

STEPHEN L. WIDENER

SENIOR RESEARCH CONSULTANT, DATA ENGINEER, ANALYST & PROJECT MANAGER
(Also: Crisis Management Expert, Sr. Statistician a.k.a. Sr. Economist & Detail Scientist)

THE ACCOMPLISHED CHANGE MAKER (www.detatilsciences.com)

A strategic and meticulous professional with a background in research and data analysis. Demonstrated dedication. Proven ability to design and implement economic studies and data science models. Able to create real-world data methodologies that streamline processes and ensure optimal outcomes for organizational endeavors. Adept at working under duress and producing during a crisis. Collaborative leadership qualities with visionary insight. Capable of identifying opportunities, advocating for innovative strategies, and fostering teamwork to surpass established expectations.

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SUMMARY OF SKILLS & COMPETENCIES

A strategic and meticulous professional with a background in research and data analysis. Demonstrated dedication. Proven ability to design and implement economic studies and data science models. Able to create real-world data methodologies that streamline processes and ensure optimal outcomes for organizational endeavors. Adept at working under duress and producing during a crisis. Collaborative leadership qualities with visionary insight. Capable of identifying opportunities, advocating for innovative strategies, and fostering teamwork to surpass established expectations.

BUSINESS ANALYTICS TOOLS

Microsoft Access: Form, Reports, ODBC, VB Code
SQL Server Software: Crescent / Denali / Power BI
R, STATA, Python, SAS, SQL, NOSQL, SQL+, Oracle SQL

PREDICTIVE ANALYSIS

Applied Economics | Big Data Research & Theory | Data Collection & Analysis | Data Warehousing & Model Building | SAS, SQL, NOSQL, SQL Plus | Sybase SQL, Oracle SQL | COGNOS Data Warehousing & Model Building | STATA & STAT Transfer | Regression & Heteroskedasticity | T-Score Formula Builds | Technology & Programming | Data Management

DATA VISUALIZATION & PROCESS MODELING

Data Visualization | Report Writing | Requirements Writing
Microsoft Access Form Building | Software Development
Lifecycle Models | Embedded V-Basic / C / Code | Microsoft Project | Microsoft Visio | Microsoft Org Chart (Org Plus)

LEADERSHIP, JUNIOR STAFF TRAINING, and WRITING

Training & Leadership | Course Building & Pop Quizzes | Training Exercises Based on Real Data | Risk Management | Over-the-Phone Technical Assistance & Teaching | Crisis Management & Prevention

EDUCATION

Bachelor of Science in Applied Economics, University of San Francisco, San Francisco, CA

EXPERIENCE

Senior Research Consultant (Economics Consultant), **STERLING CONSULTING COMPANY** 2018 – Present

Participate in project initiatives for both governmental entities and commercial enterprises. These engagements entail enhancing processes by scrutinizing established protocols, assessing existing programs, and evaluating the data generated by such initiatives

Senior Economist (Senior Data Engineer), **Consumer Price Index, BUREAU OF LABOR STATISTICS** 2001 – 2018

Provided strategic and innovative guidance aimed at fostering operational excellence within the Consumer Price Index (CPI) at the Department of Labor's Bureau of Labor Statistics. Directed software development teams, economic research teams, and operational teams in activity aimed at protecting data quality, maintaining efficiency, and furthering technological methodologies. Applied rigorous theoretical standards to ensure ongoing success with collected data.



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WORK ACTIVITY

Relevant Senior Research Consultant Expertise

DEFINITION: A SENIOR RESEARCH CONSULTANT IS RESPONSIBLE FOR END-TO-END MANAGEMENT, EXECUTION, AND DELIVERY OF RESEARCH PROJECTS. THEY PLAN PROJECTS, MANAGE PROJECTS, AND COMMUNICATE WITH INTERNAL AND EXTERNAL STAKEHOLDERS. THEY LEAD FIELDWORK, ANALYSIS, REPORTS, AND PROPOSALS. THEY ARE EFFECTIVE AT PROBLEM-SOLVING ISSUES AND ADAPTING ON THE FLY.

Abilities relevant to this area of expertise include, but are not limited to ...

