

***“Best Ideas That Work”***  
***(Proven Track Record of Completed Projects)***

- Offers many years experience
- Development of productive applications such as:

*accounting*  
*administration*  
*capacity planning*  
*data conversion*  
*financial*  
*insurance*  
*networks*  
*payroll*  
*personnel*  
*scheduling*  
*utility billing*  
*web design*



- Installation of hardware and software
- Database, Web design & maintenance
- Training

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***Basically, I am retired – BUT – Open to interesting projects to solve problems***  
***I make computer systems run great – Tell me your problems***

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I offer a distinctive blend of vision, creative problem solving & computer skills with a collaborative style of leadership that gets quick results that everyone can use.

**Try to envision how a few of my project solutions would help your organization:**

**Example (1):**

**A quote from a Micro Focus Cobol newsletter:**

“With project failure rates considered the “worst in decades”, the challenges of distributed teams, numerous automation tools, and multiple methodologies, mean today’s software development teams are inherently burdened with a tremendous amount of complexity. Yet despite increasing failure rates, teams continue to ignore the true reason for these failures – requirements definition.”

I read this stuff all the time. My projects do not fail because I take all steps necessary to achieve expected results.

### **Example (2):**

#### **The position I liked best & most responsible:**

With only 3 years of computer development experience (and NO Unisys experience – this would be unheard of in the consulting business of today – too bad because clients lose a lot of good people), the best position I have had with my career was 10 years as IT Director / Systems Analyst / Programmer for the Concord School District. I liked that position best because I created the Unisys mainframe computer system 6-months after CSD purchased their computer. I added applications (payroll, budgets, account receivable / payable, personnel, student records / scheduling, health records, food services, attendance, report cards, guidance analysis, utility usage (electricity, fuel oil & gas), etc.) most purchased from Unisys and extensively altered or custom built to meet the everchanging user needs.

After working a couple of weeks, I asked the hiring manager  
(Norman Demers – Treasure of Concord School District – Assistant Director (Retired)  
of Concord Water Department

Home Phone: (407) 884-5920

DemersN@embarqmail.com)

**“Why was I hired with NO Unisys experience ?”. He said, “You can think !!!” (good answer).**

I designed & installed equipment to network the computer system that tied all 12 schools together with the business office. This was my most productive work environment because I was free to do everything that was necessary to solve computer-related problems. The only reason I am not with Concord today is because of budget cuts.

It seems I did this so well that Unisys technical staff, from throughout New England, visited the school district’s data center to understand what I was doing that was so much better.

(One team manager told me that nobody was utilizing computer resources and producing results like I was. At the time, I didn’t think much about this comment but over the years I have learned he was correct – not very many computer systems work well – most IT departments & software vendors are not responsive to user needs).

### **Example (3):**

#### **Most challenging project completed:**

I rewrote the Unisys financial package that did not work at all. This is a very long story but the net result is that the school district had a full functional financial system and Unisys paid the school district \$10,000 for my batch program changes that they could not fix themselves. Unisys did not want my new on-line program (workhorse of the system - theirs didn’t work at all) because they thought it was too complicated. My on-line program was 50% smaller and accomplished more. Over time, I rebuilt the payroll & financial systems, taking the best features of each totally unrelated application and making them work seamlessly together.

### **Example (4):**

#### **Very good working with clients:**

At the Bank of Boston, the payroll systems manager told me I was the only consultant that gave him what he wanted. (Again, I provide service, I get things done correctly)

**Example (5):**

**Creative computer processing:**

On a Y2K project, one phase was to merge on-going development from other departments with source code that had already been Y2Ked. With my process, I could merge **125 programs per day**. Other contractors would merge **5 programs per day**. I offered to share my process with other Y2K contractors but they were not interested (nor did the company care).

**Example (6):**

**Flexible creative computer projects:**

The past few years, I have donated consulting days to our Public TV Auction, Channel 11, Durham, NH (1 day per auction day – 87 consulting days in 9 years). These consulting days are very diverse – that is, I need to be very creative instantly.

Again, plain and simply, I get things done. With my extensive experience, I have many supporting stories. Just ask, chances are I have already solved your typical kinds of problems elsewhere.

