



Europass Curriculum Vitae

Personal information



First name(s) / Surname(s) **Iulian-Florin / Toma**
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 Nationality Romanian
 Gender Male

Work experience

I am an enthusiast, passionate and proactive Senior Technical Manager with 16 years of projects, products and people management responsibilities, as detailed in the attached Role Matrix. I have 16 years of experience in applying the Agile principles of continuous iterative delivery and continuous customer engagement and 2 years with the PRINCE2 methodology.

I successfully manage project teams in a variety of client engagements, including systems integrations and complex multinational partnerships. I am always ready and able to provide the teams, stakeholders and partners with a clear roadmap and a helicopter view for each project, that motivates all the people involved and brings stability to the projects. This activity is based on designing and continuously improving workflows to maintain an up to date project change management, project issues and project risks database.

My career started back in 2001 with the chance of directly taking full responsibility of several development projects for corporate clients from both Romania and USA, during 2001-2004, and continued for 8 years in the teamwork oriented role of technical lead and architect for Public Sector solutions (2005-2012). Having worked with small but very talented and dedicated teams during this period, we have successfully achieved together the largest SaaS solution development and implementation in Romania dedicated to the Public Sector, with 200+ public institutions running a single solution on a Cloud-based architecture. Having this work experience I took on higher and higher challenges in the most recent roles of Technical Department Manager composed of two teams (over 25 people) and Technical Lead in a NATO project, where I am coordinating with partners and managing several technical teams (since 2015).

Having a strong technical, projects and people experience, I am always able to help the team and our partners when a situation arises in the areas of Programme Governance, Product & Project Management, Stakeholder Management, Business Analysis, Enterprise Software and Hardware Architecture, Systems integration, Research/Innovation Projects, with an idea, an advice or a solution.

Iulian-Florin Toma	EXPERIENCE YEARS:	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
		2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	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)																	

Dates	2015 – Present
Position	NATO Project Technical Lead
Main activities and responsibilities	<p>Since 2015, I have the role of Technical Lead on a workstream (vertical) of one the most complex NATO projects, LOGFS. In this role, I am managing the delivery workflows for several internal delivery teams that are part of the LOGFS-MEDICS Workstream, in direct coordination with the client representatives, partner workstreams and subcontractors, leading to the delivery of the newest software capability for NATO – the Medical Capability.</p> <p>As required by the Client, I successfully apply both PRINCE2 methodology and the Agile values, in order to achieve the right balance between the detailed documentation, change logs, risk logs, issue logs, internal and external dependency management etc., and the Agile methodologies inside the software development lifecycle, linked to our project partners' software development lifecycle.</p> <p>I have responsibilities regarding Stakeholders Management (NATO, Sopra Steria, Teamnet) and Collaborators Mgmt. This project is another occasion for me to perform continuous process innovation and optimization in order to adapt to the increasing project complexity and increasing number of inter-workstream dependencies as the project advances, while also taking part in the analysis workshops and bringing my contribution to solving complex architectural challenges of the project.</p> <p>Being a key project for NATO, Sopra Steria and our company Teamnet, i have benefited in this project of the kind support from team members from all over the company and also from partners in various countries, being one of the first projects in our company group to implement the concept of "One Team" past any virtual barrier of country, company, department. This is the kind of project where 5+ nationalities are present at any time in project meetings, NATO itself being a multi-national entity, this gave us all the certainty that we are working for something valuable and important and this has always sustained our commitment to the project.</p>
Name and location of employer	TEAMNET , Bucharest, Romania, www.teamnet.ro
Type of business or sector	Defence Software Solutions
Dates	2013, 2014
Position	Manager of Technical Department, Product Manager, Solution Architect
Main activities and responsibilities	<p>During 2013-2014, I have been the manager of the Dedalus Teamnet technical department that expanded from 5 to 25 people and achieved the implementation of a product consisting of 20+ integrated modules, dedicated to the Healthcare institutions in Romania. As the size of the department increased, I have shared the people management responsibilities with my team leaders while actively contributing to the product management, including product development planning, continuously keeping an date status of the maturity/status for each of the 20+ modules (in analysis-in dev-ready for sale-implemented-first acceptance etc.).</p> <p>I managed the technical relation with 4+ subcontractors and many local partners and also with 6+ branches in Italy of the Dedalus Spa group of companies. I participated in many client-facing activities with stakeholders and user workshops, because I always considered that in order to understand what should be the right product target and set the right priorities on its development I needed to stay as long as possible with the client and understand his context and the unseen constraints on his work.</p> <p>I created the planning for some of the implementation projects and forecasted the department needs for current and future projects. I have conducted the corporate Performance Evaluation program for my department during 2013-2014, setting goals and KPIs and tailoring technical and teamwork development plans for each team member.</p> <p>I have also actively guided the software and infrastructure architecture (both cloud and on premise) for our product development and for all product-implementation projects.</p> <p>Since the summer of 2013 I was also involved in organizing the Agile ceremonies (Sprint Review, Sprint Planning). I also acted as a CMMI-enabler for a few months in 2014-2015 for the whole Dedalus Teamnet company, following a 3-day course I took in 2009 that allowed me to support the CMMI appraisal that was in plan for the Teamnet Group.</p>
Name and location of employer	DEDALUS TEAMNET , Bucharest, Romania, www.teamnet-dedalus.ro
Type of business or sector	Healthcare Software Solutions