Proven ability to lead research projects while receiving instruction and guidance from stakeholders. Ability to complete work according to schedule and within budget, keep up constant communication, and present findings in a non-technical manner. Examples include:

- Conducted research for a stakeholder that analyzed single-family home prices within a Metropolitan Statistical Area. The project used the Census Bureau's American Housing Survey Dataset and Codebook:
 - Used StatTransfer to convert files into STATA 8 Statistical software dataset format; used the dataset's summary statistics to validate the data; and
 - Cleaned the dataset using the reference material in the Codebook and standard statistics concepts; and
 - Conducted statistical analysis involving multiple regression while observing resulting T-scores, variable significance and sign, and omitted variables; tested for heteroscedasticity and multicollinearity; and
 - Created a final mathematical model for predicting a house's sales price; validated the equation by plotting the model's fitted values against its actual values; and
 - Wrote the research report, created the visuals, and presented the results to the stakeholders.



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WORK ACTIVITY

Relevant Data Engineering Expertise

DEFINITION: DATA ENGINEERS ARE RESPONSIBLE FOR DESIGNING, MAINTAINING, AND OPTIMIZING DATA INFRASTRUCTURE FOR DATA COLLECTION, MANAGEMENT, TRANSFORMATION, AND ACCESS. THEY ARE IN CHARGE OF CREATING PIPELINES THAT CONVERT RAW DATA INTO USABLE FORMATS FOR DATA SCIENTISTS AND OTHER DATA CONSUMERS TO UTILIZE.

Abilities relevant to this area of expertise include, but are not limited to ...

Proven ability to review, analyze, and modify programming systems; conceptualize, design, and document system architectures; encode, test, debug, and install infrastructure; provide outstanding insight and support for an organization's technology goals. Examples include:

- Showed individual drive and innovation after being selected by the Branch Chief of my department to be the lead developer on the COGNOS ReportNet Business Intelligence Data Warehouse project.
 - “This was a new project being undertaken by the department, back in the early 2000s, before the Data Science industry came into existence. COGNOS ReportNet was one of the first Business Intelligence systems ever to be developed. It was installed and configured on a server and gave users’ access to Online Analytical Processing tools via a Web Browser. The browser was located on the client-side computer or other device. I personally oversaw the entire process, from taking the product out of the box, educating IT professionals about its design, installing and configuring it on the server, and creating the first reports.”
- Showed individual drive and innovation by creating and designing the Consumer Price Index “Outlets Outside the PSU Boundary” Automated Decisioning System. Created a schema design for a Microsoft SQL Server database; created the database; built the schema; configured the primary keys. Used Data Transformation Services and ODBC to attach the SQL database to the CPI’s Oracle production database. Created pre-configured SSIS Packages that obtained data in the data flow and then aggregated, merged, modified, and distributed the data into the SQL database, where a metadata layer was created. Additional reference information was conceptualized, obtained, cleaned, and inserted. Then, the metadata layer was used by a proprietary SQL program to render automated decisions about the data:
 - Decisions were made by the program based on CPI data collection rules, CPI eligibility rules, store location within the CPI’s statistical boundary, store collection type, and store item type; and
 - The result was the creation of the first-ever CPI record-by-record automatic decision-making process whereby decisions were made automatically that used to be made manually by managers in the field.
- Demonstrated vision and drive by introducing the Consumer Price Index to electronic printing; conceptualized, researched, documented, tested, and oversaw the deployment of the “Consolidated Database Print Facility” ... later known as “SchedPrint.” This invention enabled data collectors for the CPI to produce PDF files for the first time in CPI history.

Proven ability to (1) conceptualize a brand-new statistical methodology, (2) code a complex technical program consistent with that concept, (3) document the resulting new program in Plain English, (4) present the new methodology to a non-technical audience. Examples include:

- Envisioned, conceptualized, and created a novel research tool called the “Initiation-in-Pricing Sample Execution and Evaluation (IPSEE) Tool.” This program runs against live-data in a production database in order to assess newly collected goods in the Consumer Price Index (CPI) ... in real-time.



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- On March 3, 2004, the Management Oversight Group wrote: "As a member of the Item Rotation Evaluation Team, Stephen Widener made numerous important contributions to the development of a new evaluation tool that for the first time will enable the CPI program to measure and assess the sample changes that are introduced into the index through the Item Rotation Initiative."
- Wrote about the "Initiation-in-Pricing Sample Execution and Evaluation (IPSEE) Tool" in a published article that Newsletter Editor Joan Anderson decided to place on the front page of the CPI's flagship newsletter.
- Presented the "Initiation-in-Pricing Sample Execution and Evaluation (IPSEE) Tool" in a nation-wide tour of all six data collection regions of the Consumer Price Index.



