

# Theodore Zacharia

## Information and Performance Specialist

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**Web:** With detailed [CV](#)

### Achievements:

I have over 36 years experience leading on major IT projects for large multinationals and government organisations. At Ten10 I have been on the HomeOffice account for 10 years as the lead performance engineer for Atlas Immigration portfolio.

Previously at HP I was the technical lead for the performance engineering team for the MoJ's Prison Service system (C-NOMIS), which over four years has maintained a 99.99% availability and performance rating. At EDS, as technical lead, I successfully migrated all 133 public sector prisons for the MoJ to a new IT system on time and on budget. At the MoD I delivered the application hosting architecture, which passed JRM, and was approved within an ambitious time-frame of six months. For BACOB Bank in Belgium (now Dexia), I led a team that developed and delivered a new loan origination system to comply with new EU directives that gained excellent feedback from clients. As an expert in my field I have a passion for technology solutions and best practice.

### Certifications and Expertise:

- Java Certified Professional Developer
- ISTQB Foundation Certified – Certificate No. 13-CTFL-35234-UK
- Security Clearance include: SC (Security Check, current), EBS (Enhanced Baseline Standard, formally BC(e)) & CTC (Counter Terrorist Check), DBS check (current).
- 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

### Project Experience:

Technical Team Lead, Performance Engineering – SC & DBS cleared MBTP: HomeOffice – September 2014 to Present	
Project	HomeOffice, Migration and Borders Technology Portfolio (MBTP)
Responsibilities	<ul style="list-style-type: none"><li>• 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.</li><li>• 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.</li><li>• Working with business to identify critical business and related peak hour operations.</li></ul>
Achievements	<p>I designed test scripts and infrastructure using JMeter, Gatling, Locust and later NeoLoad and Playwright, supported by Java, Python, and shell scripting.</p> <p>Managed test execution with Jenkins Pipelines and Taurus, integrating advanced control and reporting capabilities.</p> <p>Conducted in-depth performance analysis using Dynatrace, complemented by Sysdig, Kibana, and Zabbix monitoring tools.</p> <p>Migrated from UKCloud to AWS, adopting Kubernetes and Docker to enhance</p>

	<p>container and job management, contributing to IPT's 2017 award for Best Use of Cloud Services.</p> <p>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.</p>
<b>Technical Team Lead, Performance Engineering – SC cleared</b> C-NOMIS Account: MoJ – May 2010 to 2014	
Project	Ministry of Justice, National Offender Management Service
Responsibilities	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Working with Lead Architect on architectural issues.</li> <li>• Working with business to identify critical business and related peak hour operations.</li> <li>• Using tools such as LoadRunner and SiteScope to performance map the system and various tools and scripting (including UNIX sar, [pr mp vm]stat, shell script, SQL &amp; PL/SQL) to drive and monitor performance tests.</li> <li>• Carry out predictive modeling 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.</li> </ul>
Achievements	<p>I 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.</p> <p>I developed P&amp;S Dashboard (DHTML &amp; Perl CGI) for use by testing and support teams to monitor and maintain the environment. I also developed bespoke data scrambling solution (in shell, Perl, SQL and PL/SQL) to scramble the Live DB to take off onto non-restricted environments. I did this for three different Prison service DBs. I also scrambled the Probation Service primary (OASys) DB and achieved accreditation within two months.</p>
<b>Technical Team Lead, LIDS to NOMIS Data Migration – SC/EBS/CTC cleared</b> C-NOMIS Account: MoJ – Sep 2008 to May 2010	
Project	Ministry of Justice, National Offender Management Service
Responsibilities	<ul style="list-style-type: none"> <li>• Technical lead member of data migration team</li> <li>• 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.</li> <li>• Designing and assisting in coding the data migration process, mostly in Unix shell script, SQL, PL/SQL, BusinessObjects Enterprise BODI toolset (BusinessObjects Data Integrator)</li> <li>• Coding included creation of user menus, process control, report and document creation (automated generation of .html reports for customers and interfaces team)</li> <li>• Attending weekly weekend migrations as technical support and liaison between HP and 3<sup>rd</sup> parties</li> </ul>
Achievements	I 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.
<b>Lead Engineer, Applications Hosting Team – SC/CTC cleared</b> DII(F) Account: MoD – Jul 2007 to Aug 2008	
Project	Ministry of Defence, Atlas Consortium, Defence Information Infrastructure (Future)
Responsibilities	<ul style="list-style-type: none"> <li>• Lead applications hosting team in technical architecture &amp; design</li> <li>• Production of High Level Designs</li> <li>• Working with Lead Architect on architectural issues</li> <li>• Working with business development on bids (for apps hosting)</li> </ul>

