Project Managers, Testing and SCM. The development of these products were done by external vendors while content was by internal SMEs.

Software Tools

- To assist in CMMI Assessments, I developed and deployed an ASP-based tool for the CMMI Appraisal Questionnaire.
- Developed a tool to capture feedback from reviewers. This tool has been customized for many events/projects.

Technical Content Analyst – Cxk Networks
(June 2001 – September 2002)

- Design, Development and installation of a Knowledge Portal using Java, HTML and other Web Technologies at CxK Networks, Hyderabad.
- Content analyst for a Web Portal for Computer Security. Developed an assessment engine for an online examination at CxK Networks, Hyderabad. This included creation of Writing

Style Guides, templates and HTML Style sheets for use by Content Authors.

PUBLICATIONS "XP for your Project? - A Risk-based Evaluation Approach"
Published at the Project Management Leadership Conference, PML-2005, Bangalore

CERTIFICATIONS Certified PRINCE2 Practitioner
CMMI v1.2 Certification
ITIL v2.0 Foundation Certification
Extreme Programming Essentials

EDUCATION IETE, New Delhi
Bachelor's Degree in Engineering from the Institution of Electronics and Telecommunication Engineers
New Delhi (1999)

Work references available upon request.