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WORK ACTIVITY

Relevant Business and Data Analyst Expertise

BUSINESS ANALYST DEFINITION: A BUSINESS ANALYST USES DATA TO FORM BUSINESS INSIGHTS AND RECOMMEND CHANGES IN BUSINESSES AND OTHER ORGANIZATIONS. BUSINESS ANALYSTS CAN IDENTIFY ISSUES IN VIRTUALLY ANY PART OF AN ORGANIZATION, INCLUDING IT PROCESSES AND ORGANIZATIONAL STRUCTURES.

DATA ANALYST DEFINITION: A DATA ANALYST IS A LOT MORE THAN A NUMBER CRUNCHER. ANALYSTS REVIEW DATA AND DETERMINE HOW TO SOLVE PROBLEMS USING THAT DATA. THEY CAN ALSO LEARN CRITICAL INSIGHTS ABOUT A BUSINESS'S CUSTOMERS AND BOOST PROFITS. ANALYSTS ALSO COMMUNICATE THIS INFORMATION TO KEY STAKEHOLDERS, INCLUDING COMPANY LEADERSHIP.

Abilities relevant to this area of expertise include, but are not limited to ...

Proven ability to perform in-depth literature review; a proven ability to cultivate and maintain partnerships with stakeholders at government and non-governmental agencies; a proven ability to plan and conduct stakeholder workshops and interviews. Examples include:

- As a passionate member of the CPI community and in an effort to effect change, I wrote and provided to CPI senior management a research paper titled: CPI Data and Wireless Host-Based Distributed Systems:
 - This research paper involved a detailed fact-finding journey that included research and analysis on data-collection-related technologies, as well as interviews with senior IT managers and seasoned IT professionals at the Bureau of Labor Statistics. The research recommended that the CPI convert their dial-up client-server distributed system to a wireless host-based distributed system. The paper estimated that millions of dollars per year could be saved.
 - After reading the research paper, here were comments made by senior professions at the CPI:
 - On Thursday, March 1st, 2012 at 12:43pm, Senior Economist Jenny Rudd wrote: "Simply fascinating!!"
 - On Thursday, October 8th, 2015 at 10:52am, Senior Security Specialist Lawrence Scott wrote: "Great paper. ... your logic is sound and very wise."
 - On Monday, September 28th, 2015 at 5:43pm, Senior Computer Scientist Joshua Chapman wrote: "[Our] idea will take a long time to implement. But your idea? Yours would take less time and less development work."



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WORK ACTIVITY

Relevant Project Management Expertise

DEFINITION: PROJECT MANAGERS (SOMETIMES CALLED PMS) ARE THE PEOPLE WHO COORDINATE AND OVERSEE THE ENTIRE PROCESS OF A PROJECT, FROM START TO FINISH. THEY MAKE SURE THAT THE PROJECT IS COMPLETED ON TIME AND THAT THE FINAL DELIVERABLES MEET ALL OF THE NECESSARY REQUIREMENTS, ACCORDING TO THE U.S. BUREAU OF LABOR STATISTICS (BLS).

Abilities relevant to this area of expertise include, but are not limited to ...

Proven ability to excel as a Project Manager and Team Lead who streamlines processes, drives change, and spreadheads innovation. Examples include:

- Project management and team leadership for the CPI SQL Program Modernization Team tasked with converting all Sybase SQL programs to Oracle SQL.
- Project management and team leadership for the requirements-writing team for the Sample Maintenance System Release 2.0 Software Development Team that added "Orphan Processing" to the address refinement system.
- Team leadership as the first and only non-manager ever to be appointed to a Senior Management Oversight Group tasked with keeping software development projects within budget and on time.



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WORK ACTIVITY

Relevant Crisis Management Expertise

DEFINITION: A CRISIS MANAGEMENT EXPERT IS SOMEONE WHO IS CAPABLE OF DEVELOPING AND EXECUTING HOLISTIC CRISIS RESPONSE STRATEGIES THAT ENSURE NEEDED OUTCOMES IN UNCERTAIN EMERGENCY SITUATIONS.

Abilities relevant to this area of expertise include, but are not limited to ...

