# Theodore Zacharia

## Information & Performance Specialist

## Summary

Theodore Zacharia is an Information & Performance Specialist with a wide range of demonstrated skills and practical experience in technical and business aspects of information technology from his 36 years on successful projects in IT (with 20 in EDS and 6 in HP Enterprise Services and 10 in Ten10).

His experience includes working at various levels on large multinational projects with GM, GMAC, Verizon, BACOB Bank (now known as Dexia). He has worked in the EMEA Architects Practice and most recently in UK Government (HomeOffice, MoJ and MoD) projects.

## Certifications and Expertise

Java Certified Professional Developer

ISTQB Foundation Certified

Security Clearance include: SC (Security Check, current), EBS (Enhanced Baseline Standard, formally BC(e)) & CTC (Counter Terrorist Check)

Technical Expertise: Unix (Solaris, HP-UX, AIX), Java, Perl, PHP, Unix shell script (various), Oracle RDBMS, SQL, PL/SQL, HTML, JavaScript, C & C++, Visual C++, Visual Basic

Bachelor of Science (Honors) degree in Physics, University College London, 1985

To find out more about me, visit my website at http://theoware.epizy.com/

Recommended links include:

TimeLine – http://theoware.epizy.com/aboutme/timeline.html

Detailed CV – http://theoware.epizy.com/aboutme/cv.html

## Project Experience

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| MBTP Account, HomeOffice, UK, September 2014 To Present | |
| Project | HomeOffice, Migration and Borders Technology Portfolio (MBTP) |
| Role | Technical Team Lead, Performance Engineering (September 14 to Present) |
| Responsibilities | * Led performance testing for the BICS (formerly IPT) programme, ensuring performance requirements were identified, planned, executed, and analyzed across highly agile and rapidly evolving projects. * Collaborated with development, testing, and architecture teams to design test infrastructures, develop scripts, and analyze results using tools like Wireshark, Fiddler, and open-source testing frameworks. * Working with business to identify critical business and related peak hour operations. |
| Achievements | * I designed test scripts and infrastructure using JMeter, Gatling, Locust and later NeoLoad and Playwright, supported by Java, Python, and shell scripting. * Managed test execution with Jenkins Pipelines and Taurus, integrating advanced control and reporting capabilities. * Conducted in-depth performance analysis using Dynatrace, complemented by Sysdig, Kibana, and Zabbix monitoring tools. * Migrated from UKCloud to AWS, adopting Kubernetes and Docker to enhance container and job management, contributing to IPT's 2017 award for Best Use of Cloud Services. * Facilitated team collaboration across multiple locations via Jira, Confluence, and Slack, adapting to significant business changes post-Brexit. Successfully supported the EU Exit project and modernized systems amidst tight delivery schedules and high workloads. |

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| C-NOMIS Account, MoJ, UK, May 2010 To May 2014 | |
| Project | Ministry of Justice, National Offender Management Service |
| Role | Technical Team Lead, Performance Engineering (May 10 to May 14) |
| Responsibilities | * Lead member of performance team, tuning on-going releases of C-NOMIS application (Oracle forms), BusinessObjects reporting and associated infrastructure of Solaris 10, WebLogic 10.3, Oracle 11.1, BOE Xi3 * Working with CTO on architectural issues * Working with business to identify critical business and related peak hour operations * Using tools such as LoadRunner and SiteScope to performance map the system and various scripting (including UNIX shell script, SQL & PL/SQL) to drive and monitor performance tests. * Carry out predictive modelling and performance monitoring to estimate loads, identify enhancement and monitor SLAs to support operations using such tools as Hyperformix, CAST and Compuware Vantage Agentless toolset * I was SC cleared for this role |
| Achievements | * Successfully identified root causes, tuned and configured on-going releases of Prison NOMIS multi-tier application suite, and supported the Live team with app, DB and environment issues including finding and fixing an issue with a CISCO LoadBalancer (which really wasn’t our remit) * Developed P&S Dashboard (DHTML & Perl cgi) for use by testing and support team to monitor and maintain the environment * Developed bespoke data scrambling solution (in shell, Perl, SQL and PL/SQL) to scramble the Live DB sufficiently to take off onto non-restricted environments. We did this for 3 different Prison service DBs, the Probation service heard we had successful completed this and asked us to do it for their primary (OASys) DB. We achieved an accredited scrambled DB within 2 months. |

