



Chris R Marshall

Professional experience

Profile

Mr. Marshall is a Senior Managing Consultant (Manager) with IBM Global Business Services. He has over 20 years experience in information systems which includes large complex international projects and ERP Systems. Mr. Marshall has recently served as the project manager for the upgrade of PeopleSoft FSCM, HCM and ELM from Version 8.8 to Version 9.1 for an Early Adopter. He has also served as the APAC/EMEA Technical Lead & Executive Officer to the Global Technical Lead and a senior member of the Global Project Leadership Team.

He has delivered the full project life cycle, including product selection & installation; development and execution of strategies & solution design; management of onshore & offshore RICE life cycle; integration with third party products; full testing life cycle; go live & post live activities. He has performed hands on research, development and support, supervised project resources, coordinated & reviewed deliverables from multiple geographic regions. Mr. Marshall has taught seminars and mentored the client team in areas such as the definition of organizational roles and responsibilities, the operation, maintenance, support and customization of the customer's environment.

Mr. Marshall has played key roles in advising proposal teams, project management and project teams in both technical and functional issues. He is recognized for his effective leadership and collaboration skills with all project levels including governance, functional and technical.

Employer History

03/1997 - To date

IBM

Senior Managing Consultant (Manager)

Mr. Marshall is a senior resource experienced in the fields of Computer Science, Information Technology and Enterprise Resource Planning systems with a background in international implementations and cross organization delivery. He is also manager with staff, HR and department level financial responsibilities.

03/1995 - 03/1997

State and Local Government

Director of Information Systems

Planned and designed an Election Management and Voter Information system. Advised Commissioner of Elections on technology direction, as well as implications of State law and State Board rules and regulations on technology decisions. Wrote internal and external documents for Commissioner addressing cost justification as well as functional improvements that technology would bring to the department. Performed business process evaluations and documented recommendations for improvement.

10/1994 - 04/1996

Higher Education

Graduate Assistant

Installed and configured Kerberos on a Parallel Processing Test Bed consisting of 15 Sun workstations, and one Sun Server. Network administrator for 50 node Novell network system utilizing 802.5 topology. Supported end users in their efforts to utilize institution's PC hardware and software. Taught classes and individuals theory and practical implications of computer science topics.

10/1994 - 06/1997

Healthcare

New York State Emergency Medical Technician-D

Working with one of the premier Advanced Life Support organizations in Northwest Westchester County, Mr. Marshall was



volunteer professional rescuer applying the emergency medical knowledge and skills necessary to care for the sick and injured in a prehospital setting. Job duties included the recognition and treatment of respiratory and circulatory emergencies, trauma, medical emergencies, environmental injuries, emergency childbirth, and psychological emergencies. In addition, Mr. Marshall was trained in knowledge of the electrical conduction pathways of the heart and the use of a semiautomatic defibrillator to electrically convert life threatening cardiac arrhythmia. Mr. Marshall worked on station in 12 hour shifts as an EMT-D on a three person team usually consisting of Driver, EMT-D and EMT-Paramedic. Mr. Marshall participated in several cross agency incidents and was a very active member.

05/1993 - 03/1995

**State and Local Government
System Analyst**

Wrote Request for Proposal for document imaging system which would work with client's existing UNISYS Mapper based Voter Information system. Closely worked with and coordinated the input of the County Attorney's office and the County Information Systems department to the RFP document. Pivotal in interviewing, evaluating and selecting responders to the RFP. Worked closely with selected proposer through the approval of the proposer's functional design. Also maintained the system and provided Tier I support to end users. Job duties required extensive understanding and application of New York State Election Law.

11/1989 - 05/1991

**Higher Education
Computing Support**

Novell network administrator for Academic Resource Center. Performed end user and workstation support for entire campus community. Taught graduate and undergraduate computer lab sessions for Healthcare and Computer Science classes. Tutored and mentored fellow students in Computer Science, General Science / Math and English subjects. President of campus Computer Science Club.

Assignment History

02/2010 - To date

Major Healthcare Provider and Research Affiliate
FSCM, HCM, ELM PeopleSoft Upgrade from 8.8 to 9.1
Project Manager

Project Description: Project Manager for one of the first upgrades of PeopleSoft Financials, Human Capital Management and Enterprise Learning Management from Version 8.8 to 9.1 for an Early Adopter healthcare provider. Worked closely with the client's Executive, Functional and Technical organizations to achieve a successful phased go live schedule which was on time.

06/2009 - 12/2009

Federal Government - Military
GoArmyEd
Technical Lead

Project Description: Technical Reviewer and PeopleSoft Technical Lead for an eight year old steady state PeopleSoft HCM Campus Solutions environment with a custom Portal Solution (Microsoft ASP / C#) deployed to support the higher education needs of soldiers.