Proven ability to think creatively and lead while under pressure during a crisis. Examples include:

- Created a new numbering scheme for creating CPI record identifiers, after being informed by IT professionals that the CPI would not be able to keep its current numbering convention in the new survey data creation system.
 - "I interviewed members of the IT department to learn of the reason, and then conceptualized, documented, and presented a "Two Sequence Object" approach to the system's design. This approach allowed the CPI to create sample ID's without losing their traditional numbering convention; this also resulted in avoiding a higher cost to data collection resulting from the extra time that would have been needed to collect the data." [SW]
- Received a Special Cash Award for creating an emergency SAS dataset of the CPI's Used Car Index, after being told that the data had been deleted.
 - "The only data left was on several sheets of paper containing over 1,000 records, each with nine variables. The Index was due to be published in two days. Under pressure, I was able to scan the paperwork into Object Character Recognition Software. I immediately went to work reviewing the resulting Microsoft Word document. I literally compared each record in the Microsoft Word table with the records on the paperwork; I replaced character by character each nonsensical symbol that appeared in the electronic document with the corresponding correct character that appeared on the paperwork. (I had to do this because the OCR software had made mistakes during the character recognition process.) Next, I converted the Microsoft Word table into Microsoft Excel. Then, I created a SAS dataset from the Excel spreadsheet. Finally, I emailed the spreadsheet and the SAS dataset back to the department that had lost the data. They used the datasets to publish the CPI, on time." [SW]
 - The Special Cash Award stated:
 - "Stephen responded to a request to assist with recovery of an irretrievable electronic file that is used for the production of the Used Vehicle Index in the CPI. The only remaining available format of the data was a hardcopy of the dataset: ... more than 1,000 observations ... nine variables. ... Stephen [was] able to successfully scan in a large dataset and then transfer it into useable formats of PC SAS of Excel. [He] then edited the electronic files by visually comparing them with the hard copy version. Stephen [was] able to successfully complete this task within 2 working days, which was very significant given the time sensitive nature of CPI Production." [Program Office Senior Management]



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- Created the SQL program that produced the dataset used to publish the Consumer Price Index, after the Index became threatened by missing data created by damage in New Orleans caused by Hurricane Katrina.

- “Hurricane Katrina devastated New Orleans in a destructive zig zag pattern. It rendered cell phone service inoperable and destroyed both peoples’ houses and business establishments. But some WIFI signals did work which allowed for email communications. This caused an avalanche of emails coming into the National Office. Managers were trying to inform the CPI National Office of data collectors that could not collect, and establishments that had been destroyed. ...” [SW]

”... Without proper information ahead of time on missing prices, the CPI program would have crashed at publication time. I knew this was a risk. Once I learned of this risk, I went to work immediately. I started reading through all of the emails, and I also sent emails. I got feedback in the form of disparate sentences and dis-jointed information in a bunch of emails. I read through the emails, synthesized the information, and then wrote one of longest SQL program “where clauses” I’ve ever written. I had never used so many “%” signs in my life! The result was a dataset containing a hodge-podge of information about what prices would most likely be missing at Index run. The Program Office used this dataset to impute the missing data and the Index ran successfully as a result.” [SW]

- Discovered, explained, and led the emergency effort to halt deployment of Geographic Revision Project after discovering that the database reference tables had been implemented incorrectly.

- “The Geographic Revision was the largest and most ambitious redesign of the Consumer Price Index collection infrastructure since the survey moved from paper to electronic data collection. The newly designed system had gone through many months of planning and development, had passed the testing phase, and deployment was signed off. However, one of the lead developers came down to my desk and we started talking about the changes I had made to the operating instructions that were going to be used for the new software to be deployed.” [SW]

“ ... It was at this time that I asked the developer about the reference tables. I knew that our data collection managers needed to assign data using options in the software; what I did not know is how they had implemented the options that were going to be presented to them. I kept asking how the new design was going to be implemented and how it would work. Through this question-and-answer session, I realized that the system developers had not implemented the reference tables properly; the design that was explained to me would work ... the software would crash upon execution due to how the set up was developed. The lead developer and I rushed upstairs and warned the direction of the IT department, and he immediately halted deployment. I worked with the systems staff to redesign the new design, and the new approach that I came up with was implemented.” [SW]



