

Joseph W. Mayo

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CAREER HIGHLIGHTS

- Managed \$127M U.S. Air Force supply modernization initiative
- Managed \$94M Customs and Border Protection (CBP) IV&V Program
- Managed \$57M Citizenship and Immigration Service (CIS) System Assurance Program
- Authored two risk management books (Chaos to Clarity and Cultural Calamity)
- Internationally recognized risk management expert
- Project Management Professional (PMP), Risk Management Professional (RMP), Certified in Risk and Information Systems Control (CRISC), RIMS Certified Risk Management Professional (RIMS-CRMP), CMMI Associate

EXPERIENCE

J. W. Mayo Consulting, LLC

February 2020 – Present

Risk Management Expert

Recognized global thought leader in risk management. I have written a risk management book detailing the technical elements of risk management and the need for organizational resiliency. My second risk management book addresses the effects of organizational culture on risk management capability. Since 2015, I have delivered 13 presentations at international risk management and cyber security conferences. I was the first person to receive risk management certification by three internationally recognized risk management credentialing bodies; The Project Management Institute (PMI), the Information System Audit and Control Association (ISACA) and the Risk Management Society (RIMS).

Program Manager for Department of Homeland Security (DHS), Customs and Border Protection (CBP), Office of Acquisition (OA) Independent Verification and Validation (IV&V) contract. The IV&V contract verifies and validates all products and systems acquired for border control and security at and between the United States (US) Ports of Entry (POE). Responsible for managing IV&V services to verify and validate that all portfolio products and systems developed or acquired for CBP comply with the respective operational requirements and plans. IV&V activities are conducted throughout the entire program life cycle from concept formation through final disposition at the end of the useful life of the product. As the PM I am responsible for assuring that all IV&V activities are performed in full compliance with IEEE Standard 1012-2016. I am also responsible that all Technical Processes, Technical Management Processes, Agreement Processes, and Organizational Project-Enabling Processes are performed in accordance with in ISO/IEC/IEEE 15288 (Systems and software engineering — System life cycle processes).

As the Enterprise Risk Management (ERM) subject matter expert for the CBP Office of Trade, I was responsible to developing an ERM framework and implementation plan. I architected the ERM framework using industry best practices including COSO, COBIT, GAO Green Book, OMB Circular A-123 and the OMB A-123 Playbook. Subsequently, I was tasked with managing the ERM implementation which is currently underway.

Federal Acquisition Specialist

Acquisition Lead responsible for establishing a Program of Record (PoR) for the CBP Unattended Ground Sensors (UGS) Program. Primarily responsible for assuring program resiliency and business continuity by providing world class risk management expertise and engineering best practices. Responsible for creating the Acquisition Program Baseline (APB), Current Program Estimate (CPE), Integrated Master Schedule (IMS), Acquisition Decision Memorandum (ADM) and Acquisition Decision Event (ADE) deliverables. Provide acquisition support and risk management leadership for the Remote Video Surveillance System (RVSS) Program in support of the transition of the In-Service Engineering Activity (ISEA) and Software Support Activity (SSA) to the Federal Aviation Administration Logistic Center (FAALC).

Federal Solutions Architect

Pursuit Lead, Solutions Architect and technical writer for Federal pursuit and proposal teams. Developed pursuit plans and technical solutions for \$50M - \$100M proposals. Conducted compliance reviews, risk assessments and capture gate reviews for Federal Contractor customers.

Trowbridge & Trowbridge, LLC

May 2018 – February 2020

Vice President, Civilian Programs

Responsible for creation and development of a Federal Civilian business unit. Manage business operations, develop and manage business pipeline, direct RFP responses, price proposals, negotiate teaming agreements, price service contracts, manage vendors, and manage subcontractors.

Lead Solution Architect for DHS proposals. Developed technical solutions in full compliance with the DHS Systems Engineering Life Cycle (SEL). Participated in the Department of Homeland Security (DHS), Cybersecurity and Infrastructure Security Agency (CISA), Information and Communications Technology (ICT) Supply Chain Risk Management Task Force.

NTT DATA Federal Services, Inc.