03/2009 - 06/2009

Major Healthcare Provider and Research Institution
PeopleSoft Time and Labor Review
Consultant

Project Description: Technical Reviewer and PeopleSoft Subject Matter Expert for a large hospital system with a research component facing difficulties with the collection of data into PeopleSoft HCM Time and Labor implementation and the subsequent integration to PeopleSoft Financials. Worked with a



team of five to review and revise existing business processes, removed or reworked existing customizations and enhancements to resolve the customer's issues and prevent occurrence in the future. The team was also responsible for analyzing, identifying and cleaning up the data which was preventing the client from completing billing of labor against research grants.

- 09/2008 - 02/2009** Federal Government - Civilian
PeopleSoft / Websphere Portal Integration
Project Description: Served as the PeopleSoft Subject Matter Expert supplementing an engaged IBM Websphere Portal team to assist with the creation and integration of Websphere Portal objects to access a PeopleSoft HCM 8.9 system of record.
- 01/2007 - 05/2008** Consumer Products
Global PeopleSoft Upgrade with new implementation & MBPS Component
APAC/EMEA Technical Lead & XO to Global Technical Lead
Project Description: Served as the APAC/EMEA Technical Lead and Executive Officer to the Global Technical Lead and as a member of the Global Project Leadership Team. Mr. Marshall was responsible for strategy development, solution design and execution, selection and supervision of resources and their deliverables; coordination and review of deliverables provided by IBM organizations (AoD, eHR, GD, PAMS, MBPS, NOS); third party product integration; systems administration; data conversion design and implementation; security design and implementation; prepared and delivered reports and other deliverables to VP level client executives in multiple geographic regions. Additional duties as assigned.
- 10/2006 - 12/2006** K-12 Education
PeopleSoft Financials, Human Capital Management and Infrastructure
Senior Managing Consultant
Project Description: Worked with the customer to evaluate and address critical payroll system performance issues just after the customer's go live. Counseled the client's staff on establishing policies and procedures for proper maintenance of their entire PeopleSoft 8.9 (HCM and FSCM) system. Mr. Marshall provided the CIO and senior IT leadership with an evaluation of the existing staff and what additional roles that the customer would need to fill to effectively support the system. Mr. Marshall also served as one of the interim PeopleSoft System Administrators while the client looked for a permanent resource to fill the position.
- 01/2006 - 09/2006** Senior Managing Consultant
PeopleSoft Financials Implementation
Senior Managing Consultant
Project Description: Worked with the State's largest agency investigating the client's existing manual Time and Labor business practices. The result of this effort was a white paper describing technology and process suggestions for improvement along with an implementation plan. Also covered was a survey of selected peer Agencies' experiences, including the use of PeopleSoft Time and Labor.
- 06/2005 - 12/2005** State and Local Government
PeopleSoft Financials Implementation Planning
Managing Consultant
Project Description: Member of a three person team (HR/Financials Integration Re-engineering Team) investigating the benefits and



challenges associated with integrating a highly customized PeopleSoft HCM system with a planned PeopleSoft Financial system. The team conducted weekly workshops and deep dive meetings with stakeholders, policy makers and senior users to identify their business policies, processes and reporting requirements. The investigation started from the perspective of enabling all of the existing PeopleSoft Enterprise Integration Points (EIPs) and discovering the barriers to activation. The result of this seven month effort was a configured sandbox environment and a detailed issues document which was presented to the steering committee. The document contained a discussion of each issue that was identified integration, suggested solution design patterns, and estimates for the identified "Next Steps" activities that the State should accomplish prior to the beginning of the implementation.

- 05/2005 - 06/2005** Healthcare
PeopleSoft Upgrade
Technical Lead
Project Description: Technical lead for a customer's in house platform migration of an existing PeopleSoft Financials system from Sun Microsystems to IBM's p595 hardware.
- 03/2005 - 04/2005** Internal Assignment
PeopleSoft Critical Situation Resolution
Technical Advisor
Project Description: Participated on a Critical Situation Response Team. These Teams are comprised of recognized experts in their fields who are brought together on short notice to focus on a specific system or customer problem and resolve it in a timely fashion working with whatever resources are deemed necessary by the members of the Team.
- 10/2003 - 02/2005** Higher Education
Higher Education PeopleSoft
Consultant
Project Description: As the primary customer facing representative worked with the client's PeopleSoft Student Administration Team. Provided go-live support on short notice, within three months of the launch date. Focus then shifted to building the client relationship and assisting the client with planning for subsequent implementations at their other campuses, while continuing to provide technical leadership and hands-on support. Role expanded to work with the Human Resources, Financials, and Infrastructure teams, including working on porting custom University applications for reimplementation using PeopleTools 8.1x.
- 04/2002 - 10/2003** Higher Education
Higher Education PeopleSoft Implementation
Technical Lead
Project Description: This project involved the installation of PeopleSoft Student Administration 8.1x and Campus Portal 8.4/8.1x products while developing a new multi-phased implementation approach. Mr. Marshall was responsible for the development and maintenance of the technical project plan which was reported daily at the Steering Committee levels. He advised, assisted and mentored the client team in all technical aspects of PeopleSoft support. In addition, he performed analysis and technical research as well as development and coding of solutions to project issues. He worked closely with individual end-user functional staff on implementation issues such as understanding PeopleSoft's design philosophy, debugging the setup, guiding in