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WORK ACTIVITY

Relevant Senior Statistician a.k.a. Senior Economist Expertise

DEFINITION: SENIOR ECONOMISTS AND SENIOR STATISTICIANS PERFORM ECONOMETRIC CALCULATIONS, ECONOMIC MODELING, AND STATISTICAL RESEARCH AND ANALYSIS. THEY BOTH HANDLE LARGE DATASETS AND MAKE DATA DRIVEN ANALYSIS. ECONOMISTS ALSO MAKE POLICY ANALYSIS. THEY ALSO SPONSOR ENGAGEMENT AND SUPPORT ECONOMIC ANALYSIS IN SUPPORT OF REGULATORY POLICY. BOTH PROFESSIONS DO PRE- AND POST-IMPLEMENTATION ANALYSIS, FORECASTING, AND APPLIED RESEARCH AND RECOMMENDATIONS.

Abilities relevant to this area of expertise include, but are not limited to ...

Proven ability to support the evaluation, investigation, and analysis of market transformation strategies, including performing statistical analyses and model development. Examples include:

- As a member of the New Goods Initiative team, I was tasked with addressing concerns of “New Goods Bias and Substitution Bias” raised in the book At What Price written by the National Statistics Committee in cooperation with the Behavioral and Social Sciences and Education Commission. As a result of my individual efforts:
 - Created the process for choosing which CPI items needed to be included in a given Item Rotation sample, as a result of changes in the marketplace. The process called for each item to be ranked according to economic factors in the marketplace and Relative Importance in the Index. A simple equation used Relative Importance to weight the rank of each item, thereby creating a unique hierarchy among the items, allowing the CPI to identify mathematically which items were the most important for New Goods introduction.
- As a member of the Sample Refinement Software Development Team, I created a technical model that allowed the Consumer Price Index to maintain an important naming convention in their sample creation process:
 - Created the first-ever “Two Sequence Object” sample creation modeling technique for the Consumer Price Index. The technique was used for the Sample Maintenance System Release 2.0 project, after collaborating with software development leadership. By using two objects to create sample identifiers, instead of one, the CPI was able to preserve its long-standing CPI numbering convention.
 - As a member of the CPI’s Production Team, I was able to pioneer electronic printing for the CPI for the first time in the history of the program. I conceptualized, researched, and wrote the requirement for what I called the “Consolidated Database Print Facility.” The name was later changed to “SchedPrint.” This innovative technological approach enabled data collectors in the field to create PDF files directly from inside their software.



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WORK ACTIVITY

Relevant Detail Scientist Expertise (www.detailsciences.com)

DEFINED: THE IDEA OF A DETAIL SCIENTIST IS A NEW CONCEPT. DETAIL SCIENCE IS DEFINED AS A CONGLOMERATE DEFINITION CONSISTING OF DATA OBSERVATION, DATA CONSTRUCTION, AND DATA REPORTING. ON WIKIPEDIA, THERE IS CURRENTLY NO DEFINITION FOR DETAIL SCIENCE, DATA OBSERVATION, OR DATA REPORTING. THERE IS ALSO NO DEFINITION OF THESE TERMS ANYWHERE ELSE ONLINE. WE CONSIDER ART TO BE THE MOST IMPORTANT FACTOR IN THE PROLIFERATION OF THE DETAIL SCIENCES. THEREFORE, THE TRUE NAME OF A DETAIL SCIENTIST SHOULD ACTUALLY BE AN "ARTISTIC SCIENTIST" OR SOMEONE WHO USES AN ARTISTIC APPROACH TO DETAIL WHEN THEY CREATE THEIR ARTIFACTS OF SCIENCE.

Abilities relevant to this area of expertise include, but are not limited to ...

Proven ability to create never-before envisioned and never-before created systems, approaches, and techniques. Examples include:

- Envisioned, created, and implemented the first Data Science programs ever used in the Federal Government. These programs were Structured Query Language (SQL) programs written for the Department of Labor's Bureau of Labor Statistics. They were used to monitor data collection for the Consumer Price Index (CPI).
 - "The data collection monitoring SQL scripts were an extension of programs that were written for Systems Integration Testing for the Computer-Assisted Data Collection system (before it was deployed into the field). The testing scripts resulted from a meeting where I was asked to assist in testing. I told the developers that I could not assist unless I was given access to the test database, since I would need to access the database to ascertain whether or not a particular piece of data actually made it from the hand-held tablet to the consolidated database. They gave me access ... and the rest of history. ..." [SW]

