STATE OF NEW HAMPSHIRE
DEPARTMENT OF INFORMATION TECHNOLOGY
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Denis Goulet
Commissioner

February 23, 2024

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 Information Technology respectfully requests authorization to establish a salary of $121,751.00, Salary Grade GG, Step 7 for Mr. Michael Williams, Assistant Director, Enterprise Applications, Department of Information Technology, Position #9U384, effective March 22, 2024, or upon Governor and Council approval, whichever is later. **Funding 21% Federal Funds, 32% General Funds, 47% Other Funds.**

EXPLANATION

Pursuant to RSA 94:1-d Allocations Decisions, an assessment and review of the letter grade allocation for the unclassified position was conducted, and on January 16, 2024, the Joint Committee on Employee Classification voted to approve the Salary Grade GG in RSA 94:1-a Salaries Established for the Assistant Director, Enterprise Applications for the Department of Information Technology.

Michael Williams began his State service on November 22, 2019, at the Department of Information Technology as IT Manager V, supporting the Department of Health and Human Services as the IT Lead. He is currently compensated at Salary Grade 34, Step 6 (now SOC 11-3020 Computer Information System Manager, Wage Schedule SOC11, Pay Band 7, Step 8), earning $106,821.00. Mr. Williams' resume is attached.

We are grateful for your consideration of this request.

Respectfully Submitted,

Denis C. Goulet
Commissioner/Chief Information Officer
Department of Information Technology

"Innovative Technologies Today for New Hampshire's Tomorrow"

Michael Williams

Senior Technical Leader with extensive experience leading software development, DevOps, Infrastructure and IT Operations. Top performer with a long track record of building and delivering solutions that add value for customers and grow business on time and under budget. Skilled at developing and communicating strategic direction and building plans that deliver results with a high degree of predictability. Successful in a fast-paced environment that moves quickly to meet customer needs and achieve business objectives. Broad range of technical experience with software engineering, IT infrastructure, data center management, and continuously expanding technology knowledge and skills. Expertise includes:

Technical Leadership

- Hands-on leader developing productive and collaborative team environments aligned to common goals.
- Strong proponent of agile development practices and methodologies, and lean business processes.
- Experience developing a high-performance technology organization spanning multiple geographic locations.
- Committed to seeking and developing talent and mentoring staff through changes and transitions.

Strategic Planning

- Develop strategies that connect an organization's technology with the current and future strategic needs of the business in a visionary way.
- Cultivate a deep understanding of the workings of an organization to proactively develop technical solutions to help the company achieve its strategic objectives.

Collaboration

- Collaborate with senior business leaders developing business strategies that leverage technologies to delight customers and drive business growth.
- Develop and maintain relationships with internal and external customers across geographies.
- Create a strong partnership with product management ensuring an effective development process with high quality.
- Establish and maintain strategic partnerships with vendors and suppliers that deliver value.

Fiscal Responsibility

- Demonstrate consistent fiscal responsibility managing budgets of all sizes and complexity.
- Consistently deliver initiatives within budget.

Effective Communication

- Effectively communicate with all levels of an organization from engineers to executive management.
- Act as a liaison between technical and non-technical business stakeholders at all levels of an organization.

STATE OF NEW HAMPSHIRE, Concord, NH   2019 – Present

Information Technology Lead - Department of Health and Human Services

Led a team of 50+ technology professionals providing technology support and solutions for the largest agency of the state.
Some of my achievements in this role include:
- Effectively managing a $33+ million annual operating budget.
- Implement a state-wide vaccination registration, scheduling and management system in response to the pandemic
- Introduce Enterprise Architecture concepts and practices. Establishing an inventory of applications, platforms, interfaces and business capabilities employed across the agency
- Expand the use of Agile practices across agency projects
- Mature the Enterprise Business Intelligence practice and platform
- Expand use and leverage of the Salesforce platform to deliver solutions for the agency at a higher velocity

<u>EBSCO INFORMATION SERVICES</u>, Ipswich, MA and Contoocook, NH   2015 – 2019

Vice President, Information Technology

EBSCO Information Services acquired YBP in 2015 and rebranded GOBI Library Solutions. Responsible for all software engineering and technology infrastructure for the GOBI subsidiary. Added responsibility for software engineering for the EBSCO ebook and Flipster digital magazine products and EBSCO enterprise shared services.