the writing of functional specifications, and providing focus and input to functional project plans.

- 10/2001 - 03/2002** Utilities Company
PeopleSoft Support and Upgrade
Technical Lead
Project Description: Provided production support of an existing HRMS 7.5 installation. He performed in the roles of system administrator, analyst, developer and mentor. He also developed and implemented policies and procedures for the maintenance of the production environment. The development team adhered to Software Engineering Institute (SEI) Level 2 procedures for software testing and documentation. He also assisted in the planning of the upgrade to PeopleSoft HRMS 8.x.
- 05/2001 - 08/2001** Media and Entertainment
PeopleSoft Upgrade
Technical Consultant
Project Description: performed activities related to the upgrade of a PeopleSoft 7.0x HRMS system to a PeopleSoft 8.x HRMS system. He investigated the use of Application Integration and the Open Integration Framework to replace a customer customized version of PeopleSoft Quick Connect between PeopleSoft 7.x HRMS and PeopleSoft/Vantive CRM 8.5.5. He also evaluated and remediated existing interfaces and reports to work under PeopleSoft 8.x HRMS.
- 01/2001 - 05/2001** Higher Education
Higher Education PeopleSoft Financials
Technical Lead and Solution Architect
Project Description: Designed, developed and implemented a custom Intranet web-based Online Financial Reporting system to provide near real-time access to PeopleSoft Financials data to a community of 250 end users. The system delivered current and historical General Ledger, Payables and Payroll data. He was solely responsible for the product life cycle from start to finish. He gathered specifications and conducted interim product demonstrations to end-users. In addition, he coordinated the activities of the client's development staff consisting of two SQR developers, a DBA and a Network Administrator.
- 10/2000 - 01/2001** Higher Education
Higher Education PeopleSoft Human Resources
Application Architect
Project Description: Developed estimates for implementing interfaces, reports, programs and conversion activities in a Human Resource setting relating to Time and Attendance. He provided specific input on setting up the organization and methodology for technical support teams and contributed to the architecture and design of solutions to address integration needs external to PeopleSoft.
- 07/2000 - 10/2000** Higher Education
Higher Education PeopleSoft Financials
Technical Lead
Project Description: Technical lead consultant assigned to support this Financials go-live, providing post-production Tier III support, as well as guiding management, application support and the systems infrastructure teams. He was directly responsible for mentoring client staff developers, as well as teaching senior functional users the necessary skills for effective interaction with their technical teams. He developed innovative solutions for client problems, redesigned architecture, coordinated installation of patches and



fixes. Mr. Marshall also authored several enhancement requests and fixes, submitting to PeopleSoft GSC on behalf of the client.

