Curriculum Vitae

Personal information

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Nationality	Romanian
Gender	Male

Short summary

- IT management roles
    - IT department management (20 people) – 2012-2015
    - IT project management in large (over 2 million euro) IT implementation projects, both national and international (2004-2017), responsible for technical teams ranging from 5 to 30 people.
- Experienced in:
    - Direct collaboration with the client, partners and subcontractors.
    - Technical representation of the company in national and international contexts
    - Contribution and assuming responsibility on budges, acquisitions and contracts and providing my support through planning, making of technical decisions, performing reviews and proposing optimisations for IT budgets and contracts.
- Broad, cross-functional awareness of the IT field, with current hands-on experience in the last 5 years in IT department management, IT project management, contracting, budgeting, planning, subcontractor, partners management and IT process improvement and 12 years previous experience in business analysis, software architecture, data architecture, infrastructure architecture, systems integration.

Work experience

2015-2017 (3 years)

IT Project Manager at Teamnet

Project = NATO LOGFS MEDICS

I coordinated a team of over **30 people** and also performed the following activities:

- **IT project management**
    - **project planning**
    - **resource requirements and resource capacity planning**
        - Planning ahead the capacity requirements, according to the project plan
    - participation in internal and external **recruitment processes**
    - **partners management, stakeholder management**
        - collaborated directly and helped the integration of multiple teams – internal teams, partners, subcontractors, client technical teams
    - **Change management**
        - Supervised the elaboration of CRs
            - Encouraged cross-functional impacting of CRs
        - Mediation of CR budget impact with the stakeholders involved, including partners and client
        - Periodic status update for each CR
    - **Dependency management**
        - Maintaining an up to date status on dependencies
        - Periodically coordination with the stakeholders involved in each dependency
        - Defining risks for dependencies
    - **Risk management**
        - Keeping the Risk Log up to date
        - Identify and collect new risks, record potential impact
        - Propose and negotiate mitigation plans
        - Periodic follow-up on mitigation plans
- Participated in project management meetings, business analysis workshops and solution architecture workshops, factory acceptance testing, user acceptance testing
- Performed **peer review of deliverables** (business analysis deliverables, architecture deliverables, testing deliverables)
- Participated in **quality assessments**
- Tools: Sharepoint (Project Portfolio), Jira, Project, Excel, Enterprise Architect

2012-2015 (2.5 years)	**IT Department Manager** at Teamnet

Department = Teamnet-Dedalus Healthcare Solutions

I coordinated a team of **20 people**.

- Description:
    - I joined the initial business development of the Dedalus Teamnet S.A. company, a new Medical Solutions division of the Teamnet Group, a joint venture between Teamnet Group (Romania) and Dedalus Group (Italy).
- Activities:
    - **Technical coordination** of multiple subcontractors from Romania and Bosnia
    - **Technical collaboration** with local partner companies (IBM, Microsoft, SIVECO etc.), multiple companies from the Dedalus Group in Italy.
    - **People manager** of the cross-functional 20 people IT department including the following teams: analysis, implementation, development, configuration, installation and infrastructure teams
        - quarterly **evaluation activities**, employee development plan customized for each member of the department team
        - encouragement of the leadership abilities of team members
        - support for the self-development and self-discovery of the most productive role in the team for junior team members
        - Active participation in the **recruitment process**
            - Elaboration and review of the job descriptions
            - Participation in interviews
            - Technical assessment of the candidates for lead positions
        - **Resource planning**
            - Planning ahead the capacity requirements, according to the business development roadmap

    - **Product management:**
        - designed the product development roadmap for each of the 20 product modules, with solutions ranging from custom dev with internal resources, custom dev with external subcontracted companies, to using COTS or integrating with the solutions of partner companies.
        - actively participated in the business analysis for the healthcare products suite
        - kept the status of the availability for implementation in the market for each of the 20 modules of the product, including SWOT analysis based on the targeted market (Romanian healthcare sector)
    - **Presales**
        - Preparation for the NATO LOGFS-MEDICS Bid together with Sopra Steria in UK
            - represented the Medical Software division of Teamnet in the consortium
            - discussions with all potential partners for the consortium
            - worked with all Teamnet divisions to build a portfolio of all current and past Medical-related projects
    - Infrastructure architect - design and implementation of:
        - development infrastructure
        - cloud deployment infrastructure
        - on-site deployment infrastructure
    - Integration architect - designed the integration with the National Insurance House and with partner solutions
    - improving IT processes
        - CMMI Enabler for the company

2004-2012 (8 years)	**SaaS Solution Architect, Team Lead** at CG&GC (Bucharest, Romania)

Designed a 10-module SaaS enterprise product targeted for the public administration. Reached 200 public institutions actively using the solution.