Dates	2012
Position	Product Manager, Solution Architect
Main activities and responsibilities	<p>I started in this role right from the founding of the Dedalus Teamnet S.A. company by Teamnet (Romania) and Dedalus Spa (Italy), a company dedicated to deliver a modern, modular/flexible product for the Romanian healthcare market.</p> <p>I have contributed to the initial business development by defining the initial software and infrastructure architecture, together with a business analyst and a senior software developer.</p> <p>The target product consisted of 20+ integrated modules, dedicated to the Healthcare industry. I had started with activities of technical collaboration with various partners (local partners and multiple Dedalus Spa group companies in Italy), followed by the preparation for the NATO LOGFS-MEDICS Bid together with Sopra Steria UK, during this initial period of 5 months, until taking over the position of manager of the technical department.</p>
Name and location of employer	DEDALUS TEAMNET , Bucharest, Romania, www.teamnet-dedalus.ro
Type of business or sector	Healthcare Software Solutions
Dates	2004 – 2012
Position	Microsoft - SaaS Enterprise Product Manager, TPM, SOA Architect, Database Architect, RAD Development Lead
Main activities and responsibilities	<p>8 years as product manager and solution architect for a SaaS product dedicated to the Public Sector and technical project manager for various implementations of the product. Having worked with small but very talented and dedicated teams during this period, we have successfully achieved together the largest SaaS solution development and implementation in Romania dedicated to the Public Sector, with 200+ public institutions running a single solution on a Cloud-based architecture, backed by a powerful UI-configurable business logic that allowed for a per-client configuration while still running on a single instance for 60+ separate institutions each with its own time-variable business rules.</p> <p>The product was a Software as a Service solution for the Public Sector and Central Administration in Romania, that was implemented, using an incremental development and implementation approach, in 7 central nodes and being used in over 200 governmental institutions. I was responsible of designing the architectural solution and responsible for the technical management of all solution development activities. In the initial development phases of the product I have coordinated the producing of use case models and activity diagrams, user requirements and system requirements and further on coordinating the development efforts required for the maintenance of the product and for the new implementation projects. I have also been involved in designing and developing new features for this portal based SaaS system built on a service oriented architecture. Designing the software architecture as service oriented, to support, in a flexible way, both GoPro.net governmental framework and a custom local-build entity framework. Participation in building technical offers. Solutions for the optimization of software and hardware integration.</p> <p>I designed the architecture of a large (SaaS – software as a service) system dedicated to the Public Sector, which included several applications, with concurrent access from 60+ institutions on each node.</p> <p>My activity included supervising the product features prioritization and development, designing the high-level architecture of the whole integrated system and the detailed design and architecture of the common modules (case management framework, workflow management framework) and of the GoSAL payroll module. I involved directly in the Business Analysis of some modules (for the case management HR system in 2005, custom case management framework, custom workflow manager and for the most complex algorithms in the payroll module).</p>

