

Rolando Hernandez

Business Architect and Enterprise Architect

Dallas, TX / Miami, FL 214-810-6585 Jobs2014@BizRules.com

Summary

- Business Architect, BIZRULES – 1995-Present – Fortune 500 experience.
- 15+ years in the Oil & Gas, Energy business. (1988-1994, 2002-2012).
- 15+ years experience as Business Architect guiding Energy, Oil & Gas firms to adopt Business Process Management (BPM), Business Process Improvement (BPI), and Business Rules Management (BRM).
- 15+ years hands-on experience with business process design, modeling, reengineering, simplification, and automation.
- Helped design the global strategy for Business Process Management and Rules Management at Mobil Oil, IRS, and GE.
- Helps companies minimize risk and ensure success of Business Process Management and Decision Management governance, systems, strategies, standards, methodologies, and projects.
- Translator between two different tribes: Business and IT.
- Member of Society for Information Management - Enterprise Architecture Working Group (Dr. Leon Kappelman, UNT).

Industry Experience

- Oil & Gas – Mobil Oil Marketing & Refining Division (HQ, Fairfax, VA) – 6 years employee, 1988-1994.
- Energy – GE Energy / GE Power Systems (HQ, Atlanta, GA) – 10 years consulting, 2002-2012.
- Transportation & Railroad: CSX Railways.
- Big Consulting Firms: IBM, EDS.
- Finance, Tax, Governance, Risk, Compliance (GRC) – IRS, Daylight Forensics, General Electric / GE Energy.
- Global Investment Banking, Mortgage – Goldman Sachs, Wells Fargo.
- Government Regulations & Compliance: IRS, Social Security, South Carolina Dept. of Revenue.

Strategy Experience

- IT and Business Strategy – Alignment, roadmaps, capabilities, challenges, opportunities, and innovations.
- Tactical IT systems planning.
- Total Quality Management, Six Sigma, and Lean (Mobil Oil and GE Energy).
- Project Management (PM, Waterfall, Agile, Scrum).
- Program Management and Change Management to achieve business mission and goals.
- Listening, solving, refining, influencing, and building consensus with business, engineering, ops, and IT leaders.
- Collaborate with LOB partners and Subject Matter Experts (SME) to define problems, proposals, systems, solutions.
- Project planning and control: cost/benefit analysis, scoping, scheduling, resource planning, change management.
- Facilitating and leading knowledge discovery, problem analysis, solution design, and planning meetings with LOB/IT.
- Learning Management (LM), and Human Capital Management (HCM).

Business Architecture Experience

- Enterprise Architecture Frameworks (Zachman, ZEAF, TEAF, FEA, TOGAF).
- Business Architecture, Business Modeling, Business Requirements, and Solution Design.
- Systems Analysis and Design: Decomposition, simplification, documentation, integration, tech specs, Use/test cases.
- Business Process Reengineering (BPR), and Business Process Management Systems (BPMS).
- Business Process Management (BPM, BPMS, BPMN).
- Business Rules Management (BizRules, BRM, BRMS).
- Decision Management (BDMS, TDM, DMN).
- Knowledge Management (KM, KA, KR, KE).
- Governance: Data, Policy/Compliance Rules.
- Align IT solutions to business strategy: Create enterprise architecture models, frameworks, and blueprints of Current AS-IS and Future TO-BE models: Business concepts, business capabilities (what); Business processes, function, operations (how); Strategy, Policy, Goals, business rules, internal transacting/monitoring/reporting rules, external filing/compliance rules (why); Locations, legal entities, hierarchies/structures (where); Schedules, projects, durations, deadlines (when); People, roles, work, workflow, workforce (who); Databases, rulebases, and knowledgebases.

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Business Architecture Experience

- Defining enterprise-wide Business Process solutions for transacting, recording, reporting, and auditing.
- Analytical, Conceptual, and Logical analysis and design of processes, functions, rules, and organization hierarchies.
- Architecture Modeling: Data, Information, Process, and Work Flows; Events, Case, Entity, Hierarchy, Rules, Decisions.
- Create Business Architecture: Models, strategy, business, information, process, rules, applications, and solutions.
- Create Technical System Architecture: Models, blueprints, business requirements, technical specifications, use case.
- Document and simplify process, data, rules, decisions, functions, business unit organization, legal entity hierarchies.
- Document, design and build capability models, value chains, supply chains, logical models, physical models.

