GEOFF MAZEROFF

Software Engineering and Process Improvement Leader

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summary

Engineering leader with 15+ years in .NET development in regulated sectors. Skilled in software engineering, project management, process improvement, and technical writing. Known for producing quality work, being reliable, and accountable.

Key strengths:

- **Technical Expertise**: Knowledge and hands-on experience in software development, with a demonstrated ability to learn new skills.
- **Leadership and Team Management**: Proven ability to effectively lead, coach, and manage teams.
- **Strategic Thinking and Problem-solving**: Capable of devising and implementing solutions that align with organizational goals.

training/skills

- .NET, C# 12, Angular 18, TypeScript
- Application architecture, unit testing
- GitHub, Jira, JetBrains Rider
- Confluence, Trello, Lucidchart, Miro, Monday, ChatGPT/Copilot
- Leadership and communication

- Coaching, mentoring
- Agile frameworks (Scrum, Kanban, SAFe)
- Governance, risk, compliance (GRC)
- CMMI-DEV Level 3
- CompTIA Security+ (exp. 2026)

experience

Software Engineering Manager   Aug 2022-present
RegScale, Inc.

Team Management

- **Supervised 5+ R&D employees**, meeting 1:1 with them weekly to provide feedback and review their work.
- **Coached underperforming employees** and worked with them to communicate clear expectations and follow up on their progress.
- **Developed the company's first performance management system**, encompassing self-assessment, formal review, and continuous feedback on areas like roadmap items, work completion, professional growth, and PTO utilization.

Engineering Management

- **Standardized the internal knowledge base (Confluence)** by defining organization-wide structure, creating relevant pages (e.g., SDLC workflows, engineering playbooks), and ensuring high content quality through copy-editing.
- **Ensured consistent and effective GitHub pull requests (PRs)** for RegScale's core platform app (C#, Entity Framework code-first, TypeScript, and Angular). Reviewed over 2,000 PRs, often providing same-day feedback.
- **Shipped 5-10 software releases per month** as part of the Release Team; also led several swarm teams around critical releases. (Git, GitHub, GitHub Actions)
- **Captured data on engineering impediments** and proposed solutions to increase productivity by 30%.
- **Developed a comprehensive code review checklist** to elevate engineering standards and streamline the review process, significantly reducing rework time.
- **Led an initiative to introduce unit testing into the SDLC** (XUnit, NSubstitute, FluentAssertions). Also evaluated GitHub Copilot as a tool to increase test coverage.

Product / Process

- **Collaborated with QA, Product, and Expert Services** to prioritize bugs, minor enhancements, and customer requests, ensuring efficient allocation of staff resources.
- **Enhanced the R&D Scrumban Process** by facilitating daily standups, retrospectives, and sprint reviews, including separate Scrums for urgent deliverables. Introduced retrospectives where none existed previously.
- **Created an internal knowledge sharing workshop** called BrainScale. I led the first sessions on using Confluence and how to present to non-technical audiences. The workshop recordings served as valuable training for new hires.
- **Served as the project manager** for the product organizational alignment meeting that orchestrates collaboration between top management and department leads. Tasks included driving agenda setting, action item tracking for the CEO, and conducting retrospectives to continuously refine processes.
- **Participated in the Change Control Board (CCB) and the Incident Response Team**, playing a key role in RegScale's FedRAMP High certification effort to implement compliance and security standards.

Agile Coaching Director :: Process Improvement Director   Dec 2019-Aug 2022
Lirio, LLC

Agile Coaching

- **Implemented a shift from departments to cross-functional teams,** enhancing communication and building collaborative habits with leadership.
- **Championed customizable Agile processes** for creating and sustaining Agile teams, allowing for unique communication and workflows instead of a one-size-fits-all approach.
- **Stabilized team backlogs with the Product Team** to ensure work was trackable and accessible to both technical and non-technical stakeholders.
- **Guided leaders who were unfamiliar with Agile methodologies** by helping them with tools like Azure DevOps and other concepts. This helped them work better within their teams and provided better visibility at the product portfolio level.
- **Helped coordinate over a dozen program increment (PI) planning sessions**; example responsibilities included leading icebreakers, skill coaching, and facilitating retrospectives.
- **Authored dozens of internal Confluence pages** (e.g., roles and responsibilities, Agile workflows, metrics) to make information and processes more consistent and transparent.
- **Designed and started two guilds with engineering management** focused on architecture and quality, shaping new avenues of collaboration.
- **Fostered a culture of continuous learning** by sharing articles on topics such as Agile, AI, behavioral science, leadership, communication, culture, and talent management.
- Coached multiple individuals and teams on public presentation techniques.
- **Built relationships with all 70+ company colleagues** through 1:1s, emphasizing listening, building trust, and inquiry.
- **Created an organizational clarity playbook** with topics such as group purpose, roadmaps, roles, workflows, and more to strengthen overall understanding.
- **Served as a Scrum Master for Technology leadership** by creating a portfolio backlog, increasing leadership initiative visibility and accountability.