<p>Name and location of employer</p> <p>Type of business or sector</p> <p>Dates</p> <p>Position</p> <p>Main activities and responsibilities</p>	<p>I designed the payroll component GoSAL to include UI-config of time-dependant business rules and algorithms and to allow tailoring for each tenant (organization), UI-forms and reports customization, having as target the minimization of the custom-coding needs, while still maintaining a Cloud-oriented architecture (multi-tenant, single instance). This allowed the business analysts to custom-tailor themselves the app behaviour according to each client's needs from the UI, by allowing them to configure themselves input forms, business logic and reports.</p> <p>Solution design was modular both on the presentation layer and on the business logic layer, adopting a SOA (service-oriented) architecture. The communication between the back-office modules was performed through web services. The system design included a custom built SSO service (SecuriX Server) which secured all the applications and was accessed through its web service. Also, an in-house reporting server (ReportX Server) adapted to the SOA needs replaced entirely Microsoft Reporting. The reporting solution was accessible through its web service and requests data from each application's web service and is configurable to control and prevent processing overload on the data centre. Reporting server queue load and current report progress status were shown also to the final user during report execution. A real-time report execution dashboard was available to the admin users.</p> <p>I also proposed several optimizations to the detailed system design for an increased calculus speed, in order to support the permanently increasing number of concurrent users.</p> <p>I designed the whole product suite to allow integration with both custom case and workflow management-modules and also with dedicated industry renowned COTS solutions for workflow and document management (Sharepoint, GoPro.net)</p> <p>Technologies: Microsoft .NET Framework and SQL Server</p> <p>CG&GC, Bucharest, Romania</p> <p>Enterprise Software Solutions for the Public Sector</p> <p>2004</p> <p>Enterprise Product Manager, Business Analyst, RAD Developer, Database Architect</p> <p>Requirements management, system designer & development team leader for a country-wide Car Fleet Management software solution, including systems integration with the ERP system.</p> <p>Detailed description: I performed the analysis, design and development of a Car Fleet Management software project, managing both car evaluations, transitions and fuel consumption analysis + reporting. I also integrated the system into the company's ERP system. Including the implementation, training materials and support for 47 users, I delivered the whole project in 2 month of highly concentrated work (start to finish), together with a junior developer team member. The first go-live of the project was performed within only 1 week from starting the analysis and development, thus starting the data capture in the UI from the earliest stage possible.</p> <p>The project had a centralised structure and was used in all of the company's 41+6 branches, which were located all around the country. In this project to meet the very tight deadlines I have leveraged RAD techniques including code generators, that minimized custom coding, defects and increased efficiency. Also, to increase efficiency, I designed the UI to be self-explanatory from the start, that minimized the training needs. All of these measures reduced support incidents to a minimum.</p>
<p>Name and location of employer</p> <p>Type of business or sector</p>	<p>Technologies: SQL, Web Programming</p> <p>Development Environments: CodeCharge Studio</p> <p>Type of work: Team work</p> <p>RODIPET, IT Software Department, Bucharest, Romania</p> <p>Enterprise Software Solutions</p>

Dates	2004
Position	Java Developer, C++ Developer (COTS products)
Main activities and responsibilities	Remote IT outsourcing services for a company in the United States; successfully completed development for the following projects: 1) Developing and extending a COTS (off the shelf) product for computing, generating and viewing 360x360 degree virtual tours (desktop and web interface), from images taken with fish-eye lens. 2) Developing and extending a COTS (off the shelf) desktop product that allowed the user to configure and generate a company portfolio. 3) Consulting work for the design and patent of a system targeting mobile devices, for building and viewing 360x360 degree virtual tours. Development Environments: Java -JBuilder, Delphi, C++ Builder
Name and location of employer	EVH Software Solution Inc. (New York, USA)
Type of business or sector	IT outsourcing
Dates	2004
Position	Java Developer
Main activities and responsibilities	As part of a 3-month scholarship in Munich, Germany, I took part in a team doing the analysis and the development for a bio-analysis software project. I was responsible with the Import module (both UI and business logic), that I have successfully completed and delivered.
Name and location of employer	Bundeswehr Universität (German Armed Forces University), Munich, Germany
Type of business or sector	Open-source development
Dates	2003, 2004
Position	Java & Web & PostgreSQL - Enterprise Product Manager, Business Analyst, Database Architect, Java Developer (RAD)
Main activities and responsibilities	Sales & contracting, requirements management, software design and development of a country-wide project for a major Romanian Political Party. Detailed project description: Analysis, development and delivery of a Java based, web project for managing the party members - internal HR system. The central application design that I proposed was new for the respective times in Romania and it replaced the previous expensive distributed and replication-based deployment approach. The centre was in Bucharest and the access was performed from 41+6 regional work places distributed all over the country. Technologies: Java, Servlets, PostgreSQL Type of work: I performed myself the following phases of this project: project planning, analysis, software & database development, solution deployment, training, testing, maintenance. The infrastructure was handled by an external contractor.
Name and location of employer	The Humanist Party of Romania
Type of business or sector	Enterprise Software Solutions
Dates	2003
Position	Microsoft Web & SQL - Enterprise Web Software Developer, Business Analyst, Database Architect, Integration Architect
Main activities and responsibilities	Remote IT outsourcing services for a company in the United States; successfully completed both analysis and development for projects such as secure systems integration (security based on certificates & encryption), automated data transformation (ETL) and customization of the enterprise software system. Technologies: SQL Server (data structure and business logic), ASP, JavaScript, SQL Server Data Transformation Services I was part of a multinational team. I was assigned to also coordinate and task other team members remotely, due to the business analysis abilities and English proficiency, allowing me to perform the business analysis entirely on remote (by phone) with the client in the USA.
Name and location of employer	Academic Loan Group (San Jose, USA)
Type of business or sector	IT outsourcing and systems integration