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| C-NOMIS Account, MoJ, UK, Sep 2008 To May 2010 | |
| Project | Ministry of Justice, National Offender Management Service |
| Role | Technical Team Lead, LIDS to NOMIS Data Migration (Sep 08 to May 10) |
| Responsibilities | * Technical lead member of data migration team * Responsible for technical aspects of solution to migrate all 133 public sector establishments (Prisons) from the existing LIDS system onto C-NOMIS with a modern infrastructure. * Designing and assisting in coding the data migration process, mostly in Unix shell script, SQL, PL/SQL, BusinessObjects Enterprise BODI toolset (BusinessObjects Data Integrator) * Coding included creation of user menus, process control, report and document creation (automated generation of .html reports for customers and interfaces team) * Attending weekly weekend migrations as technical support and liaison between HP and 3rd partiesI was SC, EBS & CTC cleared for this role |
| Achievements | * We successfully migrated all 133 public sector Prison Establishments in the 12 month transition period with 100% success, with over 80,000 active offenders, all historical data and billions of rows (RDBMS) of data. The customer was in equal measures, impressed and surprised. |

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| DII(F) Account, MoD, UK, Nov 2007 To Aug 2008 | |
| Project | Ministry of Defence, Atlas Consortium, Defence Information Infrastructure (Future) |
| Role | Lead Engineer, Applications Hosting Team |
| Responsibilities | * Lead applications hosting team in technical architecture & design * Production of High Level * Working with CTO on architectural issues * Working with business development on bids (for apps hosting) * Liaising with other DII groups * Working with MoD customer * Working with partners, product suppliers & 3rd parties * I was SC & CTC cleared to work on this project |
| Achievements | * When I joined the account, the Apps Hosting HLD had been in development for over 2 years without sign off. I started it from scratch and it passed JRM and was approved by the MoD within 6 months. |

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| C-NOMIS Account, MoJ, UK, Jul 2007 To Nov 2007 | |
| Project | Ministry of Justice, National Offender Management Service |
| Role | Central Architecture Team |
| Responsibilities | * Application designer * Part of Technical Authority on architecture and design * Production of High Level Designs, Technical Solution Notes (TSN) and Architecture Documents * I was BC(e) & CTC cleared to work on this project   Unfortunately a reduction/redirection in government funding resulted in the suspension of this project until further notice. All staff had to be redeployed. |
| Achievements | * Delivered improved integration for SOCA (now NCA) and other organisations * Delivered and had approved a number of TSN on a wide variety of subjects including design of Performance Testing environment |

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| BP&D Account, Verizon (formerly MCI), UK, Aug 2004 To Jul 2007 | |
| Project | Billing Printing and Dispatch (BP&D - Caxton) |
| Role | Lead Technical Development |
| Responsibilities | * Lead new design and development for all BP&D Caxton applications * Lead on-going support for all BP&D Caxton applications   We had to quickly respond to the customers changing business needs and deliver new products and interfaces to external systems in a very short timescale, with regular, usually monthly updates to production systems. |
| Achievements | * Fixed large number of bugs with “Caxton” (Java) application which we inherited * Consistently delivered on spec, time and budget integration of new feeds to BP&D, which happended often and from global (mostly EMEA) 3rd party wholesale & reseller network providers |

