Complete Resume with References:

Michael R Royce   (603) 224-3805 (Cell & Text)
77 Auburn Street   www.RoyceFamily.com
Concord, NH 03301-3047   MRR@RoyceFamily.com

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"Best Ideas That Work"
Proven Track Record of Completed Projects
for Home & Business

➢ Since 1976
➢ Development & Support of productive applications such as:

Accounting
Administration
Capacity Planning
Data Conversion
Financial
Insurance
Microsoft Support
Networks
Payroll
Personnel
Problem Solver
Scheduling
Training
Utility Billing
Web Design
Windows Installs & Support
Installation of Hardware and Software

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All I need is some idea as to what you want to accomplish
and I will make it happen

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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."

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
(407) 408-6969 Cell
NormRDemers@gmail.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.

TECHNICAL PROFILE

HARDWARE: IBM PC, PS/2
      Mainframes: IBM 1401, 370, 3090, 9021/982, 9672,
                Unisys B1865, B1990,
                Honeywell 2040A,
                all equipment needed to support computer systems.
          Devices: iPhones & iPads

NETWORKS: Local/Wide Area, Novell, Peripherals.

SOFTWARE:
  Operating Systems:
     Mainframe & PC Operating Systems:
      MVS/XA, VMS, VS, DOS/VSE, MCPII,
      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 Office 365, Data Conversions, data editors BRIEF &
      Multi-Edit, Insurance, Payroll, Financial, Education, Administration, Retail,
      TSO, ICCF, Cande, Endevor, PVCS, IQ Report Writer, On-line HELP.

ACHIEVEMENTS PROFILE

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.

EXPERIENCE

July 2021   **COMPUTER CONTRACTOR**
Present   Small Temporary Projects

The Granite Group – A few contracts to setup, update & move computer equipment.

ABBTech – Replace, Upgrade, Re-cable 25 Windows Virtual PCs
       I was given 3-days to complete this project – I completed in 2-days

KForce – Packed up computers & equipment at 3 sites
       I was given 6-days to complete this project – I completed in 4-days

Yes – I know I could have made more money – BUT – I am not one to waste time !!!

September 2019   **COMPUTER CONTRACTOR**
November 2020   Full-Time Temporary Support
                    US 2020 Census
                    163 Loudon Road
                    Concord, NH 03301

IT Local Office Staff & Field Support

Hardware: Office DeskTop PCs, LapTop PCs, iPads & iPhones
Operating System: Windows10
Software Systems: Microsoft Office 365 & US Census proprietary

o Team Support of IT Systems for US 2020 Census in
                NH, VT, ME & Western MA.

May 2002   **COMPUTER CONTRACTOR**
Present
            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

Databases & Web sites, fixed a few computer problems & viruses for non-profit.

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.

February 2002   **IMPLEMENTATION SUPPORT SPECIALIST**
May 2002   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.

April 2001   **SYSTEMS DEVELOPMENT**
February 2002   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.

February 2000   **SYSTEMS DEVELOPMENT SPECIALIST VI**
April 2001   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.

March 1999   **SYSTEMS DEVELOPMENT SPECIALIST V**
February 2000   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.

October 1989   **COMPUTER CONTRACTOR**
Present   Companies, Small Businesses including the next 5 contract positions

Hardware: Mainframes, PCs
Operating Systems: Mainframe, MS-DOS, Windows 3.1 through 11
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.

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.

February 1997   **COMPUTER CONTRACTOR**
March 1998   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.

May 1996   **COMPUTER CONTRACTOR**
January 1997   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.

April 1996	**COMPUTER CONTRACTOR**
May 1996	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.

June 1995	**COMPUTER CONTRACTOR**
January 1996	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.

October 1993	**SPECIAL PROJECTS PROGRAMMER / ANALYST**
April 1995	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.

December 1992   **ADJUNCT PROFESSOR**
March 1997   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.

October 1990   **SENIOR PROGRAMMER ANALYST**
October 1992   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) NetExpress 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.

February 1982	**COMPUTER CONTRACTOR** (part-time, as needed)
October 1989	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.

May 1979	**IT DIRECTOR / SYSTEMS ANALYST / PROGRAMMER**
October 1989	Concord School District
	Concord, NH

Best Position – Because I was FREE to solve user problems completely.

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:

o Converted batch payroll system to on-line.

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

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

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.

_____ End of Resume _____

_____ References _____

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

Personal & Professional references

Pedro Sanchez …. IT Supervisor ….. pedro.sanchez_13@yahoo.com .. (603) 738-4306

Bill Coyne … IT Support co-worker .. coyneb03053@gmail.com …… (603) 860-7598

Jin Ja Shin .... IT Support co-worker .. jshin2000@gmail.com ………... (603) 674-7532

Joon Kim ...... IT Support co-worker .. pcgum@comcast.net ………..… (603) 529-8927

Paul Montgomery ....
        Census Field Manager
          co-worker .. pcgum@comcast.net …………… (603) 529-8927

US 2020 Census Office (Closed as of 12/01/2020)
163 Loudon Road
Concord, NH 03301

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

   Cell: (407) 408-6969
   NormRDemers@gmail.com

   386 Samara Lakes Parkway
   Saint Augustine, FL 32092

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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

      29 Cemetery Street
      Concord, NH 03301

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

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

Phone: (603) 225-0862

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

Ray Pollack .... Northeast Coordinator

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

Horizon Software International
5835 Hwy. 20
Loganville, GA 30053

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

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

CCR Data Systems
128 Airport Road
Concord, NH 03301

Mark Parris .... Development Manager

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

State of NH
Department of Health and Human Services

Contract assignment reference list

Sean Manners …….. VP, Information Technology for The Granite Group

     Phone: (603) 545-3458
     Cell: (508) 269-4041
     SManners@thegranitegroup.com

Halle Ford ………… Hiring Agent for ABBTech

     Phone: (703) 450-5252 x-283
     Cell: (703) 397-3292
     Halle.Ford@abbtech.com

Robert Smith …… Hiring Agent for KForce

     Phone: (813) 552-3924
     Cell: (813) 331-5471
     RSmith5@kforce.com

Most meaningful of my contract assignments.

David Swanson .... Systems Analyst

    Phone: (608) 643-3361 x-3384
    Cell: (608) 434-5365
    dswanson@specpro-inc.com

    SpecPro, Inc.
    Badger Army Ammunition Plant
    Baraboo, WI 53913-5000

John Atkins .....…....... Maps Support Specialist ……… (617) 392-0899

Michael T Clark .... Director - Production Support … (617) 392-2504

    Fidelity Investments
    100 Summer Street R24B
    Boston, MA 02109

Norm Stein ....…...... Payroll / Systems
Bob Brodeur .... Manager / Systems
Nancy Herb .... Profile
Jim McDonald .... Contractor Supervisor

  Bank of Boston
  150 Federal Street
  Boston, MA 02106

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

  Phone: (508) 685-5400

  Genesys Software Systems
  5 Branch Street
  Methuen, MA 01844

Barbara Sanborn ..... Wilmot Historical Society

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

  Pancake Street
  Wilmot Flat, NH 03287

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

  Home Phone: (603) 290-2386
  terrysimkin@comcast.net

Other resumes available at
www.roycefamily.com/resume.htm