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**TECHNICAL PROFILE**

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**HARDWARE: IBM PC, PS/2**

Mainframes: IBM 1401, 370, 3090, 9021/982, 9672,  
Unisys B1865, B1990,  
Honeywell 2040A

**NETWORKS: Local/Wide Area, Novell, Peripherals.**

**SOFTWARE:**

Operating Systems:

Mainframe & PC Operating Systems:

MVS/XA, VMS, VS, DOS/VSE, MCPPI,  
MS-DOS, OS, OS/2,  
Windows 3.1 through 10.

Programming Languages: BAL, DAP, NDL, JCL, Cobol, Cobol/2,  
Micro Focus (MicroFocus) NetExpress Cobol, Flexus SP2,  
RM Cobol, C, C++, 4GL, Fortran, Quick, SPD, Professional  
and Visual BASIC, HTML, Microsoft .NET Technology.

Applications: Microsoft, Data Conversions, data editors BRIEF & Multi-Edit,  
Insurance, Payroll, Financial, Education, Administration, Retail,  
TSO, ICCF, Cande, Endeavor, PVCS, IQ Report Writer, On-line HELP.

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## ACHIEVEMENTS PROFILE

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### Project Management Style:

Self-starter with strong planning, organizing and controlling skills, minimizing downtime. Consistently manages time and multiple tasks to meet deadlines, established objectives and quality performance standards.

### Applications Development:

Worked on a team to develop a networked insurance application system marketed nationally or \$2,000,000. Creates user-friendly batch and on-line systems that interface with many existing applications utilizing data to it's fullest capacity.

### Standard Setter:

Subcontracted for extensive modifications to applications Unisys Corporation was technically unable to do. Unisys sent numerous regional technical staff to evaluate the successful data processing standards developed and adopted such standards.

### Analytical Troubleshooter:

Identify complex problems; resourceful and inventive in developing and implementing solutions with enhanced sensitivity to cost, efficiency and deadlines. Developed strategies to address the world-wide YEAR-2000 computer crisis.

### Skilled Instructor / User Trainer:

Articulate and effective in explanation and demonstration of concepts and techniques to system users. Instructor of computer courses at NH Technical Institute in Concord, NH with mixture of adult / college students and class size from 12 to 18.

### Publishing Highlights:

Since 1993, I had focused my technical skills towards the YEAR-2000 computer date problem with many articles in magazines and newspapers. Most notably, my picture was featured on the September 1998 cover of Interface Monthly, a northern New England technical magazine.

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## EXPERIENCE

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May 2002  
Present

### COMPUTER CONTRACTOR

Hardware: PC / Client Server

Operating Systems: WindowsXX

Languages: Micro Focus (MicroFocus) NetExpress Cobol,  
Flexus SP2 (Windows interface to Cobol),  
MS-Access databases, HTML

File Structures: VSAM, SEQUENTIAL

- o State of NH Veteran's Cemetery MS-Access database application adding features with Micro Focus NetExpress Cobol & Flexus SP2.
- o Cobol application conversion project from AS/400 to Windows Client Server.
- o Built a few "proof of concept" Cobol application projects.  
A fully functional sample application is here:  
[www.roycefamily.com/convert.htm](http://www.roycefamily.com/convert.htm)
- o Built a few databases & Web sites, fixed a few computer problems & viruses for non-profit organizations.
- o Donated 87 consulting days (in 9 years) to our local PBS TV auction.  
These assignments are very interesting in that they deal with everything that is computer related such as installing hardware & software, training on any application that a client may have, suggesting hardware, software & upgrades, digital photography, clean up computer systems, etc.

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February 2002  
May 2002

### IMPLEMENTATION SUPPORT SPECIALIST

Horizon-Boss  
Loganville, GA

Hardware: PC / Client Server

Operating Systems: WindowsXX

Application: Food Service POS

- o Installation of hardware & software, training & support of Food Service POS systems.
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April 2001  
February 2002

**SYSTEMS DEVELOPMENT**

CCR Data Systems  
Concord, NH

Hardware: PC / Client Server  
Operating Systems: WindowsNT  
Languages: Micro Focus (MicroFocus) NetExpress Cobol,  
Flexus SP2 (Windows interface to Cobol)  
File Structures: VSAM, SEQUENTIAL  
Applications: Retail Inventory Management System  
(RIMS80)

- o Development of inventory control system.

