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STATE OF NEW HAMPSHIRE

DEPARTMENT OF HEALTH AND HUMAN SERVICES

OFFICE OF THE COMMISSIONER

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Commissioner

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Deputy Commissioner

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May 18, 2021

His Excellency, Governor Christopher T. Sununu
and the Honorable Council
State House
Concord, New Hampshire 03301

REQUESTED ACTION

Pursuant to RSA 94:6, the Department of Health and Human Services respectfully requests to place David A. Hobson at Step 6 for the position of Director, Project Management, Position #9U453, unclassified salary grade GG, earning $103,059.32, effective June 4, 2021 upon Governor and Council approval. 56% Federal Funds and 44% General Funds.

EXPLANATION

Position #9U453 Director, Project Management, directs and oversees the DHHS Project Management Office (PMO) to ensure business and technology projects effectively support department goals and objectives, including developing and implementing PMO policies and processes, developing and leading project management staff, and working in partnership with department leaders to define, prioritize, and deliver projects aligned with the department mission. This position works horizontally and vertically across all divisions within the department to accomplish this role. This position requires a minimum of ten years in the management of complex business and technology projects, with a minimum of five years establishing, maturing and leading a project management office or similar service.

Mr. Hobson earned a Baccalaureate in Business Administration with concentrations in Finance and Information Services, and has completed additional studies at the MIT Sloan CIO Institute. Mr. Hobson brings 30 years of project management and technology experience across a diverse marketplace, including professional services, publishing, retail and manufacturing. During his career, Mr. Hobson successfully established five project management offices that served these various markets.

Although it is not the goal for government to compete with private industry our goal is still to recruit and hire quality, experienced employees to enable the department to provide services to the citizens of New Hampshire effectively and efficiently. Based on research the average salary for a PMO Director with the experience that we are looking to utilize is between $133,860 (ZipRecruiter.com) and $172,990 (Salary.com).

As DHHS continues to provide essential services for individuals, children, families and seniors by serving the citizens of New Hampshire, we are seeking a leader that brings proven experience and success overseeing a portfolio of over 100 projects; someone who has learned

valuable lessons in the private or public sector; someone who will influence the executive decisions that determine which projects reflect the vision and direction of the agency in the midst of changing times. We are convinced that Mr. Hobson is this leader and request compensation commensurate with his experience and expertise.

Respectfully submitted,

Lori Shibinette

Lori A. Shibinette
Commissioner

DAVID A. HOBSON

Overview

Collaborative enterprise leader adept at delivering business outcomes while building high performance project delivery teams. Broad leadership experience from information technology, program management, professional services and consumer brands. Decisive, motivating leader and influencer focused on aligning senior leaders and stakeholders while empowering business teams with effective technology. Well versed in strategy development, solution delivery, process tuning, team development and mergers and acquisitions.

Areas of Expertise
- Program Management Office (PMO)
- Business Relationship Management
- Information Technology Deployment
- Team Performance Development
- Change Management

Industries
- Footwear & Apparel
- Healthcare & Benefits
- Managed Web Hosting
- Publishing & Broadcasting
- Defense - Naval Systems

Prior Roles
- Director of Business Technology
- Director of Business Solutions & Planning
- Director of Program Management
- Director of Information Technology
- Director of Professional Services

Business Technology Consultant & Volunteer *(during employment search)* **2020**
- ERP requirements and platform selection consultant for Consolidated Services Group, Exeter NH
- Ambassador volunteer with the American Independence Museum in Exeter, NH; active member of the Exhibits Visioning Committee and photographer

VF Corporation / Timberland – Director Business Technology **2009 to 2019**
VF is an apparel and footwear industry leader with an incredibly diverse, international portfolio of brands and products that reach consumers wherever they choose to shop – including The North Face, Vans, and Timberland.

- Established solution strategies, justified investments, negotiated with partners and provided project delivery steering oversight deploying Footwear and Apparel retail and wholesale technology solutions.
- Actively partnered with VF's global PMO organization to refine project management processes and methodologies.
- Championed the justification and implementation of PTC's FlexPLM Product Lifecycle Management solution for VF's largest footwear brands including Timberland, The North Face, Vans and Reef. This initiative improved product development costing, margin management, increased raw material visibility for improved purchase negotiation and reduced product specification update errors.
- Championed the implementation of PlumRiver as a multi-brand B2B solution which increased the efficiency of wholesale retailer order management while retiring an end of life platform.
- Provided business advocacy, change management and business intelligence reporting leadership within a multi-brand implementation of SAP FICO/AFS, Logility and I^2 planning, Riversand master data management, Cognos BI, Island Pacific Retail, GSI ECOM, PTC FlexPLM, and Manhattan Distributed Order Management solutions – and survived to tell the tale. Led change management activities for onboarding Kodiak brands for same platform.
- Drove adoption of O365, Microsoft Teams, OneDrive, OneNote, SharePoint, Yammer, Zoom and Smartsheet
- Provided stabilizing leadership and organizational change management to accelerate the integration of Timberland into VF after acquisition in late 2011. Championed activities to merge IT organizations, systems, and processes which reduced business disruption, fast-tracked team building and integrated supply chains.
- Developed VF's SaaS evaluation and approval process to accelerate the introduction of new business capabilities.
- Enterprise solution focus spanned product creation, supply chain distribution and fulfillment, consumer and marketplace merchandising, shopping, selling, customer service, finance, HR, legal and workforce enablement.

