

Patricia Ensworth

245 West 107th Street, New York, NY 10025
Patricia.Ensworth@harborlightmanagement.com

Office: (212) 662-6394
Mobile: (917) 273-8326

P R O F E S S I O N A L E X P E R I E N C E

HARBORLIGHT MANAGEMENT SERVICES, New York, NY

2003-2005, 2007-present

Principal consultant of a firm providing services to corporations, government agencies, and non-profit organizations.

President

- Develop and implement research strategies and methods to identify new market opportunities, resolve organizational issues, and improve operational effectiveness.
- Create customized research instruments, project plans, documentation templates, curriculum and training materials.
- Teach public and private seminars and workshops.
- For further information, please visit www.harborlightmanagement.com.

Sample Clients:

American Management Association

Lead seminars throughout the U.S., including *Project Management: The Basics for Success*, *IT Project Management*, *Technical Project Management*, *Project Quality Management*, *Project Scope and Requirements Management*, *Managing Multiple Projects*, *Project Team Leadership Through Superior Communication*, *Managerial and Team-Building Skills for Project Managers*, *Business Analysis Fundamentals*.

Citigroup Markets and Banking Technology

Established a program to improve the reliability of 3000 software applications in four different business lines by identifying the most effective testing groups across the organization, observing and documenting the model test teams' behaviors, and training other teams to adopt their practices. Designed data-gathering techniques and instruments, conducted interviews with key stakeholders, organized participant-observer research, created project plans, made presentations to senior management.

Memorial Sloan-Kettering Cancer Center

Developed and delivered customized project management training based upon the organization's actual work systems, team structures, and cultural values. Classes served as focus group workshops where participants analyzed how their project management processes and software tools supported or hindered their jobs.

UBS INVESTMENT BANK, New York, NY

2005-2007

Leader of a program to develop and implement divisional software testing and offshore outsourcing strategies.

FIRC IT comprised 8 lines of business (Commodities, FX, IRDs, Mortgages et al.) and employed more than 2000 people.

Director, Quality Assurance Manager – Fixed Income, Rates and Currencies IT

- Researched software engineering practices for critical applications across multiple lines of business. Interviewed team members, key stakeholders, vendor resources and end-users. Conducted surveys to establish application profiles. Observed end-users on trading floors and in other contexts to document their behavior, priorities, and environment. Launched and managed a Community of Interest for sharing knowledge among test managers.
- Visited facilities of offshore vendors. Interviewed testers, line managers, and internal trainers. Documented cross-cultural communication issues, work system practices, and knowledge gaps that adversely affected test management. Created task forces to focus on enhancing collaboration between developers, testers, and end-users. Established bi-weekly teleconferences and quarterly vendor site visits. Developed data gathering instruments and methods to facilitate accuracy, timeliness and transparency of communication. Clarified vendor service level and customer satisfaction metrics. Resolved conflicts between internal staff and outsourced vendors.
- Appointed operational Vendor Relationship Manager for near-shore supplier of outsourced development and testing services with a US\$3MM annual engagement. Supervised initiative to upgrade vendor from probational pilot status to fully supported Tier 1 strategic business partner. Implemented process improvements both internally and with supplier for project management, contract governance, invoicing, infrastructure maintenance and security. Expanded the relationship by nearly 100%.

- Led the implementation of a divisional outsourcing strategy. Briefed managing directors, development managers, and QA managers on the sourcing decision framework. Analyzed vendor capabilities to recommend appropriate terms of engagement and staffing models based upon project and team characteristics. Collaborated with Corporate Sourcing, Vendor Management, Security Risk, and internal clients to negotiate enforceable contract terms and service level agreements and focus vendor relationships on business goals.
- Founded the first unified divisional QA organization, establishing regular communication with software test managers in different business lines. Developed methods for collective budgeting and infrastructure capacity planning. Facilitated ongoing collaboration among test managers on standardizing processes and templates.

MOODY'S INVESTORS SERVICE, New York, NY

1993 - 2003

Founder and leader of the Systems Development Group's usability engineering and quality assurance team.

Moody's created software both for sale to external customers and for use by internal staff. Functionality included electronic publishing, automated ratings workflow, marketing, customer relations, purchasing, billing, and revenue analysis. The technology environment encompassed mainframes, client/server systems, customized third-party applications, Internet and intranet. Localized configurations supported operations in 16 offices worldwide.