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| EMEA Architects Practice, Global, Aug 2002 To Jul Aug 2004 | |
| Project | EMEA Architects |
| Role | Applications architect and provided support to other architects, account teams, delivery teams and solution centres |
| Responsibilities | I worked with a variety of customers in various roles, providing technical assistance to application and system architects, for example:   * adidas - We worked on an architecture consolidation (at adidas Germany HQ). * British Airways - In additional to supporting the lead architect, I developed a demonstrator for handheld/mobile technology to showcase the use of handheld devices (an iPaq PocketPC) in the customers business process. * myCOE - I worked with business on the requirements, with the Enterprise Architect on the design of the myChoices piece and I drew up the development schedule. I was the design lead for myChoices, writing functional specifications, the database design, use cases etc. I lead the development team (based in Vancouver, Canada) and oversaw the development of myCOE, with especial focus on myChoices and liaised with Microsoft (in Redmond, Seattle, USA) in the technical side of the relationship (BizTalk specifications). I worked with EIT in Detroit to ensure a successful implementation. The project was completed on time but external issues halted actual company wide implementation, the project remains stalled. |
| Achievements | * Assisted adidas in their server consolidation, including their first Linux server farm * BA hand-held demonstrator application helped us win the bid * myCOE was so well received the Enterprise Architect on it was promoted to an EDS (now HP) Fellow and was granted a Patent on the concept. I as his technical lead was given prime assignments. As I got married in Jul 2004, I decided to reduce my foreign travel (I was abroad most of the time) and took a UK based role. |

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| GME Automotive Delivery Solution Centre, UK, Sep 1999 To Jul 2002 | |
| Project | E-Commerce Applications |
| Role | Technical lead and developer for both internal and customer facing web based applications |
| Responsibilities | * Design and Technical lead for CTK (Consumerisation Tool Kit) Project * Technical lead on WVC (Web Vehicle Configurator) project * Worked with customer on various JAD projects |
| Achievements | * Designed a feature rich front end and asynchronous data access with backend, we implemented it with JSON objects and a bespoke applet, in a few years the concept of Rich-client and AJAX would be invented to do the same thing. |

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| GMAC Project P1500/GS Business Process Re-engineering, EMEA, Aug 1995 To Sep 1999 | |
| Project | Business Process Re-engineering carried out by General Motors Acceptance Corporation (GMAC, a.k.a Opel Bank, a.k.a Vauxhall Finance) |
| Role | I provided technical consultancy for the development team and lead other teams in various detailed product evaluations |
| Responsibilities | * Selection of the development toolset (Forté vs Oracle/2000 vs IEF Composer) * Selection of Report writers (BusinessObjects vs OracleReports vs JetForm). * I also defined technical direction on many issues including technical infrastructure, multi-tier client-server design, the use of ORBs and many other technologies. * I took the lead role in several teams carrying out investigations, design and code audits of 3rd party vendor software solutions for GMAC, and proof-of-concepts. |
| Achievements | * Architecture documents approved and actions * A difficult design review (in Denmark) approved by both the 3rd party (JDC Data) and GMAC |

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| Mortgage Origination and Securitisation System, BACOB Bank, Belgium, May 1993 To Sep 1995 | |
| Project | Loan Origination and Securitisation project for the Belgium bank BACOB |
| Role | Technical Lead and Lead Developer |
| Responsibilities | * Analysis, Design and Implementation of PC Windows and UNIX Interface subsystems. * I coded in PowerBuilder (for the GUI interface - FrontOffice application), Microsoft C++ and C with SDK (for the interface objects and communications DLLs on PC). C and I4GL, ESQL/C (Informix) and UNIX Shell Scripts (korn shell) for the batch cycle on a UNIX box (BackOffice applications). * Five months of this project were spent working in the USA (Plano - Texas) with the Credit Union team. * On the PC I took a lead role in the design of the system and also coded interactive windows for credit scoring and the background communication processes. * I also lead the batch cycle development team, and on the UNIX box set project standards, coded interface and communications programs, and an entire batch entry/control subsystem with interactive screens to enable operators to run, monitor, restart etc, the batch system. * This project was ISO 9000/9001 certified. |
| Achievements | * A new EU directive required changes in Mortgage systems, we delivered to BACOB their Loan Origination system on time and to spec such that their operations were not impacted |

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| Projects, EMEA, Jan 1988 To Aug 1993 | |
| Project | Various, UK, Germany, Belgium |
| Role | Technical Lead and Lead Developer |
| Responsibilities | * More information on the projects prior to 1993 is available on request * Mostly Pan-European in nature * Mostly with General Motors Europe (GME) |

## References

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