- Implemented agile development practices with the Scaled Agile for Enterprise (SAFe) methodology. Led a team of 12 scrum teams with 5-7 developers each, across four locations, delivering solutions with 95% predictability.
- Achieved a 20% sales increase by delivering significant improvements to the EBSCO ebook product.
- Delivered new products and services to support expansion into the European market and winning a UK National contract with a $30M revenue potential and adding 74 new customers in the first year.
- Focused on continuous improvement through the use of metrics achieving a reduction in blockers, defects to live and increased throughput of features deliver in each cadence.
- Established an enterprise-shared services organization providing live operations, site reliability, database operations, DevOps, infrastructure engineering, and performance engineering services. New shared services resulted in improved stability and consistency for the live environment and development teams. The DevOps team focused on improving the development and operational tooling for all development teams in the enterprise. Implementing an application performance monitoring tool, alert management, enterprise logging and code coverage tracking.

<u>YBP LIBRARY SERVICES</u>, Contoocook, NH   1999 – 2015

Vice President, Information Technology

Responsible for all software engineering and technology infrastructure for this global company with locations in the US and UK. Provided strategy and technology leadership as a member of YBP's executive team.

- Increased revenue 350+% through close collaboration with business leaders and customers, coupled with the technology team's increasing ability to pivot to market needs.
- Led design and development of the market leading academic library collection development and ecommerce system achieving an 85% North American market share.
- Drove redevelopment of operational systems eliminating operational 100K unit backlogs and increased speed of delivery of physical books. Increased revenue 350+% with no space increase.
- Built a comprehensive and industry leading suite of digital eBook products and services. These digital products solidified YBP's market dominance and grew to 35% of total revenue.
- Drove successful IT due diligence and integration of three domestic and international acquisitions.
- Created a fully-managed systems services for a partner company based in the UK, including all operations and customer facing systems. This was run as a profitable business for four years.
- Led the industry in EDI integration with leading library systems. Pioneered API connectivity with these systems to streamline ordering of physical and digital books.

<u>JEFFERSON PILOT FINANCIAL</u>, Greensboro, NC and Concord, NH   1997 – 1999

Assistant VP, Information Technology

Jefferson Pilot Financial acquired Chubb Life in 1997. Led a wide range of projects and teams of technologists in two locations. Drove a fully redesigned infrastructure.

- Implemented company website and internet connectivity.
- Redesigned local and wide area networks achieving improved speed, reliability, and reduced cost.
- Led a multi-site, corporate-wide project implementing all new Windows server architecture and automated desktop deployments, replacing all servers and desktops. Resulted in greatly improved performance and uptime with reduced costs.
- Managed a corporate helpdesk call center supporting 25,000 field agents and 2,400 employees.

CHUBB LIFE AMERICA, Concord, NH   1982 – 1997

Assistant VP, Information Technology (1992 – 1997)

Led teams of developers and technical staff responsible for development of corporate, financial, securities systems, database operations, systems administration, helpdesk, and systems architecture.

- Led consolidation and improvements in network, PC, database, and development technologies.
- Guided the adoption of object-oriented software development and relational databases.
- Established a team focusing on developer tools and methodologies improving overall developer productivity.

Development Manager (1985 – 1992)

Led efforts to improve software quality, capability, and delivery time.

Senior Programmer Analyst (1983 – 1985)

Led technical debt reduction and migration to a new platform.

Programmer Analyst (1982 – 1983)

Wrote new business software implementing several new products.

TECHNICAL SKILLS

Operating Systems – MacOS, Windows, Linux, AIX, IBM i/AS400

Storage Area Networks – NetApp, IBM, EMC

Databases – Oracle, SQL, MySQL, DB2

Hardware – Dell, HP, Lenovo, IBM, Cisco, Apple

Network – Cisco, Checkpoint, Juniper, F5

Dev Practices – Scaled Agile for Enterprise (SAFE), Scrum, Kanban, Waterfall