September 2010 – May 2018

Homeland Security Program Manager September 2010 – May 2018

Architected the technical and management solutions for a \$57M Agency-wide system assurance program and a \$83M Independent Verification and Validation (IV&V) Agency-wide program. Provided risk management leadership for the Office of Acquisition (OA) as they developed their organizational risk policy and Enterprise Risk Management (ERM) Program. Managed a team of 24 that included acquisition specialists, system engineers, requirement analysts, software engineers, test engineers and technology specialists. My team supported numerous CBP technology programs including CBTT, FODS, IFT, MDP, MVSS, NB-RVSS, RVSS, ULAD, and others. I was responsible for maintaining the overall program management and risk management. I reported weekly status against the PMP, schedule and cost plan to the Government Program Manager. As the Lead Acquisition and Technology SME, I directly supported the CBTT, IFT, RVSS, and ULAD programs. I was responsible for reviewing and preparing program deliverables in full compliance with the IEEE 1012:2012 Standard, DHS MD 102-2, acquisition life cycle framework (ALF), and acquisition decision events (ADE). As a member of the IFT source selection team I analyzed the proposed software and technology stacks to identify technology risk in advance of the procurement decision. I submitted a report to

the technical evaluation team (TET) that detailed the risk associated with the various vendor's proposed software and technology stack. I performed post-award contract reviews for the RVSS and MVSS programs that included a complete requirements analysis, PMP assessment, and schedule assessment in support of the PPR and SDR reviews. In support of the ULAD CDR, I managed a team of technologists to conduct an analysis of the ULAD system design to determine the likelihood that the probability of detection (Pd) would meet the key performance parameters (KPP). We used modeling and simulation (M&S) to validate the system design and likelihood that the associated Pd would meet the KPP. I was the on-site IV&V Lead for all RVSS and IFT deployments. I was responsible for onsite monitoring of the construction, field deployment, acceptance testing and regression testing. I conducted physical configuration audits (PCA) and software audits for test readiness reviews (TRR). I conducted the PCA, prepared TRR slides and briefed program stakeholders during the TRR. I was also responsible for validating that the contractor conducted system and user acceptance testing in accordance with their proposed solution. After completion of the RVSS deployments, I conducted the operational readiness review (ORR) and post implementation review (PIR) for the RVSS program.

I met regularly with Homeland Security stakeholders including members of House and Senate committee members, Chief Technology Officers, Chief System Engineer and others to discuss innovative solutions, governance challenges, and ways to manage risk associated with border technology programs.

Extensive experience implementing metrics driven process improvements. Developed a process and automated tool based on NASA's Criticality Assessment Risk Analysis (CARA) methodology resulting in a cost savings \$577K. Developed tools and procedures that reduced the cost to conduct physical configuration audits (PCA) by 69% saving \$172,500 for each PCA, estimated first year savings of \$5.3M.

PMO Director October 2013 – March 2014

Developed the IT Enterprise governance model for the Texas Department of Transportation.

The governance model included control functions for maintaining alignment with Enterprise goals and objectives, compliance monitoring functions for the Enterprise PMO, and performance assurance functions such as change control boards (CCB), architecture review boards (ARB), and risk review boards (RRB).

ManTech International

August 2009 – September 2010

Program Manager Aug 2009 – Sep 2010

Extended ManTech's QV2 methodology to include Enterprise Independent Verification and Validation (IV&V) along with the associated processes, procedures, and process assets. Architected the Program Management structure and task order processes for managing IDIQ contracts >\$500M.

Keane, Inc.

December 1998 – August 2009

Program Manager - Federal Systems Division November 2006 – August 2009

Saved imperiled projects by identifying problems and collaborating with and mentoring project manager(s) to create and implement corrective action plans.

IV&V Program Manager, responsible for developing and implementing the Independent Verification and Validation (IV&V) for border security programs. The IV&V program supported 25 technology programs and had an annual budget of \$3.5M. The IV&V Program encompassed the full lifecycle including acquisition, planning, concept, requirements, design, implementation, testing, installation and checkout, operations, and maintenance. The IV&V program was responsible for validating product design, form, fit, and function; that the vendor met the contractual system and performance requirements; and program deliverables were developed in full compliance with IEEE 1012:2004, MD102-2 and the ALF.

IV&V Program was recognized by the Government Accountability Office (GAO) as a model for conducting IV&V in large, complex Government programs.

Architected a replacement solution for the Securities and Exchange Commission's (SEC) Public Dissemination System (PDS) (a mission-critical application impacting international financial markets). The PDS typically processes over 200 inbound and more than 4,500 outbound file transfers per hour and can accommodate peak periods of up to 18,000 file transfers per hour. The PDS serviced customers in Australia, Canada, Europe, and the United States. Enhanced PDS reliability and reduced service cost 40% by negotiating a SLA based service agreement and acquiring a new service provider.