Education, Citizenship, and Languages

- M.S. – Master of Science, Computer Information Systems with a Concentration in Artificial Intelligence, 1988.
- B.S. – Systems Analysis, 1986. Both degrees from the University of Miami School of Business.
- US Citizen. Bilingual–Fluent in English & Spanish. Can travel – Int'l. exp: England, France, Japan, Brazil, Canada.

Technology Skills and Platforms

- **EA Modeling & Capability Mgmt:** IBM System Architect (Telelogic/Popkin), NoMagic, CaseWise, Mega, Troux.
- **Process Management:** BPM: Pegasystems PegaRULES Process Commander (PRPC), and IBM BlueWorks Live.
- **Process Modeling:** Business Process Modeling Notation (BPMN), UML, Visual Modeler, Visio, Oracle Designer.
- **Requirements Management:** Rational Rose, Rational Unified Process (RUP), IBM ReqPro, RequisiteWeb, DOORS.
- **Data Modeling:** Conceptual, Logical, and Physical Modeling. CA Erwin.
- **ERP:** ORACLE GL AP AR PO. SAP.
- **Document Management:** EMC Documentum, SharePoint.
- **Decision Management:** Decision Modeling, decision architecture, data quality modeling using Sapiens DECISION Analytics and Decision Management System. Decision Modeling Notation (DMN) and The Decision Model (TDM).
- **Rules Management:** Designing rulebases and rule engine solutions for these Business Rules Management Systems: IBM Operational Decision Management (ILOG ODM JRULES); PegaRULES Process Commander (PRPC); FICO Blaze Advisor BRMS; Oracle Policy Automation (OPA/Haley Rules/SoftLaw); Red Hat JBoss BRMS (DROOLS).
- **MS Office:** Project SharePoint Word Excel Visio PowerPoint Access.
- **Agile Scrum:** JIRA, Rally issue/project tracking.

BIZRULES (19 years serving the Fortune 500)

Miami, FL / Dallas TX

Business Architect, Founder & CEO

1995 – Present

- Business Architect for large, complex, mission-critical Business Process/Rules Management Systems in Fortune 500.
- **Consultant to CXO, VP, LOB Managers implementing Business Process, Business Rules, and Business Architecture.**
- **Trusted advisor to business executives, IT, and SMEs: Finance, Tax, Marketing, Sales, Legal, Risk, IT, etc.**
- **Help companies modernize legacy applications and design new apps using breakthrough technologies** Business Process Management, Decision Management, Rules Management, Predictive Analytics, and Data Mining.
- **Developed the BIZRULES® VISION™ Business Rules Methodology** for documenting, managing, and automating rules and processes, and for preserving expert knowledge. Used by Mobil Oil, IRS, and General Electric.
- **Three of the Fortune 10 use my [BIZRULES methodology](#) for Rules Management and Knowledge Management.**
- Recognized subject matter expert in Process Management, Rules Management, and Decision Management.
- Process Coach guiding large global corporations to simplify processes, manage rules, increase compliance levels (automating rules), gain economies of scale (reusing rules), and reduce time-to-market (rules vs. hard-coding).
- Decision Modeler helps companies make better decisions faster. Rules architect who helps companies manage rules.
- Takes the complexity out, and simplifies IT concepts, so executives understand the value of process, data, rules, and decisions as corporate assets that can be automated to cut costs, improve quality, and make more money.
- Skilled at translating business requirements into detailed models easily understood both business and IT.

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- General knowledge of US GAAP and IFRS accounting principles (ERP, GL, AP, AR).
- Knowledge of accounting, financial reporting, compliance, systems of record, legal entity management, and tax.
- Enablement and adoption of new technologies: Methodologies, processes, tools, standards, and best practices.
- Custom System Design, Development, and Implementation; Package Software Configuration/Implementation.
- Master Data Management, Data, Data Quality, Process, Events, Workflow, Case, Rules, Decision Modeling.
- Knowledge Management.
- Vendor Management, Requests for Proposals (RFP), and Contract Negotiations.
- Decision Modeling for FINRA, KYC, and AML compliance at Goldman Sachs.
- Business Process Architecture and rules modeling for Finance/Tax policy and compliance rules at GE Energy.
- Developing rules, decision, and process management methodologies, standards, and best practices.
- Building center of excellence / center of practice for business rules and decision management.
- Manage process analysis, business rules, business requirements, technical specs, and rules/decision modeling.
- Lead design, business architecture, technical system design, and Agile/Scrum development projects.
- Work closely with business partners, executives, and subject matter experts to define/document business solutions.
- Work closely with technical IT development, QA, operations staff to create technical specs, test plans.