This SaaS design and innovations to minimize the customization effort required (targeting the configurability by a business consultant only, up to 90 %) optimized the usage of resources, as all 200 clients were running on only 5 nodes and the product development and implementation was covered with a team of only 5-7 technical members and 10-12 analysis and implementation consultants.

I coordinated the technical team, composed of 5 to 7 people that performed the following activities. I have contributed to all of the team activities:

- product management
- business analysis
- software architecture
- software development
- configuration management
- infrastructure design
- infrastructure administration
- installation
- project implementation

2001-2004	**Product Owner and Development Team Lead** at Rodipet S.A. (2004),

Software Developer at Julsoft Group (2002),

Independent contractor on:

- o Direct sales and full projects delivery

  - **Activities:** sales, contracting, project planning, business analysis, solution architecture (software + database + infrastructure), software development, installation and configuration, training, support.

  - **Clients:** Antena 1 (2001), FUDV Foundation (2002), Humanist Party of Romania (2003)

- o Outsourcing contracts

  - **Activities:** business analysis, software architecture, data architecture, software development, remote systems integrations, installation and configuration

  - **Clients:** Academic Loan Group (San Jose, USA), EVH Software Solution Inc. (New York, USA), WOG Computer Distribution, TORA Computers

Description of the working experience	- 17 years of projects, products and people management responsibilities, as detailed also in the attached "Table 1. Role Matrix".

- **Professional skills and competencies**:
  - o IT Management, Project Management, Programme Governance, Process Innovation, Process Optimization, Stakeholders Management, Partners Management, Marketing Innovation, Presales, Sales, Risk Management, Issues Management, Technical Project Management, Business Analysis, Enterprise Architecture (software + infrastructure), Software & System Engineering, product management/ownership (SaaS / custom built and off-the shelf products), project management, technical teams management, software engineering process management, having experience in implementing both Agile and Waterfall methodologies, process innovation and optimization, requirements management, solution architecture design, IT infrastructure implementation and optimization, practical experience with ITIL concepts (management, problem Management, incident management), quality assurance supporter, CMMI enabler, PRINCE2 practitioner, technical and business verbal and written communication skills.

- I have a strong basis in my areas of technical expertise that include both Software dev lifecycle and IT Infrastructure design and administration:

    o **SOFTWARE LIFECYCLE**: experience with the full lifecycle of COTS Products (off the shelf), Configurable SaaS Products and also Custom solutions - business analysis, product feature management, software architecture, dev, performance tuning, quality assurance, deployment, technical writing, demo/sales, training. I have also many years of experience in implementing RAD (rapid application development), code generators and various other techniques inside the workflow of development teams to minimize custom-coding in order to reduce the number of defects and increase efficiency in resource-limited projects.

    o **INFRASTRUCTURE**: system software & hardware architecture, networking, storage, virtualization, cloud technologies.

  - **Experience in infrastructure management:**
    o general management experience - 14 years (2004 - 2017), of which 4 years as manager of 20 to 30 people
    o 8 years of experience in managing infrastructure implementation and maintainance activities (2007-2015)
    o collaboration with several **subcontractors** and project partners that performed infrastructure implementation and maintainance
    o collaboration with **hardware partners** and hardware providers
    o collaboration with system management **software providers**
    o collaboration with the infrastructure teams of **project partners**
    o coordination for the **internal team** to handle infrastructure implementation and maintainance
    o experience in infrastructure **budgeting**, **aquisitions** (hardware, software licensing, networking implementation services etc.)
       ▪ mediation of the infrastructure budgeting with the partners and stakeholders
       ▪ proposing solutions for infrastructure **budget optimisation**
    o 4 very large projects (over 1 mil euro each) in which I was involved also in infrastructure design and optimization, budgeting, aquisition and implementation
    o experience in managing infrastructure implementation and maintainance contracts, involving all stakeholders in:
       ▪ building and keeping updated a **dependency graph**
       ▪ associating **risks** on each dependency
       ▪ elaborating **mitigation plans**
       ▪ **periodic review** of the status of each mitigation plan
    o experience in **reviewing** infrastructure analysis and design **deliverables** (involving virtualization clusters, database clusters, storage, networking, monitoring and management solutions etc.), returning feedback containing:
       ▪ **bugdet optimisation** proposals
       ▪ **performance optimisation** proposals – including optimisations based on the specific software layer intended to be used
    o experience in **reviewing** infrastructure implementation and maintainance **contracts** with partners and subcontractors to meet the internal or client required SLA.
    o particular attention in all decisions, design reviews, during implementation and during the final acceptance procedures to the ensurance of **business continuity**, supervising the:
       ▪ monitorization policies (raising warning and alerts starting from the hardware level up to the application tier)
       ▪ backup and disaster recovery policies