Dates	2001 - 2003
Position	Microsoft Web & SQL - Enterprise Web Software Developer, Database Architect
Main activities and responsibilities	Analysis, design, development and implementation of ERP and web-based software solutions.
Name and location of employer	Julsoft Group, WOG Computer Distribution, TORA Computers, FUDV Foundation , Bucharest, Romania
Type of business or sector	Enterprise Software Solutions, Web Application Development
Dates	2001
Position	Enterprise Product Manager, Business Analyst, Database Architect, RAD Developer
Main activities and responsibilities	Area: Enterprise solutions Project description: Human Resources Management - the project manages and reports all information regarding this major television company's employees, including the other companies of the media group. This HR System had a complex database structure and was deployed in a network distributed environment. I performed all the phases of this project: sales and contracting, project planning, analysis, software & database design, product development, deployment, training, testing, maintenance. This product included 40+ forms and 50+ reports and I delivered it in only 1.5 months from the initial contract award to the final acceptance, making extensive use of RAD (Rapid Application Development) tools and techniques.
Name and location of employer	Antena 1 Television Company , Bucharest, Romania
Type of business or sector	Corporate IT Software Solutions
Professional skills and competences	Specialties: 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. Skills: 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 optimization, knowledge of ITIL concepts (management, problem Management, incident management), quality assurance supporter, CMMI enabler, PRINCE2 practitioner, technical and business verbal and written communication skills. I also have a strong basis in my areas of technical expertise that include both Software dev lifecycle and IT Infrastructure design and administration: - SOFTWARE: 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. - INFRASTRUCTRE: system software & hardware architecture, networking, storage, virtualization, cloud technologies.

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

I also have an extensive experience of 12 years in coordinating with remote teams:

- coordinating distributed international teams working for USA companies (2003-2004)
- coordinating with multiple international partners and subcontractors at a time (2005-2012 and 2012-2014 that included a managerial position as technical director - department manager over 25+ people)
- coordinating with more than 5 remote international teams (2012-2013 and 2015-2017) in a complex software development NATO project where I have the position of Technical Project Manager and Technical Lead.

I have taken Business Continuity and Disaster Recovery measures in all the projects that I have managed, as this was for me a continuous concern and I have always taken the insurance of „project life beyond current team” into account in project organization and project decisions.

Education and training

Dates	2009-2011
Title of qualification awarded	Doctoral studies and research
Principal subject	Semantic Web (innovations in 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	Electronics, Telecommunications & Software Engineering Faculty, “Politehnica” University of Bucharest, Romania

Personal skills and competences

Mother tongue(s)

Romanian

Other language(s)

English, French

Self-assessment

European level ()*

English

French

Understanding		Speaking		Writing	
Listening	Reading	Spoken interaction	Spoken production		
C1	C1	B2	C1	C1	
A2	B1	A1	A1	A2	

(*) [Common European Framework of Reference for Languages](http://www.cedefop.europa.eu/en/files/questdocument/14811/14811_en.pdf)