This is an interesting project that uses a Windows interface (Flexus SP2) with Cobol source code in the background originally based on RealWorld accounting system.

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February 2000  
April 2001

**SYSTEMS DEVELOPMENT SPECIALIST VI**

State of New Hampshire  
Department of Health and Human Services

Hardware: Mainframes, PCs  
Operating Systems: IBM Mainframe Multiprise 2003/225,  
VM/VSE V2.3, VSE/ESA, V2.4 running  
under a VM environment utilizing the  
American Management Systems  
Enterprise Server 2.0 Middleware,  
MS-DOS, Win95  
Languages: JCL, Cobol, Cobol II  
File Structures: VSAM, SEQUENTIAL  
Applications: On-line & Batch

- o NECSES (New England Child Support Enforcement System) technical team leader for development & support.

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March 1999  
February 2000

**SYSTEMS DEVELOPMENT SPECIALIST V**

State of New Hampshire  
Department of Administrative Services

Hardware: Mainframes, PCs  
Operating Systems: IBM Mainframe Multiprise 2003/225,  
VM/VSE V2.3, VSE/ESA, V2.4 running  
under a ICCF environment utilizing the  
American Management Systems  
Enterprise Server 2.0 Middleware,  
MS-DOS, Win95

Languages: JCL, Cobol, Cobol II  
File Structures: VSAM, SEQUENTIAL  
Applications: On-line & Batch,  
Data Conversions,  
Many varied

- o Y2K JCL data conversion & updates.
  - o IFS (Integrated Financial Systems) developer & support.
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October 1989

**COMPUTER CONTRACTOR**

March 1999 Companies, Small Businesses including the next 5 contract positions

Hardware: Mainframes, PCs  
Operating Systems: Mainframe, MS-DOS, Windows 3.1, Win95, WinNT  
Applications: On-line & Batch, Data Conversions, Many varied

- o Contract programming and specialized services such as installation and setup of PC computer systems and training.
  - o Develop / maintain genealogy, cemetery management, file management tools, water / community association billing system, computer dating, program modules and strategy that solve the coming world-wide YEAR-2000 computer crisis.
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June 1998

**COMPUTER CONTRACTOR**

January 1999

Sun Life of Canada  
Boston, MA

Agency: Ambit Technology  
Hardware: IBM Mainframe, PC  
Operating Systems: MVS, MS-DOS, Windows 3.1, Win95  
Languages: JCL, Cobol, Cobol II, Quick BASIC  
File Structures: VSAM, RANDOM, SEQUENTIAL  
Applications: Group Life Annuity

- o Complete Y2K methodology changes to a series of programs and test system.
  - o TU bypass conversion.
  - o Merging of Y2K correction code with developing products.
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February 1997  
March 1998

**COMPUTER CONTRACTOR**

Fidelity  
Boston, MA

Agency: The Systems Group (TSG)  
Hardware: IBM Mainframe, PC  
Operating Systems: MVS, MS-DOS, Win95, WinNT  
Languages: JCL, Cobol, Cobol II  
File Structures: VSAM, DB2, IDMS, RANDOM, SEQUENTIAL, SAS  
Applications: MAPS, Y2K, FBSI, SAS, CA

Contract 1 - February 1997 to June 1997

- o Fidelity Investment Retail Marketing Company (FIRMCO)

Analyze MVS MAPS Leads database to develop a plan that would convert FOX Pro transaction data to go through the MAPS Leads production process and then design a report and output data back to the FOX Pro format.

Contract 2 - June 1997 to September 1997

- o Fidelity Customer Processing Group (FCPG)

Develop and program a YEAR-2000 prototype solution for the MAPS Leads system to allow data to be read and written in centuries 1900 and 2000.

