Richard Goldman
Technical Business Analyst
Extensive federal and commercial experience
Active DoD Top Secret Clearance
Computer Science (B.Sc) • Law (LL.B)
richard@regoldman.com

As a Technical Business Analyst, I translate complex business needs into clear, precise documentation for developing and enhancing core systems.

For over 25 years, I've worked with a range of stakeholders — C-suite executives, senior military officers, business leaders, engineers, and frontline support personnel — to elicit requirements, analyze workflows, build data models, craft interfaces, and modernize enterprise applications.

I've helped to develop, implement, and support mission-critical systems for the Departments of Defense, State, and Homeland Security, Fortune 500 firms, and national organizations.

I approach requirements discovery by making unspoken assumptions explicit, reconciling differing perspectives, and helping stakeholders establish a shared understanding of issues and opportunities.

Experience

Business Systems Analyst | CACI | Chantilly, VA | Jul 2024 – Present
(Client: DoD - Department of the Air Force (DAF))

• facilitate DAF stakeholder meetings to elicit and clarify requirements, translate them into developer-ready Agile stories
• serve as Agile Scrum Master to facilitate daily development; triage operational incidents when technical resolution is required
• elicited and documented requirements and use cases for the DAF Configuration Management Database (CMDB) initiative
• analyzed legacy system documentation and collaborated with system-of-record owners to develop initial source-to-target data mappings for the ServiceNow CMDB, reconciling disparate source data structures with the CMDB model

Business Process Analyst | Huntington Ingalls Industries | Washington, DC |
Aug 2023 – Jul 2024 (Client: Department of Defense - Defense Security Cooperation Agency)

• evaluated ADVANA data fitness-for-use (accuracy, validity, completeness) through source system audits; identified and reported data deficiencies that informed downstream decisions, including the exclusion of unsuitable data
• defined, documented, and implemented requirements-gathering process for DSCA Information Management & Technology (IM&T)
• integrated Scaled Agile practices into existing waterfall processes
• elicited, documented, and managed business/technical requirements
• developed and maintained Lean-Agile Center of Excellence SharePoint site

Agile Coach | PotomacWave Consulting | Alexandria, VA | Jun 2022 – Aug 2023
(Client: Department of State - Office of Consular Systems and Technology)

• fostered SAFe® adoption at the Department of State, providing guidance to Agile Release Trains
• developed and presented training materials and conducted SAFe Agile seminars for federal and contractor personnel (e.g. – Agile Essentials, Feature Writing)
• consulted with CST Tools team on data modeling to facilitate migration from IBM Jazz/Engineering Workflow Management to Jira
• identified, raised, and managed program risks

Business Analyst | Improvix Technologies | Reston, VA | Dec 2021 – Jun 2022
(Client: Department of State - Exectech)

• provided custom program development and IT services to Secretary and Under Secretaries
• facilitated morning status meeting; generated and distributed Morning Report
• facilitated and documented stakeholder requirements meetings
• created, reviewed, and edited government and contractor deliverables, websites, training materials, and executive correspondence
• served as project manager/scrum master for smaller development projects
• liaised with State department divisions to facilitate data sharing

Business Process Analyst | Northrop Grumman / Peraton
(official title: Sr. Principal Engineer Systems)
McLean, VA | Aug 2019 – Dec 2021
(Client: Department of State - Consular Systems & Technology)

• facilitated requirements discovery with experienced Consular Affairs personnel across Passport, Visa, and Overseas Citizens Services, eliciting and consolidating stakeholder needs into actionable deliverables for the Consular Systems Consolidation and Modernization initiative, including new eVisa capabilities
• developed Concept of Operations (ConOps), Unified Architecture Framework/Department of Defense Architecture Framework (UAF/DODAF) , Capability Maturity Matrix (CMM) and Scaled Agile (SAFe) Lean Business Case documentation
• documented business, system, and data flow processes in Sparx Enterprise Architect
• conducted fit-gap analysis of COTS software

Business Systems Analyst | Scrum Master | Unisys / Northrop Grumman
(official titles: IT Specialist (Unisys), Sr. Principal Engineer Systems (NG))
Alexandria, VA | Nov 2018 – Aug 2019
(Client: Department of Homeland Security - Customs & Border Protection (CBP))

• led requirements elicitation for the Arrival and Departure Information System (ADIS), working with government and contractor stakeholders
• served as liaison between the CBP Office of Field Operations, Office of Information Technology, and external stakeholders (e.g. - FBI, SEVIS)
• authored user stories for four development teams, coordinating business requirements, cross-team dependencies, and release activities
• developed SOAP API for an ADIS data source system, coordinating with the source team to synchronize data delivery and integration

