Gregory L. Goehring

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Summary

Diversely experienced individual with a broad range of functional, management and technical expertise. Thrives on new challenges which provide an opportunity to learn, to create and to implement forward leaning processes and organizations. Experienced leading and managing organizations of all sizes. Enjoys hands-on experience and not afraid to be a part of the solution…beyond conceptualization. Strong analytical and information technology skills coupled by over 30 years of progressive responsibility in financial resource management, human resource management, technology management, operations research analysis, and the Defense PPBE resource management process. Strong customer service/relationship skills. Comfortable communicating and presenting to all audiences; experienced public speaker and teacher.

Positions and Contributions

July 2012 to Present. <u>Senior Operations Research Analyst,</u> Office of the Assistant Chief of Staff, Installation Management, Headquarters, Department of the Army.

- Conducted analysis and presented the resource requirements for a Management Decision Package of Army Installation Services provided at over 70 Army installations and consume over $400M/year.

September 2008 to July 2012. <u>Chief, Enterprise Integration Division,</u> and Deputy Director, Financial Information Management (FIM), Assistant Secretary of the Army, Financial Management and Comptroller, Headquarters, Department of the Army.

- Established Governance boards and concept of operations to rationalize the Army's financial management systems against business requirements employing the Army's Portfolio Management inventory and the Financial enterprise architecture. Conduct studies with regard to redundant systems and business gaps and develop strategies to improve IT investments.
- Expanded the Financial Enterprise Architecture beyond the boundaries of the General Funds Enterprise ERP to include all 100 plus legacy systems. Through capturing artifacts and analysis, develop a way forward to provide an enterprise transition plan to streamline the many narrow focused and redundant systems.
- Formalize internal Portfolio Management processes to ensure Army financial systems are properly registered and satisfy the internally developed criteria to satisfy the CIO and Financial Domain's information and compliance requirements.
- Establish an effective communications plan to engage system owners/proponents, governance members and leadership. The focus is to achieve transformation objectives while minimizing the negative impacts of radical change as systems are consolidated and moved towards ERP solutions.

September 2006 to September 2008. <u>Senior Operations Research Systems Analyst</u>, Army Human Resources Command, Alexandria, VA.

- Provide analytical support for the distribution, assignment and utilization of the Army's 400,000 enlisted force around the world inclusive of deployed force in Iraq and Afghanistan.
- Developed automated tools and programs to support the synchronization of critical dates affecting unit management to optimize the assignment of soldiers to maintain readiness in accordance with Army strategic guidance.

- Develop programs in SAS; development a portfolio of existing systems, data models, and process flows.
- Created an inventory of office SAS programs, an inventory of data sources and outputs, data elements and related metadata.
- Provide support to and oversight for 'critical dates' and synchronization of the enlisted assignment system to those dates (Life Cycle Management, Deployment, Stop Loss, PROFIS, Wounded Warrior program)

March 2001 to August 2006. <u>Chief Information Officer</u>; Assistant Secretary of the Army, Financial Management and Comptroller; Headquarters, Department of the Army; Pentagon, Washington, D.C.

- Responsible for all IT operations supporting a 380 person workforce responsible for developing, defending and justifying the Army's $100 billion/year budget; overseeing the Army's financial accounting systems; and for providing cost analysis support to critical Army programs.
- Oversaw and managed all recovery operations due to the Sep 2001 terrorist attack on the Pentagon. Reconstituted all Business Applications, completed a 100 percent equipment replacement, and reestablished services for personnel located throughout the Washington DC metropolitan area.
- Established and/or participated in establishing Continuity of Operations planning inclusive of prioritizing services, ensuring sound backup and reconstitution procedures exist, testing alternative facilities
- Established an effective Information Assurance and Security program inclusive of systems certification in accordance with the Federal Information Security Management Act (FISMA) and with the Defense Information Technology System Certification and Accreditation Program (DITSCAP). Oversaw organization compliance with the Information Assurance Vulnerability and Assessment (IAVA) program of the Pentagon, ensuring 100 percent compliance. Implemented user training.
- Established standards for all web applications hosted by the ASAFM inclusive of XHTML validation, compliance with the Defense Privacy Act and Section 508 for handicapped and disabled personnel. Oversaw the redesign of our public internet, internal intranet, inclusion within the Army's Army Knowledge Online portal, and several other sites.
- Re-competed and awarded our multi-year IT contracts for services, software development totaling over $8 million/year or $40 million for the contract life.
- Managed the upgrades of business databases to new versions of Microsoft SQL Server and the upgrade of all business application server operating systems. Managed the upgrade of all user desktop PCs to new OS as well as to the new suite of Microsoft Office. These migrations require special care to ensure no loss of data, to minimize any downtime and to be as transparent as possible to the user.
- Institutionalized the availability and use of 'execution' information for tracking of expenditures. This effort has significantly changed the management landscape of the Army's headquarters, providing the means to see timely information and to implement performance metrics desired by senior leadership.
- Maintained a world class customer service center which was recognized by a headquarters survey as the 'best' service provider. Our focus is on the customer impact of all actions, the pursuit of understanding our customers, and then providing them information and education to assist during periods of 'change'.
- Initiated many focused classes and orientations to improve employee technology skills throughout the organization for common tools/services with an emphasis on database and remote connectivity.
- Work with the DoD Enterprise initiative to establish effective Portfolio Management, Enterprise Architecture, Business Domains, and Communities of Interest…for this ongoing effort.