- 06/1999 - 07/2000** State and Local Government
Local Government PeopleSoft Implementation
Technical Lead and Application Architect
Project Description: As the technical lead and sole technical consultant assigned to this Select Methodology project, Mr. Marshall acted in all technical roles, including creating technical specifications for interfaces and reports. Mr. Marshall designed an inbound Time and Labor interface, created policies and procedures for technical staff to follow for supporting the software, and guided technical and functional client staff through project phases.
- 01/1999 - 06/1999** Higher Education
PeopleSoft Higher Education Select
Technical Lead
Project Description: Technical lead and mentor for a Higher Education Select project. He trained client personnel to perform system administration duties and prepared for their conversion effort utilizing Convoy 3.0. Mr. Marshall advised on standards and operations in a Client/Server environment (NT 4.0/SQLServer 6.5), also making recommendations on developing and staffing a conversion strategy for a package implementation. He provided input on the redesign of help desk functions impacting both PeopleSoft and non-PeopleSoft support at the College. He performed as DBA, System Administrator, module troubleshooting, data conversion activities, workstation support.
- 02/1998 - 01/1999** Direct Mail Marketing
PeopleSoft Implementation
Technical Consultant and Data Conversion Lead / Architect
Project Description: Architected and performed data conversion of client data from three legacy systems (CSS, PCPERS and ADP Payroll) to PeopleSoft 7.0x on Oracle 8.0.2, RS/6000, AIX. He wrote interfaces to ADP Tax Services, ADP Check Printing services, as well other banks, medical and 401k benefits vendors. Co-authored Statement of Work and Proposal to install PeopleSoft 7.0x.
- 06/1997 - 02/1998** Telecommunications
PeopleSoft Upgrade and International Payroll Implementation
Consultant
Project Description: Upgraded client from PeopleSoft 6.0x to PeopleSoft 7.0x. Drove client business process issues by coordinating discussion and implementation of issues over four geographic regions. Designed and coded changes necessary to the Payroll/HR Interfaces. Provided Tier III support of both client's development team as well as end-users. Performed data conversion activities. Design, code and deploy an Payroll Extract serving 38,000 employees over 68 international sites each with different payroll systems. During the deployment phase, was responsible for supervising the payroll implementation within the Europe, Middle East, Africa (EMEA) region from both England and the Netherlands. This region consisted of 30+ sites in almost as many countries. There were ten developers implementing the Payroll Extract on a site by site basis. Subsequently, he assumed the responsibility of supporting the Central America, Latin America (CALA) region and their team members.
- 03/1997 - 05/1997** IBM, Southbury, Connecticut, United States of America
Internal Assignment



Project Manager

Project Description: Led two developers in their efforts to modify custom built software written in C to meet new specifications.

Internship

05/1991 - 05/1992

**Consumer Products
Technology Support**

Supported 500 users in their use of corporate information systems and platforms. Participated in Client/Server technology test bed, evaluating several different server and operating system environments with a view towards the eventual migration of applications from an overloaded mainframe environment.

12/1989 - 04/1990

**Media and Entertainment
Radio Host and Engineer**

News reader and traffic reporter on air personality for morning drive time at an AM radio station in nation's #1 radio market. Also performed duties as a broadcast engineer for both the AM station and the FM station supporting the headliner on-air personality, preparing commercial and public service carts into rotation, running on air contests, and other duties as assigned.

06/1989 - 08/1989

**Financial Services
Broker Assistant**

Performed various duties as assigned by Broker related to the servicing and maintenance of Broker's assigned accounts.

09/1988 - 01/1989

**Media and Entertainment
News Intern**

Created and maintained a database to manage the News Room's video tape library which indexed footage which had been captured in the field by ENG Teams. The database was used to find background footage which was edited into stories for air.

Key Skills

PeopleSoft Modules: FSCM GL, AP, AR, PO, Projects, Inventory/Supply Chain - (through 9.1); HCM HR, Benefits, Payroll, Time & Labor, Campus Solutions, Employee / Manager Self Service (through 9.1), ELM 9.1, Enterprise Portal (through 8.8), PeopleTools (5.12 - 8.50)

In Country Experience: Austria, Australia, China (Mainland), France, Germany, Great Britain, Hong Kong S.A.R., Italy, Japan, Mexico, Netherlands, Philippines

IBM Organization Experience: IBM Applications on Demand, IBM Global Delivery, IBM Managed Business Process Services, IBM Packaged Application Management Services, IBM Network Operations Services (Virtella)

Perform Experience: Managing deliverables from many IBM organizations, Project Solution Design and Execution, Architecture, Software Installation, System Administration, Application DBA, Network Administration, Patches, RICE Development, Workstation Support, Data Conversion, Training, Team Organization, Go-Live and Post Production Support

Technology Experience: UNIX (AIX, AT&T SysV, Solaris) OS X, Linux, Win32/Win64 (Client and Server), TCP/IP, Inter/Intranet Networking, Oracle, MS/SQL, DB2, Microsoft Internet Information Server, Apache, SQL, SQR, HTML, XML, Java, Perl, C, C++, C#, GNU, MinGW/MSYS, CVS, PVCS, Microsoft Office Suite, Rational, Websphere, Open Source

Industry Expertise: Aviation, Consumer Products, Healthcare, Higher Education & K-12, Media and Entertainment, Federal Government, State & Local Government, Telecommunications, Utilities



Key Courses and Training
Education

PeopleSoft Training: PeopleSoft Advanced Technical Week, PeopleSoft Integration Tools, various PeopleSoft KnowledgeCenter eLearning Seminar-on-Demand courses.

Qualifications

Bachelors of Science in Computer Science
Iona College, United States of America, 1993

Masters of Science in Computer Science
Polytechnic Institute of New York University, United States of America, 1997

Languages

English	Fluent
French	Basic