

# ROBERT J. ALTIZER, PMP

Phoenix, AZ

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## SUMMARY

Skilled Project Management Professional (PMP), consultant, and manager with extensive experience in enterprise-wide business systems and technologies, continuous process improvement, and new product development. Creative problem solver, distributed team builder and leader, influence manager, and communicator at all organization levels.

## AREAS OF EXPERTISE

- Enterprise-Level Technical Project Management
- Business and Product Development Strategy
- Risk Identification, Mitigation, and Management
- Platform-Based Design and Product Line Practice
- New Product and Product Family Development
- Business Process Development and Improvement
- Geographically Distributed Team Management
- Process Frameworks (SEI CMM/CMMI, ITIL)
- Quality Management Tools and Six Sigma
- Quantitative Management (Metrics)

## PROFESSIONAL EXPERIENCE

### BASYS CONSULTING

2002-PRESENT

PRINCIPAL CONSULTANT, PHOENIX, AZ

Management and technical consultant, focusing on project management, systems engineering, CMM-based process improvement, Six Sigma for Software, software product line systems, and platform-based design. Clients include Bank of America, VSIA, Motorola, Wells Fargo, TeraQuest Metrics, and USAA.

- Technical project manager for multiple bankcard software systems, using unified CMM-Six Sigma based process for planning, estimating, budgeting, design, implementation, testing, and control.
- Developed, analyzed, and refined system requirements for client-server based turn-by-turn navigation system for embedded vehicle and handset environments.
- Developed CMMI Capability Level 3 software requirements development and management program for business and technology IT groups at a major financial services client.
- Developed and implemented strategic software process improvement plans for major financial/IT clients, now on track to realize business return from higher SEI CMMI maturity levels.
- Project manager of international technical working group, and principal author and editor of first industry-standard taxonomy of Platform-Based Design (PBD) for embedded systems-on-chip.

### MOTOROLA SEMICONDUCTOR PRODUCTS SECTOR (SPS)

PROJECT LEADER/SENIOR TECHNOLOGIST, ARCHITECTURE & SYSTEMS PLATFORMS, TEMPE, AZ 1997-2002

Manager and project leader for enterprise-wide software strategy and quality, embedded system platform engineering, software process architecture, and embedded software reuse standards projects affecting senior engineers, managers, and executives in all worldwide business and technology units. Used Motorola's standard project management processes and tools to plan, manage, and deliver projects.

- Defined software process architecture for over 4500 developers and executives in multiple application domains; significant improvements in business and SEI CMM/CMMI Maturity Level.
- Developed systems and software components of the New Product Introduction and Business Strategy process and project management system in use across entire SPS \$5B+ business.
- Developed Platform-Based Design methodology for SPS embedded system products, ready for implementation on initial pilot product family; projected result in 2x productivity impact.

CHIEF SOFTWARE ENGINEER, ADVANCED TECHNOLOGY OPERATION, TEMPE, AZ

1995-1997

Defined and led organization-wide engineering and project management practices, design and test processes, software technology, and quality management for 150+ engineers. Managed Software Quality Assurance (SQA), Engineering Process Group, and Intellectual Property Technology Operation.

- Led organization to assessment at SEI CMM Maturity Level 3.
- Defined, documented, and implemented cross-functional organization-wide standard software development process; trained entire organization staff in CMM-based process and practices.
- Applied advanced project management practices to several technology projects, reducing software defect levels and development cycle times by over 25%.

SOFTWARE QUALITY ASSURANCE (SQA) MANAGER, ASIC DIVISION, CHANDLER, AZ 1991-1995

Developed, implemented, and operated all division SQA activities; led enterprise-wide software process definition for ASIC design systems used by 100+ engineers in local CAD and test groups and 150 customer design centers applications. Responsible for all software process activities, including project planning and tracking, change and defect management, requirements development and management, process compliance auditing, metrics, and relationships with customers and key tool suppliers.

- Managed all quality aspects of the design, development, test, release, and support of several versions of the Open Architecture CAD System (OACS), used by customers to design custom ICs.
- Introduced enterprise-wide software process management and trained all division personnel in its use, leading to division assessment at SEI CMM Maturity Level 2.
- Improved cross-functional communications and operations in \$200M+ worldwide business unit through effective Software Engineering Process Group (SEPG).
- Reduced problem cycle time 30% via quality management relationships with key software suppliers.

### ADDITIONAL PROFESSIONAL EXPERIENCE

- ROCKWELL/CMC, TEMPE, AZ: PRINCIPAL SOFTWARE ENGINEER AND PROJECT LEADER. Led projects developing commercial networking systems and software, including verification, delivery, and support.
- MOTOROLA GOVERNMENT ELECTRONICS GROUP, SCOTTSDALE, AZ: SENIOR SOFTWARE ENGINEER/PROJECT LEADER. Led multi-\$M secure communications systems and software projects for commercial and government applications, including concept, development, testing, and support activities.
- MOTOROLA SEMICONDUCTOR PRODUCTS DIVISION, PHOENIX, AZ: SENIOR PROGRAMMER-ANALYST. Developed applications for reliability and quality assurance (R&QA) information systems.

### EDUCATION

- Master of Science (Astronomy/Physics), Northwestern University, Evanston, IL
- Bachelor of Arts (Astronomy/Physics), UCLA, Los Angeles, CA

### PROFESSIONAL DEVELOPMENT

- Certified Project Management Professional (PMP™), Project Management Institute
- Global Leadership Certificate, American Graduate School of International Management, Glendale, AZ
- MSE Program (Computer Science), Arizona State University, Tempe, AZ
- Motorola Management Institute, Schaumburg, IL
- SEI CMM and CMM-Based Appraisal training and assessment team experience
- University of Phoenix Associate Faculty Certification, graduate and undergraduate courses
- Industry-standard practices including SEI CMM/CMMI, Six Sigma, Rational Unified Process (RUP), Goal-Question-Metric (GQM), IT Information Library (ITIL), Failure Mode Effects Analysis (FMEA), Theory of Constraints Project Management (TOCPM), and Ford 8D Problem Solving Process

### SELECTED PUBLICATIONS AND PRESENTATIONS

- "Platform-Based Design: An Emerging Reality," ASP-DAC and SoC Online, 2003
- "Platform-Based Development of Embedded Systems", Motorola Systems Symposium, 2002
- "Reuse Standards: The First Step in Packaging IP", Software Experience Consortium, 1999
- "Measure for Measure: A Quantitative Quality Management Program", SEI SEPG Conference, 1998
- "Process Improvement Matrix: A Tool for Measuring Progress Toward Better Quality", Fifth International Conference on Software Quality, 1995

### OTHER

- Certified and Experienced Assessor for SEI CMM-Based Appraisals
- Project Management and Information Systems instructor at University of Phoenix
- Proficient in Microsoft Office, Microsoft Project, Microsoft Visio, and other productivity tools
- Member, Project Management Institute (PMI) and IEEE Computer Society
- Former Chair, Virtual Socket Interface Alliance (VSIA) PBD Working Group (2001-2004)
- US Citizen; DoD Top Secret/SBI clearance with full polygraph (not currently active)