Process Improvement

- **Led change management for process improvements**, for example a Sweep Week where teams could focus on sustainability work and innovation.
- **Championed process maturation** under the Technology organization, enhancing overall efficiency and clarity. Areas included process creation, system design reviews, technology acquisition, requirements management, metrics, and leadership meetings.
- **Enhanced PI planning** by designing and implementing a pre-planning process to boost efficiency and productivity.

- **Created a systems-thinking diagram for requirement flows** to provide a macro-level understanding of significant company functions.
- **Managed a Confluence space for the Technology organization,** making cross-cutting documentation easier to maintain and consume.
- **Embedded myself with several non-product teams** (IT, Growth, People & Culture) to provide feedback on communication, clarity, and organization.
- **Introduced Trello as a project management tool** for work that occurs outside of Product.

Senior Software Developer :: Team Leader   Nov 2015-Dec 2019
DPRA, Inc.

CMMI-DEV Maturity Level 3, ISO 9001:2015

- **Actively contributed to the company's CMMI-DEV and ISO 9001:2015 certifications** to enhance process quality and enable bidding on more projects.
- **Elected as chair of the Management Review Team**, which planned and facilitated C-suite and VP meetings to oversee quality, customer focus, and proactive risk management.
- **Co-managed the ISO 9001:2015 certification project** by collaborating with the VP of Solutions, guiding the project from initiation to maintenance.
- **Enhanced process metrics** through attending a metrics design workshop, then training others how to design and implement effective process metrics.

Leadership

- **Managed six software developers**. Tasks included overseeing time sheets, expense reports, performance reviews, and crafting training and professional development plans.
- **Introduced monthly employee 1:1 meetings to the company**, which enhanced employee-manager relationships and career growth through regular, structured feedback sessions.
- **Defined the project team leader role** to remove ambiguities ensure clear development and communication processes.
- **Coordinated with recruiters and led the hiring process** for contractors and full-time employees for the JFAST project.
- **Improved interviewing and onboarding processes** by clarifying expectations for both the new employee and hiring manager; this was measured through post-hire surveys.
- **Ensured process adherence across project teams** through mentorship, explaining newly developed processes and metrics, and demonstrating how to adhere to new workflows.

JFAST II (Joint Flow and Analysis System for Transportation)

- **Acted as team lead and Scrum Master for one of three teams** to implement features and fix defects across seven releases of a military logistics planning system. Technologies

included WPF, MVVM Light, Prism, .NET 4.7 (VB.NET), Entity Framework, SQL Server, DevExpress WPF controls, MS Test, Moq, and TFS 2015.

- **Served as the information hub** for cross-functional communication by distributing vital information to customers, product owners, developers, IT, QC, project management, program security, and top management.
- **Provided architectural leadership** by working with the technical lead to set release goals, enforce best practices, and present architectural reviews to define scope and identify improvements.
- **Investigated tools for automating code quality** (e.g., ReSharper, ESLint, FxCop, StyleCop).
- **Broke down large features into manageable tasks** and created detailed descriptions for previously undocumented (or poorly documented) complex workflows for other developers and testers.
- **Cultivated a culture of peer code reviews** and established a company-wide peer review trend discussion.
- **Mentored new and junior developer**s to help them learn the development tools and processes.
- **Participated in contract proposal writing** by estimating effort for over fifty features.