Consulting Experience – Sample BIZRULES consulting projects, 1995–Present

- GE Energy Business Architect – 10 years experience as GE Tax/Finance Business Architect. Designed GE Process Management, BPM Methodology, Decision architecture, and Rulebase architecture for GE's Tax Knowledge Supply Chain. Helped GE Energy "Write the Rules" of Tax Compliance, Tax Minimization, and Tax Compliance. (2002-2012)
- How do you build Finance/Tax Apps to help GE Energy (1) act with integrity regarding tax obligations, (2) ensure compliance with global tax rules, (3) pay all legally obliged taxes, and (4) meet their responsibility and obligation to shareholders to legally minimize costs? You start with 19 rules in the G.E. tax dept. mission statement, the best tax experts in the world, and a Knowledge Transfer Function to capture 1,000's of rules from the minds of the tax experts. Then you digitize the rules in BRE Tax Expert Apps and Smart BPM Apps.
- The result? Read about it in the New York Times: "G.E.'s Strategies Let It Avoid Taxes Altogether."
<http://www.nytimes.com/2011/03/25/business/economy/25tax.html>.
- Led Interviews of GE's Energy tax experts, and created Architecture Models, Business Capability Models, Process Models, Rule Models, and Data Models to help GE document, assess, test, and certify that Finance/Tax rules, processes, controls are in place to comply with GAAP and IFRS tax rules. Documented GE Energy rules for Data Quality, Corporate Governance, SOX, Regulatory and Statutory Tax Compliance in 120 countries, Tax Minimization, CIT, WHT, VAT, Transfer Pricing, Cross-Border Transactions, Entity Management, Tax Provision, and HQ Cost Allocation. Expert rules ensure tax compliance and reduce tax expense.
- GE Business Architect on the GE Energy / Gas and Steam Turbines Contractual Modeling System (COSMOS). COSMOS models GE Customized Service Agreements (CSA). Probabilistic models project scheduled maintenance events, unplanned outages, parts repairs, inventory levels, billing, and payment streams throughout the lifecycle of the contract, from Actualization through End of Term (EOT). Helped design processes and optimization rules for scheduling planned maintenance & unplanned repairs, inventory levels, replenishment method, quantity, schedule. See www.bizrules.com/clients_GE.htm and www.bizrules.com/us/files/GE.BIZRULES.SIXSIGMA.presentation.pdf.
- IBM's Business Rules Subject Matter Expert on the IRS PRIME Business Systems Modernization Program. Worked with IBM to develop the winning RFP for the CADE BRE solution in this 15-year \$10 billion system modernization program. Helped design the rules architecture, methodology, and strategy for harvesting and programming the 250,000 business rules that process all US IRS Individual Taxpayer tax returns (IRS 1040 Forms). Helped transform the tax agency from a paper-pushing system to an interactive online program for taxpayers, and deliver tax refunds in as little as two days instead of five weeks. www.bizrules.com/clients_USIRS.htm. (2001-2002)

Mobil Oil Corporation (World Headquarters)

Fairfax, VA

Project Manager, Senior Programmer Analyst (Employee)

Jun. 1988 – Jun 1994

- **Designed, built & delivered Mobil Oil's Global Knowledge Management Strategy & Expert System Strategy.** Created Mobil's Global Lubricant Knowledgebase (LKB), an integrated suite of intelligent systems, diagnostics systems, product recommenders, and field force automation apps used by Sales Force to seize market share.