	<ul style="list-style-type: none"> <li>Working with MoD customers, partners, product suppliers &amp; 3<sup>rd</sup> parties</li> </ul>
Achievements	After two years in development with no sign-off, I joined the account, within six months re-wrote the Apps Hosting HLD and it passed JRM and was approved by the MoD.
<b>Lead Technical Development</b> BP&D Account: Verizon (formerly MCI) – Aug 2004 to Jul 2007	
Project	Billing Printing and Dispatch (BP&D - Caxton)
Responsibilities	<ul style="list-style-type: none"> <li>Lead new design and development for all BP&amp;D Caxton applications</li> <li>Lead on-going support for all BP&amp;D Caxton applications</li> </ul>
Achievements	I fixed a large number of bugs with “Caxton” (Java) application which we inherited. I consistently delivered on spec, time and budget integration of new feeds to BP&D, and from global (mostly EMEA) 3 <sup>rd</sup> party wholesale and reseller network providers.
<b>Global Applications architect</b> EMEA Architects Practice: Aug 2002 to Jul Aug 2004	
Project	EMEA Architects
Responsibilities	<ul style="list-style-type: none"> <li>adidas: We worked on an architecture consolidation (at adidas Germany HQ).</li> <li>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.</li> <li>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).</li> </ul>
Achievements	Assisted adidas in their server consolidation, including their first Linux server farm and my 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 also granted a US and EU Software Patent on the concept.
<b>Technical lead and developer</b> GME Automotive Delivery Solution Centre: Sep 1999 to Jul 2002	
Project	E-Commerce Applications
Responsibilities	<ul style="list-style-type: none"> <li>Design and Technical lead for CTK (Consumerisation Tool Kit) Project</li> <li>Technical lead on WVC (Web Vehicle Configurator) project (Web and Java front end, Java middle tier and Oracle DB)</li> <li>Worked with customer on various JAD (Joint Application Development) projects</li> </ul>
Achievements	I designed a feature rich front end and asynchronous data access with backend, implemented with JSON objects and a bespoke applet.
<b>Technical Consultancy</b> GMAC Project P1500/GS Business Process Re-engineering: 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)
Responsibilities	<ul style="list-style-type: none"> <li>Selection of the development toolset (Forté vs Oracle/2000 vs IEF Composer)</li> <li>Selection of Report writers (BusinessObjects vs OracleReports vs JetForm).</li> <li>I defined technical direction on many issues including technical infrastructure, multi-tier client-server design, the use of ORBs and many other technologies.</li> <li>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.</li> </ul>
Achievements	As the sole lead I reviewed and re-designed a challenging design (in Denmark) approved by both the third party (JDC Data) and GMAC.

<b>Technical Lead and Lead Developer</b> Mortgage Origination and Securitisation System: BACOB Bank – Belgium, May 1993 to Sep 1995	
Project	Loan Origination and Securitisation project for the Belgium bank BACOB
Responsibilities	<ul style="list-style-type: none"> <li>• Analysis, Design and Implementation of PC Windows and UNIX Interface subsystems.</li> <li>• 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).</li> <li>• 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.</li> <li>• I also led 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.</li> </ul>
Achievements	A new EU directive required changes in Mortgage systems, as the technical lead I delivered to BACOB their Loan Origination system on time and to spec.

**References are available on request.**