Contract 3 - September 1997 to October 1997

- o Fidelity Investment Retail Marketing Company (FIRMCO)

Complete another MAPS Lead design process similar to contract 1 but using data from a DB2 database.

Contract 4 - October 1997 to March 1998

- o Fidelity Data Research (FDR)

Analyze corporate-wide data to design audit trails for potential high-risk fraud applications.

Capture MVS daily production data files, convert extracted data to SAS format, upload to Client/Server for technical analysis.

Design, build and load data tables from MVS transaction data to MS-ACCESS database.



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May 1996  
January 1997

**COMPUTER CONTRACTOR**

The Bank of Boston  
Boston, MA

Agency: The Computer Merchant (TCM)  
Hardware: IBM Mainframe, PC  
Operating Systems: MVS, MS-DOS, Windows 3.1  
Languages: JCL, Cobol, Cobol II  
File Structures: VSAM, DB2, IDMS, RANDOM, SEQUENTIAL  
Applications: DBS - Payroll, HR, TSO, ISPF, ENDEVOR

- o Convert Cobol to Cobol II.
  - o Analyze and correct problems with employees in a HR IDMS database.
  - o Analyze newly purchased BayBank payroll / HR transaction data and develop a plan to load and convert data of the 8,000 BayBank employees to Bank of Boston IDMS database.
  - o Apply payroll year-end updates to archive system.
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April 1996  
May 1996

**COMPUTER CONTRACTOR**

Anderson Systems Management Associates, Inc.  
Salem, NH

Agency: Kenda Systems  
Hardware: PC, Client / Server  
Operating Systems: MS-DOS, Windows 3.1  
File Structures: Btrieve  
Applications: Smithware Btrieve  
DDF Sniffer and Builder

- o Analyze client Btrieve DDF files (data dictionary) and develop data keys that allow these files to be loaded and used with MS-ACCESS database.
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June 1995  
January 1996

**COMPUTER CONTRACTOR**

Genesys Software Systems  
Methuen, MA

Agency: New Boston Systems  
Hardware: Large IBM mainframes 3090 & 9672, PCs  
Operating Systems: MVS, VSE, MS-DOS, Windows 3.1  
Languages: JCL, Cobol, Cobol II, Micro Focus (MicroFocus)  
Cobol, Quick BASIC  
File Structures: VSAM, DB2, IMS, RANDOM, SEQUENTIAL  
Applications: Batch, Payroll

- o Develop several reporting systems for audit and tax purposes, tax system data transfer.
  - o Data file conversion from a payroll service bureau to Genesys format.
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October 1993  
April 1995

**SPECIAL PROJECTS PROGRAMMER / ANALYST**

RealWorld Corporation  
Concord, NH

Hardware: PC, Client / Server  
Operating Systems: MS-DOS, Windows 3.1, UNIX  
Languages: Cobol, Cobol II, Micro Focus (MicroFocus) Cobol 3-0-54,  
RM Cobol, C, SPD Professional & Quick BASIC,  
MS-ACCESS  
File Structures: ISAM, VSAM, RANDOM, SEQUENTIAL, BTRIEVE  
Applications: Client / Server, On-line & Batch, Payroll, Accounting, PVCS, IQ  
Report Writer for DOS, Windows 3.1, UNIX, On-line HELP

- o Develop / maintain / support accounting software modules.
  - o Test / correct / package application problems for current and prior versions.
  - o IQ Report Writer data dictionary creation automation for ISAM and BTRIEVE files.
  - o Develop / maintain on-line HELP system for many applications.
  - o Packaging of third-party applications for distribution.
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December 1992  
March 1997

**ADJUNCT PROFESSOR**

New Hampshire Technical Institute  
Concord, NH

Hardware: IBM PC  
Operating Systems: MS-DOS, Windows 3.1  
Languages: Quick BASIC  
File Structures: RANDOM, SEQUENTIAL  
Applications: Batch, Word Processing, Spreadsheet

- o Taught several semesters of “Introduction to Computers”  
“MS-DOS”  
“Microsoft Works for Windows”  
including course design, selecting books and additional training materials.

The age of students was from high school to grandparents.

