

# Resume of Deborah Hartmann

Software development coach for agile teams and their customers

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## OBJECTIVES

I enjoy the challenge of building resilient software teams, capable of fast delivery and quick change of direction. As the pace of development picks up, I also work with customers, improving their ability to rapidly identify and communicate high-priority needs to their development teams. Customers and teams will be better equipped to handle the rapid pace of change prevalent in business.

Over time, I will encourage the realignment of responsibility with accountability, an Agile best practice which builds trust between project participants and promotes inter-departmental effectiveness. Another important change I will advocate is to make project status more visible to team members and stakeholders, removing the mystery from software planning and tracking.

I believe that the best process emerges when teams intelligently apply agile practices according to their own situation's needs. These practices can appear deceptively simple, but I coach teams in the complementary values and practices that make process change 'stick', through training and by example.

## CAREER SUMMARY

For over twenty years I have energetically helped teams produce better software by improving their work habits. While filling the role of analyst, business analyst and team lead, I have actively addressed each team's most pervasive problems, collaborating with team members to introduce practices such as Feature Driven Development, design patterns, Scrum and Extreme Programming. Working as consultant and in permanent team positions, experience has revealed to me that software's toughest problems are often "people issues", and so my focus has increasingly shifted toward team-building and facilitation, including training in the Scrum Agile project management methodology, and the Open Space meeting methodology.

## EMPLOYMENT HISTORY

**Agile Community Editor** for InfoQ.com, an online Enterprise Developer Community

*April 2006 to present* C4Media Inc, Toronto, Ontario.

Managed the site's Agile Community Queue: writing news, soliciting & editing articles, conducting interviews, moderating threads.

**Agile Business Analyst**

*August 2006 to present* Interac.org, Toronto, Ontario.

Rapidly learned an online banking application and provided just-in-time requirements to an Agile software team;

- helped developers and testers interact more directly with off-site end users via regular conference calls;
- helped the internal customer department to work more closely with the development team;
- documented User Stories and acceptance tests using a Fitnesse wiki (for Fit acceptance testing);
- produced documentation and worked with the technical writer to avoid last-minute rush documentation demands;
- single-sourced XML schema documentation within the schema itself; implemented an xml documentation generator;
- collaborated with department manager in addressing personnel and morale issues.

**Lean-Agile Process Coach**

*July 2005 to May 2006* Clients: Capital One Financial, Richmond Virginia and RWDI Engineering, Guelph Ontario

Trained developers / customers in the concepts and practices of Lean / Agile Software development, and coached its adoption.

**At Capital One:** Coached the transition from waterfall to Scrum for a project team of 20. Assisted novice ScrumMasters as they started their own teams. Taught Agile training sessions for several teams. Contributed to driving out new organizational processes and metrics.

**At RWDI:** Trained and coached a small development team, including how to encourage adoption of Agile by their customers.

**Senior Business Specialist / Testing Team Lead**

*September 2004 to July 2005* Solcorp Inc., Toronto.

Managed a small User Acceptance Testing team, including development of manual and automated processes and tools:

- Co-ordinated acceptance testing of deliverables from multiple teams, participated in test planning;
- Supported testing team: daily meeting, troubleshooting, liaison with other teams, including extended-hours support;
- Executed detailed XML-level testing of insurance services;
- Researched and recommended multiple time-saving tools, including XSL transformation tools;
- Managed defects using HEAT problem-ticket software and a daily meeting of team leads.

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## Senior Business Analyst / Methodology Coach

2003 to 2004 Trader Media Inc., Toronto.

Built a new development team and their processes, to handle the creation and maintenance of internal business software;

- coached the PM as he implemented a Scrum Agile software process in a department previously using more ad hoc methods;
- developed and implemented processes and tools for requirements gathering, planning, tracking and delivery;
- analysed customer problems, including automated and manual business processes, and collaborated on software design;
- organised cross-training of team members to reduce project risk.
- assisted department manager with daily administration of the team (ScrumMaster role).

## Component Modeler

2000 to 2003 Castek Inc., Toronto.

Participated in process improvement, requirements development, and later managed various difficult areas, crossing multiple teams;

- participated in collaborative Scrum teamwork, led Joint Application Design (JAD) sessions with users and IT personnel;
- co-ordinated the requirements of various teams involving Use Case creation, interface architecture and web-service design;
- designed Policy objects for use within the Claims system architecture, in conjunction with Application Architect;
- transformed Use Cases and sequence diagrams into object-oriented specifications using UML with Together/Java CASE tool;
- business modeling: produced UML models for a component-based, multi-tier Insurance Claims application.

## Business Analyst / Systems Analyst / Designer

1989 to 2000 Groupe Progestic Consultants, Montreal.

As a permanent employee, participated in various projects in Quebec and abroad, alone and on development teams.

- studied manual and automated processes (BPR with and without CASE tool).
- business-architecture & design for a Business-to-Consumer E-Commerce application for HTML and Java, using FDD practices;
- analysed client requirements, documenting them in various formats: Use Case, Feature Driven Development, DMR;
- designed automated systems for Java/VB/Natural/Cobol, using object-oriented and structured analysis methods;
- designed and delivered system documentation and end-user manuals and training;
- evaluated and recommended n-tier middleware tools and industrial mobile computing (handheld radio-frequency computers);

*Clients: Public Sector - Canadian Broadcasting Corporation, U.N. High Commission for Refugees (Geneva), Regie regionale de la sante et des services sociaux des Laurentides, Montreal Municipal Courthouse, Federal Business Development Bank, Canadian Centre for Justice Statistics, Quebec Ministry of Justice; Private Sector - Standard Life Corporate Systems, Natrel Foods, Gaz Metropolitain, McGill Conservatory of Music, Messageries Dynamiques ( a division of Groupe Quebecor, publisher ), Equifax Canada, McGill University.*

Several **Analyst / Programmer positions**, Montreal, Quebec. 1982 to 1989, detailed information available upon request.

## BUSINESS DOMAIN EXPERIENCE

Publishing – Sales, Customer Service, Magazine Production, Pricing, Distribution

Sales – Mobile invoicing, Mail-order invoicing

Finance – Credit Cards, General Ledger, Accounts Payable

Insurance - Property and Casualty Claims, Wealth Management

Web Portal service – Online Chemical Properties Database

Engineering and Forestry

## EDUCATION

Professional Training: 1987 - present

- ScrumMaster Certification / Level 2 (Ken Schwaber);
- ScrumMaster Certification / Level 1 (Ken Schwaber);
- Object-Oriented Analysis;
- UDS/Forte O-O Framework Language (Sun Education)
- Thinking in Patterns w. Java (Bruce Eckel & Bill Venners);
- Visual Basic with MS Visual Design Studio;
- IDMS/R Courses, including: Database Concepts and Facilities, Database Analysis and Design.

1986-1990 Concordia University / Faculty of Fine Arts:

Bachelor in Art History and Studio Art. 1 year remaining.

1984-1985 McGill University / Certificate in M.I.S.

First year of a three-year certificate.

1977-1981 Champlain College (CEGEP): Diploma of Collegiate

Studies (DEC) in Data Processing, awarded *First in Class*

## OTHER INTERESTS:

For four years I have provided leadership within the international Agile community, speaking at Agile2006, and at the XP/Agile Toronto and Scrum Toronto interest groups. In addition, I enjoy painting, good science fiction, and exploring old cities.