Program Manager for DHS Headquarters

Directed a project assessment of the interim Data Sharing Model (iDSM) for a U.S. Government Agency. Utilized a three-step project assessment methodology to complete the assessment in less than 50 days. The assessment team consisted of 19 subject matter experts who reviewed and evaluated more than 1,900 artifacts. In addition to artifact review and analysis, the project team conducted 22 personal interviews and performed four site assessments. The assessment identified 27 project risk areas and 13 categories of improvement opportunities with a total of 1,463 unique findings.

Director, Service Delivery (DSD) September 2004 – October 2006

Specifically assigned as an organizational change agent following a critical mass acquisition. I was assigned to one of the largest regions and charged with changing the organizational culture from a staffing company to a professional service, solution based organization. I conducted organizational change workshops with managers and led numerous town hall style meetings with members of my region to help facilitate organizational change. The OCM initiative was considered highly successful as my region transitioned from staffing placement to selling project based long-term engagements in less than 12 months.

PMO Subject Matter Expert

Chosen as one of the key SMEs because of extensive PMO experience and proven track record of successful OCM initiatives. Facilitated divestment of \$18B international conglomerate by creating PMO procedures, collaboration workspace, and executive-level dashboards. The PMO earned status as #7 in Top 100 IT Projects of 2006 by InfoWorld. Key aspects of this award were our ability to deliver this project early, under budget, and successfully change the organizational culture so the new business units were able to operate independently within the first year.

Responsible for managing a portfolio of projects for the divested hospitality business unit which consists of 10 hotel chains (6,550 total hotels), 30 brands of non-hotel leisure accommodations, and 145 vacation resorts. One critical project was a data center migration, which was a multi-faceted initiative that included the design and implementation of a new MPLS network, the

acquisition and implementation of new infrastructure, the activation of 6 data centers, and the activation of 7 call centers including 2 offshore call centers. This project was completed with 0 hours of unplanned downtime.

Program Manager – Federal Systems Division July 2003 – April 2004

Supported \$127M, 10-year Air Force supply chain modernization initiative by leading program management office and implementing earned value management (EVM) processes to control financials, delivery performance, quality, change, infrastructure, subcontracts, and risk.

Program Manager (February 2002 – July 2003)

Collaborated with Office of CIO to establish an Enterprise Portfolio Management PMO (e-PMO) for the Wealth Management Services division of an International bank.

Quality Assurance Manager December 1998 – February 2002

Managed project assessment activities to ensure contract and statement of work (SOW) compliance by reviewing proposal, contract, and project execution documents including project plans, issue logs, status reports, and risk logs.

Worked directly with the CEO as a member of the due diligence team for offshore acquisitions. Responsible for evaluating the project management capability and cultural fit for acquired organizations.

EDUCATION

Master of Information Systems

University of Phoenix, Phoenix, Arizona
May 2012

Bachelor of Science in Information Technology

University of Phoenix, Phoenix, Arizona
October 2005

PUBLICATIONS AND CONFERENCES

Author *Cultural Calamity: Culture Driven Risk Management Disasters and How to Avoid Them*
Chaos to Clarity: The Tao of Risk Management
Effective Project Risk Management

Conference Speaker Digital Trust World 2023 – ERM Governance in a Digital World - A Transformative Case Study

ISACA Conference Europe 2022 - Implement Situational Awareness to Identify Emerging Risk Early

GRC Conference 2022 - ERM for the Quantum Age

ISACA Barcelona 2021 – Can You Tolerate Your Appetite

ISACA Ireland 2019 - Effective Threat Modelling with CAPS and OARS

EuroCACS/CSX 2019 – NextGen Risk Management

RIMS NeXtGen Keynote - Don't Tell Me What I Already Know, Tell Me What I Don't Know

ISACA Ireland 2018 – Risk Management in the Post-Information Age
RIMS 2018 Annual Conference – Robots and Risk Management
ISACA Ireland 2017 - Asset-oriented Risk Management
2017 Governance, Risk & Controls Conference - How Risk Culture Affects Compliance and Internal Controls
ISACA Ireland 2016 - *Organizational Culture and Risk Hurricanes*
EuroCACS 2016 Conference - *How Culture Affects ERM?*
RIMS 2016 Annual Conference - *Is Protecting the Balance Sheet Really Enough?*
ISACA Ireland 2015 - *Is Protecting the Balance Sheet Really Enough?*
RIMS 2015 Annual Conference - *Quantify Risk Tolerance to Guide Risk Policy*