Vice President, Quality Assurance Manager – Systems Development Group

2000 - 2003

- Represented the quality assurance function on the management team responsible for creating a Project Office. Formulated appropriate models for quality assurance activities during all phases of a project life cycle.
- Coordinated quality assurance activities and workflow with the service delivery manager for the outsourced vendor supplying 30% of software engineering resources.
- Developed and implemented quality assurance standards, procedures, systems and templates for project management, software testing, change management, version control, configuration management, automated testing, and project documentation.
- Advised project managers on best practices in software engineering. Audited project management and quality assurance procedures. Resolved teamwork issues among developers and testers.
- Supervised staff and consultant testers assigned to internal and external software products. Selected appropriate testing tools and methodologies.
- Coordinated testing environment, including the configurations, servers, databases, and hardware.
- Represented the quality assurance function on the systems development management committee.
- Represented the systems development group on IT management committees supporting technology in international offices. Educated project managers, developers and testers on globalization and localization issues.

Assistant Vice President, Senior Quality Assurance Analyst – Systems Development Group

1998 - 2000

- Developed databases and procedures for change management, requirements gathering, and project documentation.
- Introduced automated tools for regression testing.
- Devised a software deployment methodology for project managers.
- Negotiated and implemented procedures for version control and configuration management.
- Obtained approvals and funding for a software test lab; analyzed requirements for international configurations; developed design; supervised construction; devised usage procedures.
- Created training and published a guidebook for project managers and developers explaining the principles, methods and tools of software quality assurance.
- Established regular conferences with technology coordinators in European and Asian offices.

Quality Assurance Analyst – Systems Development Group

1993 -1998

- Developed test plans; created test cases and test data; documented test results. Compiled statistics on quality assurance resource utilization. Conducted user acceptance testing. Employed qualitative and quantitative methods to analyze issues for system design, marketing and support.
- Created curriculum and materials for training technical support staff and software users. Delivered training in New York, London and Tokyo. Wrote printed user documentation; developed on-line Help.

MERRILL LYNCH, New York, NY 1985 - 1988

Analyst supporting the user communities and software developers at an international retail brokerage.

Systems Analyst – Advanced Office Systems Group

Supervised test teams; developed testing methodologies for PC applications used by retail brokers in U.S. and international offices; created test plans, test cases and test data; coordinated marketing, documentation and support efforts; wrote and edited documentation and training materials.

Office Automation Analyst – Advanced Office Systems Group

Researched office automation and data needs in U.S. retail offices; tested PC software; managed word processing installations for 150 branch offices; provided telephone support for internal customers.

TELEPROMPTER CORPORATION / WESTINGHOUSE BROADCASTING AND CABLE, New York, NY 1977 - 1985

Evangelist and problem-solver introducing desktop computing functionality to business managers.

Analyst – Information Center

Performed business and systems analysis to integrate acquired cable television company applications and processes into the broadcasting operations of the new corporate parent. Mediated between personal computer users and central MIS mainframe managers. Managed the Wang OIS installation; developed dBase III applications; evaluated PC hardware and software; wrote system documentation; created and conducted training for new users of personal computers.

Database Manager / Programmer – Legal Department

Designed, created and maintained Wang databases. Automated document production using Wang Advanced Functions and Decision Processing. Participated in the creation of cable television franchises for communities throughout the U.S. Assisted in preparing the first Congressional legislation regulating the cable TV industry.

Word Processor – Legal Department

MAX PROTETCH GALLERY, New York, NY 1976 - 1977

Staff member of a Soho gallery specializing in museum-quality conceptual and minimalist art.

Assistant Director

Sold art; wrote press releases; supervised storage facilities; organized openings.

WHERE MAGAZINE, New York, NY 1974 - 1975

Staff member of travel magazine distributed worldwide in hotels and tourist destinations.

Feature Writer / Copy Editor

Wrote articles on entertainment and restaurants for the New York edition; copy edited and designed regional editions for Miami, Phoenix, Denver and San Francisco.

TALES MAGAZINE, Evanston, IL 1973 - 1976

Founding partner of a quarterly of new literary fiction used as a text in more than 500 college classes of creative writing and contemporary literature. The magazine was supported by advertising from commercial publishers and by grants from the National Endowment for the Arts and the New York State Council on the Arts.

Co-Publisher

Selected and edited manuscripts; designed and laid out publications; managed distribution and publicity; sold advertising; solicited grants.

FICTION MAGAZINE, New York, NY 1972 - 1973

Staff member of an influential literary magazine edited by award-winning authors of experimental fiction.

Assistant Editor

Managed Chicago-area distribution and publicity; read manuscripts; corresponded with authors.