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October 1990  
October 1992

**SENIOR PROGRAMMER ANALYST**

ISI Systems  
Andover, MA

Hardware: Large IBM mainframe 3090, PC, PS/2  
Operating Systems: MVS, OS/2, MS-DOS, Windows 3.1  
Languages: JCL, Cobol, Cobol II, Micro Focus (MicroFocus) Cobol,  
Quick BASIC  
File Structures: ISAM, VSAM, SQL, DB2, IMS, RANDOM, SEQUENTIAL  
Applications: Batch, Client / Server, Insurance

- o Develop automated underwriting system.
  - o Develop / maintain project software tools / technical analysis / programming and test plans.
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February 1982  
October 1989

**COMPUTER CONTRACTOR** (part-time, as needed)

City of Concord Water & Sewer Department,  
Concord, NH

Hardware: UNISYS mainframes B1865 & B1990  
Operating Systems: MCP II  
Languages: JCL, Cobol, NDL  
File Structures: ISAM, RANDOM, SEQUENTIAL  
Applications: On-line & Batch, Municipal Water & Sewer

- o Develop / maintain water & sewer billing system for City of Concord.
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May 1979  
October 1989

**IT DIRECTOR / SYSTEMS ANALYST / PROGRAMMER**

Concord School District  
Concord, NH

**(Best Position)**

Hardware: UNISYS mainframes B1865 & B1990  
Operating Systems: MCP II  
Languages: JCL, Cobol, NDL  
File Structures: ISAM, RANDOM, SEQUENTIAL  
Applications: On-line & Batch, Payroll & Accounting, Education Administration

- o Managed total operations of a mainframe data processing center including:  
System / data back-up and recovery, user training, system / user documentation.
- o Converted databases from NCR to Unisys.
- o Major upgrade and computer conversion from one Unisys system to another Unisys system that improved productivity by four and saved space and cooling needs.
- o Selected / installed / maintained / troubleshoot 100+ node data network, terminals

printers and related equipment at 12 sites.

- o Select / modify / develop Cobol application packages for personnel, payroll, budget, accounting, student records and scheduling including:

Converted batch payroll system to on-line.

Develop interface programs between payroll and budget applications saving many hours of reentry per week.

Automate procedures for retroactive pay, pay increases and expected budget cost increases for new budget year.

Monitor quality assurance for all application systems.

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February 1976

**PROGRAMMER**

May 1979

Concord Group Insurance Company  
Concord, NH

Hardware: HONEYWELL mainframe 2040A

Operating Systems: OS

Languages: SPS ASSEMBLER, JCL, Cobol, DAP

File Structures: ISAM, RANDOM, SEQUENTIAL

Applications: On-line & Batch, Insurance Administrative, Payroll, Accounting

- o Computer conversion from IBM 1401 Assembler to Honeywell Cobol.
- o Develop / maintain statistical, auditing and claims processing programs.
- o Develop / maintain / troubleshoot national data network.
- o Install / service terminal & printer equipment.

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End of Resume

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The people on my reference list will verify my commitment to developing software and managing computer resources that meet user and management needs.

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### **Personal & Professional references**

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I have known Stephen for many years and helped him organize and build a Web site while he was campaigning for NH Governor.

Stephen R. Foster, Ph.D. .. Nuclear Specialist -  
Emergency Response (Retired)

Cell Phone: (479) 981-3451  
[metaphysicist2012@gmail.com](mailto:metaphysicist2012@gmail.com)

1245 County Road 118  
Eureka Springs, AR 72631

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### **Full-time employment reference list**

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My most meaningful references are the first five that have known of my computer leadership & technical skills the longest.

Norman Demers was on the selection committee when I was hired (with only three years of computer experience and no Century or Burroughs (Unisys) experience) to work for the Concord School District. Norman told me later that he was not concerned with my lack of specific experience, he knew I could think. I also completed a contract project to develop the City of Concord's water & sewer billing system when Norman transferred to the Water & Sewer Department.