Software Engineer :: Senior Software Engineer :: Team Lead　　　Sept 2008-Nov 2015
DAXOR Corporation, Oak Ridge Operations (DORO)

Process improvement

- **Championed and maintained an internal wiki** to capture and organize previously undocumented "tribal" knowledge, curating content to enhance team collaboration.
- **Adapted aspects of Scrum and Kanban** to establish a transparent and structured software development process, replacing a previously ad hoc and siloed approach.
- **Conducted detailed analyses of architecture and code**, enabling a deeper understanding of the system. Deliverables included design notes, architectural diagrams, user stories, and a plan to remediate design flaws.
- **Authored or copy-edited comprehensive documentation** on the software design life cycle, covering areas such as development, QA, support, deployment, and field service.

Leadership

- **Created a detailed project plan** for implementing support for system-critical hardware, outlining costs and benefits, components, objectives, phased deliverables, and initial estimates.
- **Assigned and prioritized tasks for developers**, providing them autonomy in execution.
- **Kept the team productive** by enabling junior software developers to lead internal projects.
- **Acted as the custodian of code quality** for all client-facing products and tools.

- **Mentored team members** to enhance their skills, offering hands-on demonstrations of techniques, such as unit testing.
- **Encouraged the team** to be active in the local technical community and broader professional development opportunities, such as Twitter engagement and blog post creation.

Projects

- Blood Volume Analysis (BVA) v6.x
  - **Collaborated on a four-person development team** to produce one major version, one minor version, and four maintenance releases of the company's leading software for diagnostic test results concerning patients' circulating blood volume. Technologies included WPF, .NET 4.0 (C#), SQL Server Express, WCF, Telerik Reporting and WPF controls, MS Test, NSubstitute, SQL Source Control, Mercurial, Jenkins, Jira.
  - **Championed the restructuring of the architecture** in alignment with domain-driven design (DDD) principles.
  - **Played a vital role in implementing an automatic outlier exclusion algorithm** using linear regression and other statistical techniques.
  - **Established a comprehensive deployment process** for both in-house manufacturing and in-field upgrades, encompassing workflows, documentation, base system image definition, image capture/deployment, and application installation investigation.

- Multi-channel analyzer (MCA) end-of-life
  - **Led the software development effort** to support radiation measurement hardware (MCA) from a new vendor after the previous product became unavailable. Collaborated with vendors and internal engineers, defining software requirements, and using relevant technologies like C# and C++.
  - **Identified and corrected dozens of architectural shortcomings**, enabling support for additional MCA vendors and facilitating unit/integration testing.
  - **Amplified understanding and trust in existing MCA functionality** through detailed system diagrams, design notes, and automated tests.
  - **Constructed a fully functional prototype** for communicating with a different vendor's MCA, writing a C# interface to a native C++ library.

Research and development

- **Designed and implemented a system** to verify the identity of specific radiological components during blood volume tests. Activities included workflow design, domain knowledge capture, algorithm creation, hardware evaluation, and collaboration with engineering, clinical support, and management.
- **Helped facilitate a week-long on-site beta test with one of the company's largest clients** to validate the new version of the software; this effort yielded several feature improvements and satisfied the verification phase of the project.

- **Addressed previous technical debt** by correcting rushed or vague design decisions and enhancing documentation, resulting in higher code coverage and improved system understanding.
- **Created prototypes for various software modules**, covering functions such as on-screen alerts, support for amputee patients, and order history management.

Support

- **Visited twelve hospital labs and other customer sites** to provide essential device maintenance, software updates, and personalized training.
- **Designed, implemented, tested, deployed, and provided training** for a support tool tailored for the company's largest customer. This tool facilitated the transformation of patient results from the new software's export format to the old, enhancing compatibility and user experience.

previous employment

- **Group Fitness Instructor** – *Gold's Gym*   Sept 2016 – Aug 2021
- **Proofreader** – *Les Mills International; RPM Production Team*   Mar 2017 – Apr 2020

education

- **M.S. in Computer Science**, University of Tennessee – Knoxville
- **B.S. in Computer Science** and **B.A. in Music**, Furman University – Greenville, SC

certifications & engagement

- Lirio Colleague Award: Engage Authentically; 2020
- Lirio Culture Ambassador; 2020
- Speaker at tech conferences and lunch & learns; panel and podcast guest
- Facilitator for a community book club (2019-2021)
- Security+ (SY0-501); since 2016, exp. 2026