August 2000 to March 2001. <u>Data Warehouse Architect</u>, Veridian, Inc.

- As part of a small team created a data warehouse for the Army's Budget Office.
- Modeled data from several disparate sources, developed a star schema data model, created multidimensional OLAP tables
- Instructed users on how to access the data warehouse through Excel (customer was not prepared to procure a more sophisticated front end tool)
- Provided analytical support to the Army's Program Analysis and Evaluation Directorate. Created an Executive Information System and developed specialized reports and tools for senior leadership analysis.
- Developed and provided the Army's inflation indices
- Program Manager for these efforts

June 1998 to June 2000. <u>Chief, Resource Analysis Team</u>, Program Evaluation and Analysis Director (PAED), Army, Pentagon

- Developed analytical studies for the Assistance Vice Chief of Staff for the Army regarding total Army resource management issues (dollars and manpower)
- Automated the extraction of resource information from disparate data sources to facilitate 'analytical' work by PAED analysts and to standardize formats and provide consistent information to leadership.
- Created and deployed a database tool to support the Army's incoming Chief of Staff Transition Team. This was the first automated effort to this task. Involved setting up the application with 24 hours notice and then training 20 General Officers on it use and providing support while they conducted their intense two week survey of the world. Created the analytical and organizational reports to support the team's post-survey analytical efforts.

June 1997 to June 1998. <u>Deputy Commander and Executive Officer</u>, 1st Personnel Group, Fort Lewis, Washington

- Responsible for a 50 person staff providing direct support to several subordinate commands for personnel, logistics, supply, budget, operations and training operations.
- Oversaw the Group's first 'live fire' exercise and several unit evaluation exercises.
- Excelled in all Command Group metrics for personnel and logistics performance.
- Hosted several realistic field training events, capitalizing on common METL (mission essential) tasks among the disparate subordinate units.

June 1995 to June 1997. <u>Officer Personnel Manager</u>, I Corps, Fort Lewis, Washington

- Oversaw the assignment and professional development of over 1,400 military officers assigned to I Corps ensuring balance between the Corps Commander's guidance and the needs of the 10 subordinate brigade units.
- Developed the semi-annual executive-level officer assignment slate and presented through unit commanders to Corps Commanding General for approval
- Automated a paper-based office with a model Officer Management System which reduced all of our administrative actions significantly while enabling us to provide timely information to commanders, the Command Group and to the officer themselves.

Other Key Positions (more detail available upon request):

<u>Program Analyst</u>, Director of Information Systems for Command, Control, Communications and Computers (DISC4), now Army G6/CIO, Pentagon

- Responsible for overseeing the programming, budgeting and execution of $3 billion/year for Army information systems and operations
- Co-Administered the efforts of the Information Management Program Evaluation Group (PEG) responsible for distributing over $3 billion/year and prioritizing the Army's information efforts

<u>Personnel Management Officer</u>, Army Human Resource Command, Alexandria, VA

- Developed and managed a model to manage the Army's $700 million/year permanent change of station budget
- Responsible for the assignment, promotion, and reassignment of over 7,000 enlisted soldiers assigned to the three geographical separated posts in Alaska.

Education

Master of Business Administration, Syracuse University, 1992
Bachelors of Science, Business Administration, Brigham Young University, 1980

Several week long technology training classes (1999-2001), Visual Basic, Access Programming, SQL Server 7.0, Actuate Business Intelligence
SAS Programming (Basic, Data Step, SQL, Macro & Business Intelligence Suite) (2006-2008)

Contracting Officers Representative Course, 2001
Contracting Source Selection Evaluation Board Course, 2002

Force Integration Course, 1998
Army Command and General Staff College, Leavenworth, 1995
The Federal Budget Process, 1992
Army Comptrollership, 1991

Outside Professional Activities

- Serve as the Chief Technologist supporting a 100 auditioned voice regional choir
- Serve as the VP for Technology for an Army Comptroller Alumni organization
- Provide advice and assistance to community members seeking to improve their personal employment posture. Coordinate and oversee the efforts of six specialists
- Designed, Acquired Domain Names and Hosting Services, Coded, Fielded and Maintain four websites to support non-profit organizations. Sites include HTML, CSS, ASP.NET, site architecture and security practices

Recognition/Awards

Army Legion of Merit, 2000
Army Meritorious Service Medal (3)
Superior Civilian Service Award, 2006
Commander's Award for Civilian Service, 2008
Achievement Medal for Civilian Service, 2008
Army Resource Manager of the Year, Budget Category, MACOM and Above, 2003
Performance Awards—each year—2002 -2010
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