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- At Mobil Oil, designed and built intelligent systems for predicting equipment faults (diagnostics) and recommending preventive maintenance (prognostics) for compressor lubrication, hydraulics, rolling mills, cutting oils, and marine (cruise ship) diesel engine lubrication. Modeled and programmed equipment problem diagnosis business rules that provide expert advice on troubleshooting and problem resolution. Also modeled and documented predictive analytics rules that predict failures (bearings, gears) and recommend preventive maintenance.
- Led Knowledge Acquisition Teams that interviewed Mobil's top experts in EH&S Safety, Oil Fire-Fighting, Oil Spill Cleanup, Compressor Oils, Synthetic Lubricants, Greases, Rolling Oils, Diesel Engine Lubrication, Marine & Aviation Oils, Product Recommenders, and Equipment Troubleshooters. Developed an Environmental Health & Safety Audit Expert System for Risk Management, Loss Prevention & Safety Compliance. I trained and led the knowledge engineers that elicited knowledge, judgment, and expertise from Mobil experts from 9 countries.
- The Mobil Lube Knowledge Base consisted of a suite of interoperable and integrated expert advisors, knowledgebases, and probabilistic reasoning expert systems that preserved and shared Mobil's best knowledge on rotary equipment lubrication troubleshooting, vibration diagnostics, metallurgical failure analysis, corrosion/fatigue/stress detection, used-oil analysis problem diagnosis, synthetic grease/lubricant marketing, and EH&S audits. Diagnostics and preventive systems reduced downtime, minimized repair costs, and improved knowledge transfer across the Mobil technical service community. Recommender systems gave rule-based expert advice on selecting best/right products/services. Mobil LKB systems used state-of-the-art technologies in 1988-1995 including reasoning, inference, intelligent systems, and knowledge bases.
- Learned how to design, build, and reuse Object Oriented code at a global, enterprise-wide scale. Led design and development of Object-Oriented Client-Server Intelligent Systems. Managed OO analysis, design, and dev. projects using a true OOP programming language and Inference Engine (CA AION) that provides multiple inheritance, encapsulation, specialization, inference rules, goal-driven backward-chaining, and data-driven forward-chaining.
- Worked closely with five division clients to establish common business requirements & global standards for Mobil. Led project teams in NY, D.C., Paris, London, and Tokyo. Strong experience with project management: estimating; cost/benefit analysis; planning; coordinating 17 Experts in 9 countries; managing, field testing, and implementation.

Mobil Oil Business Goals and Value Added:

- Capture knowledge from top experts nearing retirement. Retain expert knowledge as a corporate asset. Share global best practices for sales & customer service to 200 Sales Engineers in over 80 countries. Increase Field Sales Rep face-to-face time with customers. Seize market share in synthetic oils and lubricants.

Employee Experience

Project Manager, System Development Manager, Decision Architect (Employee)

- Pepsi-Cola BAESA Brazil – Senior Project Manager. Reporting directly to the CIO of Pepsi's largest bottler outside the USA, managed implementation of \$300M Pepsi System 2000 Sales & Supply Chain Mgmt. System. (1994)
- SUNGARD/Financial Data Planning – Systems Development Manager. Led the 10-member SW R&D Team at FDP, a \$30M SW developer for Life Insurance, Policy Admin, Financial Planning, Pension, and CRM apps. (1997-1998)
- DECISION Architect at Sapiens Americas, an Insurance Software and Financial Software Vendor – Decision Modeling for FINRA, KYC, and AML compliance at Goldman Sachs. Decision modeling and Data Quality Modeling on a Mortgage Rules Modernization project at Wells Fargo. Member of Sapiens professional services team implementing Sapiens DECISION Analytics & Decision Management System. (2012-2013)

Vision

- Strong understanding of the key challenges facing competitive, global businesses today: compliance, agility, reducing costs, quality, time to market, downsizing, offshoring/outsourcing, privacy, preserving and digitizing knowledge, preventing business mistakes, reducing fines, minimizing legal & financial risks.
- Knack for finding innovative ways to govern data, simplify rules, improve processes, and speed up time to market.
- Exceptional ability to quickly learn new industries, terminology, business rules, processes, and data concepts/models.

Skills

- Proven strategic thinking skills. Driven to build smart processes and systems that work, change, and last.
- Exceptional interpersonal skills with ability to gain the confidence and respect of senior executives.
- Experience communicating with senior leadership, staff, and the top Subject Matter Experts in O&G/Energy.
- 15+ years experience working with world-class O&G Subject Matter Experts to quickly extract their domain knowledge, business rules, decisioning process, and expertise so it can be documented, digitized, and preserved.