The Timberland Company – Director IT Business Solutions and Planning Office (pre-acquisition by VF)
- Established a new IT Program Management Office with a defined strategy, stage-gate process, PM methodologies, program reviews and managed the project management, contracts, and business analysis teams.
- Projects under PMO oversight included launching GSI ECOM, Epicor/Aptos global Retail POS, SAP FICO, PCT FlexPLM, Distribution Center construction, Smartwool brand integration and infrastructure solutions
- Led the design and implementation of Microsoft Project Server 2010 and SharePoint which provided Timberland with integrated project portfolio best-fit selection, estimating, scheduling and resource planning.
- Led an IT strategy initiative with A.T. Kearney to establish a new go-forward IT organizational structure, service catalog and operational cost model optimized for business alignment and service delivery innovation.

HighRoads, Inc - Director of Professional Services **2007 to 2008**
HighRoads provides solutions for managing HR benefit programs and suppliers while dramatically reducing costs

- Managed a regional professional service team with responsibility for $7M in revenue and 12 clients including Lockheed Martin, Pitney Bowes, Textron, Ball Corp, and General Dynamics.
- Improved solution delivery consistency, performance visibility, and risk reduction by infusing PMO expertise into the team while enhancing project management and service methodologies.

DRS Technologies: Power Technology Division - Director of IT and Program Management Office **2002 to 2006**
DRS Technologies is a global leader providing leading-edge products and services to government and commercial customers. DRS Power Technology is a supplier for the U.S. Navy DD(X) destroyer's electric drive system

- Established a Program Management Office focused on managing revenue-generating engineering and manufacturing programs overseeing $38M in revenue which significantly improved revenue and cost visibility while standardizing portfolio governance. Accountable for project execution of 30+ programs.
- Established a new IT technology platform which enabled the Power Technology Division to compete with established fortune 100 defense industry peers.
  - Implemented Microsoft Exchange, Cisco networking, Cisco VoIP phone system, Active Directory, VMWare virtual server platform, ISS RealSecure intrusion detection, Tripwire and firewall security, Veritas backup/recovery, McAfee anti-virus and Oracle databases.
  - Managed the design, build and staff occupancy of a new corporate HQ and several facility consolidations.
  - Reduced Ansys and Fluent FEA/CFD naval engineering model simulation run times from 6 days to 7 hours by implementing a Red Hat Linux high performance computing cluster.

NaviSite, Inc – Director of Program Management & Information Systems **2000 to 2002**
NaviSite, Inc. deploys, manages and enables software applications and infrastructure - providing managed Internet hosting services to mid-market organizations.

- Established a Program Management Office focused on rapidly establishing new managed datacenter hosting products & services which significantly improved competitive advantage and technical operations effectiveness.
- Increased annual product release rate from 10 to 40 and ensured solution support consistency with a defined service development methodology.
- Led a 55-person cross-functional organization through periods of growth and "dot-com bubble" collapse business cycles comprised of Information Technology, Applications Development, Datacenter Storage Operations, Process & Change Control, Program Management, Business Analysis, Technical Publications and Quality Assurance.

i-Cube – Associate Director/Program Manager **1997 to 1999**
i-Cube provided business system migration consulting and application development services to clients within a fixed time, fixed price, fixed deliverable environment.

- Program managed projects with profitability responsibility ranging from $250K to $10M with the US Navy, Boston Edison, Identrus (banking startup), ABC Television, and Westinghouse.
- Created a new revenue source by developing a Program Management Office implementation service offering then later implemented PMO organizations at both Boston Edison and Boston Gas.

Cahners Publishing – Design Analyst and later Director of Publishing Technology **1993 to 1997**
As part of Reed Elsevier Group plc, Cahners Publishing is a leading publisher of (125) business-to-business trade journals and consumer magazines.

- Design Analyst for a $6M order management system development effort and later managed the production support team which enabled Cahners to migrate from print to Internet publishing.
- Managed a 35-member Publishing Technology and Business Systems Development team supporting 120 publications and SG&A functions.

KEANE, Inc – Consultant and Software Developer **1991 to 1993**
Keane provides critical business and IT function transformation resulting in dramatic, measurable, and lasting improvements in performance, productivity, cost, and quality.

- Selected straight from college to complete Keane's intensive eight-week Accelerated Technical Development and Consulting training program which included formal training in Keane's Productivity Management methodology.
- Professional consulting, application design/development, Oracle DBA, and UNIX Admin experience gained through an intensive two-year software development assignment with ESPN.
- Technical environments worked in include: UNIX, Oracle RDBMS, Oracle development tools, Oracle CASE.

Education

- B.S. Business Administration, University of Maine Orono (Management Information Systems and Finance)
- Braintrust – Agile Scrum Product Owner
- MIT Sloan CIO Institute
- ITIL v3 Foundation Certified