 O T H E R E X P E R I E N C E

- LITERACY PARTNERS**, New York, NY 2008-present
Instructor
 Volunteer to tutor working immigrant adults who seek a GED high-school diploma. Teach speaking, reading, and writing skills with a focus on business and special purpose usages.
- NEW YORK CARES**, New York, NY 2005-present
Instructor
 Volunteer to teach adults business skills, English fluency, and basic computer applications.
- MANHATTAN SAILING CLUB / MANHATTAN SAILING SCHOOL**, New York, NY 2002-present
Fleet Captain / Instructor
 Volunteer as a captain on J-24 boats mentoring sailing club members who seek to improve their sailing skills. Teach American Sailing Association Basic Keelboat course.
- SOFTWARE PROCESS IMPROVEMENT NETWORK**, New York, NY 2000-2008
Executive Board Member 2007-2008
 Recruited speakers on topics related to software quality, chaired meetings, arranged logistics, publicized events.
-

E D U C A T I O N

- Northwestern University**, Evanston, IL - B.A. in English, Phi Beta Kappa 1974
- Columbia University**, New York, NY - M.A. in Anthropology 1982
-

P U B L I C A T I O N S

- “Who Moved My Water Hole? Seven New Wells for Anthropologists to Dig During the Professional Drought.”
Anthropology News, October 2009.
- “Inside and Outside the Box” (essay) in *Beautiful Teams*, ed. Andrew Stellman and Jennifer Greene
 (Sebastopol, CA: O’Reilly Media, 2009)
- The Outsourcer’s Apprentice*
 (Los Alamitos, California: Wiley / IEEE Computer Society Press - in progress)
- The Accidental Project Manager: Surviving the Transition from Techie to Manager*
 (New York: John Wiley and Sons, 2001)
- “Profiles in Practice: Providing Cultural Translation for Global Financial Services”
 (Article by Shirley Fiske on Patricia Ensworth) - *Anthropology News*, March 2007
- “Culture Clash” - *CIO*, November 1, 2003
- “A Bug-Squasher’s Life” - *Salon*, April 4, 1999
- The Manhattan Parents’ Guide to Kindergarten Admissions* (New York: Streetwise Press, 1992)
- “A High Price for a Quick Sail” - *Natural History*, June 1983
- “Shaped Space” - *Arts*, March 1980
- Various reviews - *Arts*, 1978-1980
- “Conversations with John Gardner” (essay) in *The New Fiction*, ed. Joseph David Bellamy
 (Urbana, IL: University of Illinois Press, 1974)

 L E C T U R E S / P R E S E N T A T I O N S

Where Have All the MAs Gone?: The 2009 Masters Alumni Survey

American Anthropological Association annual meeting – Philadelphia, December 2009.

Teaching Quality Assurance in the Computer Science Curriculum.

City University of New York, Institute for Software Design and Development - New York, November 2006.

The Accidental Project Manager: Roles and Responsibilities for the Newly-Promoted.

Software Development Best Practices Conference - Boston, September 2005.

Diplomacy at the Borders: Multicultural Management Skills for Software Engineers.

Better Software Conference - San Francisco, September 2005.

A Force To Be Reckoned With. EuroSTAR Conference Workshop - Cologne, November 2004

Human Boundary Conditions. EuroSTAR Conference - Cologne, November 2004

The Accidental Project Manager: QA to the Rescue.

Society for Software Testing, Analysis and Review, EuroSTAR Conference - Amsterdam, December 2003

American Society for Quality, International Conference on Software Quality - Dallas, October 2003

QA Road Maps and Training Wheels. Software Process Improvement Network - New York, September 2003

Whose Rules? Project Management Across Cultures. New York University - New York, April 2003

"What's That Supposed to Do?": The Archeology of Legacy Systems.

Software Quality Engineering, STAR East Conference - Orlando, Florida, May 2002

Rating IT Quality: Software Project Management and Business Risk.

Moody's Investors Service, Speakers' Corner - New York, February 2002

C E R T I F I C A T I O N S / M E M B E R S H I P S

Project Management Institute - Project Management Professional (PMP)

International Software Testing Qualifications Board - Foundation Certificate (ISTQB)

American Society for Quality - Certified Software Quality Engineer (CSQE)

Cambridge University / Teaching House - Certificate in English Language Teaching to Adults (CELTA)

IEEE Computer Society

Association for Computing Machinery

ACM Society for Computer-Human Interaction

Usability Professionals Association

Interaction Design Association

American Anthropological Association

National Association of Practicing Anthropologists

AAA Committee on Practicing, Applied and Public Interest Anthropology

American Sailing Association - Basic Keelboat Instructor

US Coast Guard - Master Captain of 50-ton Vessels in Inland Waters