Norman Demers ..... Assistant Director (Retired)  
Concord, NH Water Department

Home Phone: (407) 884-5920  
[DemersN@embarqmail.com](mailto:DemersN@embarqmail.com)

3620 Parkway Road  
Zellwood, FL 32798

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My most meaningful project in my 40-year computer career was building an outstanding course analysis computer system with Bob spearheading working with guidance councilors to give them the tools necessary to evaluate if students would have all classes necessary to graduate within a four year period.

Robert Silva ..... Assistant Superintendent (Retired)  
Concord School District

Home Phone: (603) 225-2843

11 Dover Street  
Concord, NH 03301

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Worked with Bob to automate his daily processes. Bob would tell me of his new needs then he would say, "Do your magic".

Robert Nichols ..... Business Office Manager (Retired)  
Concord School District

Home Phone: (603) 225-0923  
[NicholsFam3@gmail.com](mailto:NicholsFam3@gmail.com)

29 Cemetery Street  
Concord, NH 03301

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Worked extensively with Sandra & Mary giving them information necessary to complete their daily tasks.

Sandra Burgess ..... Scheduling Secretary (Retired – Home Phone: (603) 225-2606)  
[gbngt4240@comcast.net](mailto:gbngt4240@comcast.net)

Mary McKenna ..... Attendance Secretary (Retired – Home Phone: (603) 225-6107)  
[tmmckenna@comcast.net](mailto:tmmckenna@comcast.net)

Phone: (603) 225-0862

Rundlett Middle School - Worked with them to solve their computer needs.  
144 South Street  
Concord, NH 03301

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Ray Pollack ..... Northeast Coordinator

Phone: (800) 741-7100  
[rpollack@horizon-boss.com](mailto:rpollack@horizon-boss.com)

Horizon Software International  
5835 Hwy. 20  
Loganville, GA 30053

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Ralph Lamphere ..... VP of Operations ..... ext. 3341

Phone: (603) 224-7757  
(800) 633-6500  
[rlamphere@ccrdata.com](mailto:rlamphere@ccrdata.com)

CCR Data Systems  
128 Airport Road  
Concord, NH 03301

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Mark Parris ..... Development Manager

Phone: (603) 271-0989  
[mparris@dhhs.state.nh.us](mailto:mparris@dhhs.state.nh.us)

State of NH  
Department of Health and Human Services

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Phil Coburn ..... former Sr. Programmer Analyst at ISI Systems, Inc.  
current contract Sr. Programmer Analyst at Fidelity in Boston

Home Phone: (781) 449-3597  
[pcoburn@comcast.net](mailto:pcoburn@comcast.net)

73 Henderson Street  
Needham, MA 02492-2210

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**Contract assignment reference list**

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Most meaningful of my contract assignments.

David Swanson ..... Systems Analyst

Phone: (608) 643-3361 x-3384

Cell: (608) 434-5365

[dswanson@specpro-inc.com](mailto:dswanson@specpro-inc.com)

SpecPro, Inc.

Badger Army Ammunition Plant

Baraboo, WI 53913-5000

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John Atkins ..... Maps Support Specialist

Phone: (617) 392-0899

Michael T Clark ..... Director - Production Support

Phone: (617) 392-2504

Fidelity Investments

100 Summer Street R24B

Boston, MA 02109

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Norm Stein ..... Payroll / Systems

Bob Brodeur ..... Manager / Systems

Nancy Herb ..... Profile

Jim McDonald ..... Contractor Supervisor

Bank of Boston

150 Federal Street

Boston, MA 02106

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Ray Smith ..... Applications Manager  
Ed Rouillard ..... Marketing Specialist

Phone: (508) 685-5400

Genesys Software Systems  
5 Branch Street  
Methuen, MA 01844

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Barbara Sanborn ..... Wilmot Historical Society

Phone: (603) 526-6384  
barblau@mail.tds.net

Pancake Street  
Wilmot Flat, NH 03287

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Terry Simkin ..... Computer Department Head (Retired)  
New Hampshire Technical Institute

Home Phone: (603) 223-6673  
terrysimkin@comcast.net

16 Jonathan Lane  
Bow, NH 03304

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Other resumes available at  
[www.roycefamily.com/resume.htm](http://www.roycefamily.com/resume.htm)

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