- 16 years of experience in applying the **Agile** principles of continuous iterative delivery and continuous customer engagement and 3 years of experience in applying the **PRINCE2** methodology.

- **5 years of experience in Defence projects (during 2012-2017) – technical presales + coordination of the implementation of a large Defence Project for NATO**

- 10 years of continuous **Product Management** experience (2005-2012 on a **SaaS product** dedicated to the Public Administration and Governmental sector and also 2012-2015 on a software **product suite dedicated to the Healthcare sector**)

- **12 years of experience in coordination and collaboration with remote teams**:
  - o coordination of distributed international teams while working on outsourcing projects for USA companies (2003-2004)
  - o collaboration with national and international partners (2005-2014)
  - o coordination of national and international subcontractors (2012-2014)
  - o collaboration with more than 5 remote international teams in a complex NATO project (during 2012-2018).

- I have taken **Business Continuity** into account at all times in all my activity and in all the projects that I have managed.

Education and training	

Dates	2009-2011
Title of qualification awarded	**Doctoral studies and research** - the published articles and their quotations are available in Google Scholar https://scholar.google.ro/citations?user=P8lBOccAAAAJ&hl=en
Principal subject	Semantic Web (innovations in information retrieval, semantic annotation, indexing and querying).
Name and type of institution	University of Pitesti, Romania

Dates	1999-2004
Title of qualification awarded	**MSc (5 years, engineering)**
Principal subject	Electronics and Software Engineering
Name and type of institution	"Politehnica" University of Bucharest, Romania Electronics, Telecommunications & Software Engineering Faculty

Languages	

Mother tongue(s) **Romanian**

Other language(s) **English, French**

Self-assessment

European level (*)

	Understanding		Speaking		Writing
	Listening	Reading	Spoken interaction	Spoken production	
English	C1	C1	C1	C1	C1
French	B1	B1	B1	B1	B1

(*) Common European Framework of Reference for Languages

Iulian-Florin Toma

EXPERIENCE AREA:	EXPERIENCE YEARS:	1 / 2001	2 / 2002	3 / 2003	4 / 2004	5 / 2005	6 / 2006	7 / 2007	8 / 2008	9 / 2009	10 / 2010	11 / 2011	12 / 2012	13 / 2013	14 / 2014	15 / 2015	16 / 2016	17 / 2017
DEPARTMENT MANAGER, PM, TPM	People Management (Department Manager, 5-25 people) (2 years)																■	■
	Project Mgmt Activities (prj.scheduling, stakeholders mgmt, colab.mgmt) (6 years)			■										■	■	■	■	■
	Project Manager / Project Owner, Sales / Negotiation (2 years)	■		■														
	Technical Project Management - Technical activities mgmt - decision owner (15 years)			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
BUSINESS ANALYSIS, RESEARCH, PRESALES	Business Analysis (9 years)	■			■	■	■			■	■	■		■		■		
	Technical Presales (5 years)									■		■		■	■	■		
	Researcher (semantic web - ONTOSENSE, cited scientific articles) (3 years)									■	■	■				■		
SOLUTION ARCHITECT (software, hardware, integration architect)	Systems Integration Architect (13 years)	■		■	■	■	■	■	■	■	■	■		■	■	■	■	■
	Software Architecture (13 years)	■		■	■	■	■	■	■	■	■	■		■	■			
	Infrastructure Architecture - Hardware and Software (7 years)							■	■	■	■	■		■	■			
DEVELOPMENT TEAM LEADER, DEVELOPER	Development Team Leader (7 years)			■	■		■	■	■	■	■							
	Programming using code generators (8 years)			■	■	■	■	■	■	■	■							
	Programming using standard IDEs (11 years)	■	■	■	■	■	■	■	■	■	■	■						

Table 1. Role matrix