Senior Business Analyst | Association of American Medical Colleges | Washington, DC | Jul 2014 – Nov 2018

• BA team lead for re-engineered business-critical MyERAS and DWS apps (aamc.org/eras)
• BA and scrum master for high-visibility Convey initiative, a cloud service supporting financial disclosure for the scientific and academic communities
• BA/PM for Enterprise Applications group, focused on documenting and implementing Salesforce and SharePoint solutions
• BA for organization-wide eCommerce 3.0 and intranet portal initiatives
• co-convener of the AAMC Business Analyst Community of Practice

Senior Business Systems Analyst | Liberty Mutual Insurance | Boston, MA | Feb 2013 – Jul 2014

• regularly wrote and executed SQL queries to validate OBIEE HR Analytics development
• created Agile story, Use Case, Business Requirement, and Testing documentation
• HR Technology lead for report migration from Oracle Discoverer to OBIEE and BI Publisher
• Workforce Reporting lead for HR Globalization initiative, identifying and documenting European data privacy constraints for incorporation into system design

Senior Business Systems Analyst | State Street Global Advisors - Interactive | Boston, MA | May 2011 – Feb 2013

• developed functional and technical print and online fact sheet specifications for domestic and international investment funds (e.g. - State Street Equity 500 fund)
• project manager for smaller development projects, managing local and offshore technical resources
• designed data entry forms, developed ETL specifications, and performed programming
• managed, extended, and applied the fund product reference data model

Business Analyst Consultant / Principal Business Analyst | Fidelity Investments | Boston, MA | May 2005 – Apr 2011
(Departments: Portfolio Advisory Services / Legal Enterprise Services)

• project manager and business analyst for legal Electronic Document Management System (EDMS) implementation; worked with dozens of attorneys to develop document taxonomy; managed local, offshore, and third-party resources; developed and delivered department-wide classroom and individual training
• managed multiple small and medium-sized development projects with UI, middleware and mainframe components
• served as legal department subject matter expert for business report development
• established business analysis standards to promote consistency across projects
• facilitated JAD/JAR sessions with business and technical stakeholders to elicit and document requirements
• developed and managed test procedures for upgrades to proprietary CRM software

Consultant | IBM / PricewaterhouseCoopers | Boston, MA | May 2000 – May 2005
(Clients: News Limited, AOL, Bell Mobility, HSN, Abbott Labs, Thomson Publishing, Sprint)

• lead analyst and developer for Siebel CRM implementations
• formed, mentored, and managed business analyst and developer teams
• analyzed and redesigned client call center and customer support processes to improve efficiency and effectiveness
• evaluated disparate client data stores; proposed and defined consolidated data warehouse
• designed and developed APIs integrating Siebel and legacy systems
• reviewed Siebel Pharma implementation to ensure 21 CFR Part 11 compliance

Consultant | PricewaterhouseCoopers (Canada) | Toronto, Canada |
Sep 1998 - Oct 1999
(Client: Hoechst Marion Roussel (now Sanofi))

• lead Visual Basic (VB) developer for Siebel CRM implementations
• developed and implemented VB code configuration standards
• designed and developed custom project management application for issue tracking and resolution

Programmer Analyst | Bulloch Systems *(now Entertainment Partners Canada)* | Toronto, Canada | Jun 1995 - Sep 1998

• elicited and documented requirements for custom software; developed data models, forms, and workflow
• implemented and supported custom CRM, invoicing, sales, and box office applications
• developed RFP responses and participated in client proposal presentations; new clients included Ontario Media Development Corporation and Writers Guild of Canada
• conducted organization-wide system software and hardware upgrades
• provided in-house and client training and support

Instructor| Centennial College | Toronto, Canada | Sep 1994 - Aug 1996

• developed and taught courses in User Interface Design, UNIX, web design

Litigation Attorney | Koskie Minsky | Toronto, Canada | Mar 1992 - May 1993

• practiced commercial and construction law litigation
• conducted examinations for discovery
• drafted pleadings, litigation documents and legal research memoranda

Education

Bachelor of Science, Computer Science | University of Toronto | Toronto, ON, Canada

Bachelor of Laws *(Juris Doctor equivalent)* | Osgoode Hall Law School, York University Toronto, ON, Canada

Bachelor of Arts, Philosophy | University of Western Ontario | London, ON, Canada