"... I started with simple SQL scripts to assist me with verifying data. But once the system was deployed, it was easy to use those same scripts to continue to check that data was moving through the system properly. The SQL programs evolved over the years and the data that I obtained out of the system and what I did with that data became more and more complex and sophisticated. The result was the birth of Data Science. ..." [SW]

"... After electronic data collection was implemented, and as of result of my SQL programs, managers in the field were provided with real-time feedback from live-data movements found in the new databases. (The original databases had been in the mainframe before electronic data collection was introduced in the Consumer Price Index. Now, however, data was stored in the Windows Server environment, affording the opportunity for the first time in the history of the CPI to access information in real time." [SW]

- As a result of this ground-breaking work, the highest bonus ever given out by the CPI Branch Manager was added to that year's performance review:

"YOUR PERFORMANCE BONUS WILL BE REFLECTED IN YOUR PAY DEPOSIT NEXT WEEK. THE FULL BONUS AMOUNT IS \$4,000 BEFORE DEDUCTIONS. THIS IS THE HIGHEST BONUS THAT I'VE EVER HAD THE PLEASURE TO GIVE. ... I WANT TO THANK YOU FOR YOUR CONTINUED OUTSTANDING EFFORTS ON BEHALF OF THE CPI PROGRAM. YOUR COMBINATION OF ENTHUSIASM, INITIATIVE, AND INTELLIGENCE WOULD MAKE YOU A STAR IN ANY ORGANIZATION. I AM VERY GLAD THAT YOU ARE IN MY ORGANIZATION." [CPI BRANCH MANAGER.]



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- Envisioned, created, and implemented the first-ever Data Science proxies, measures, and trigger-to-act events used by the Consumer Price Index for live-data monitoring.
 - “Developing SQL programs and then running them against live data wasn’t enough. It wasn’t enough because getting that information out of the system didn’t tell you what to do with it once you had it. I had to develop measures, estimates, thresholds, and action days. Specifically, I had to come up with the day that each SQL script should be run, what to look for in the results, and what to do depending on what the person running the script found in the results. I then trained others on how to run the programs ... and we all worked together to ensure the integrity of the Consumer Price Index.” [SW]



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PERFORMANCE APPRAISALS

EXCERPTS FROM SUPERVISORS - BUREAU OF LABOR STATISTICS

“Mr. Widener has worked independently of his supervisor to introduce database query tools to our daily monitoring activities. The ability to use these query tools for daily monitoring and problem investigation has taken the primary mission of our office to a new level. We are able to be much more proactive in heading off problems. When problems do arise, we can immediately provide our customers with the information and tools they need to resolve these problems. Additionally, because we are no longer dependent on other offices for providing this information, the response time for providing information to our customers has been drastically reduced. As the project has no precedent, Stephen continually makes suggestions for improvement to management. ... Stephen takes great pride in the challenges and payoffs that the development of database queries can bring. He recognizes the importance of this activity to the CPI Program and is dedicated to providing our customers with the best tools to do their jobs. Stephen seeks creative alternatives, generates fresh ideas, continues to develop new paths, procedures, and approaches. Every month, Stephen continues to push the limits of his knowledge and creates solution that I never imagined.” [CPI Data Collections Department Management.]

“Mr. Widener excels in identifying improvements to existing products, developing new products, and finding the best solutions to the problems at hand. He has worked extensively with the [Commodities and Services] Interactive staff to improve processes related to populating disaggregation methods for specific item categories. ... Mr. Widener has expertise in the area of database querying and created or re-wrote several scripts to improve the reporting process ... and to solve a problem where incomplete PSU-level data was provided to data collectors. He provides assistance to several members of the CPI Operations Team to assist in their monitoring and problem-solving efforts. Mr. Widener prepared and presented the SQL lecture series which covered topics on script writing and the [Commodities and Services Electronic Data Collection] database variables.” [CPI Data Collections Department Management.]

“Mr. Widener excels at identifying opportunities to improve the office's internal processes and products and recommended implementation approaches. He has consistently brought his wealth of [Commodities and Services] data collection knowledge to his efforts in this area. Mr. Widener has recommended and implemented improvements to a number of our scripts used for some of our most important monitoring tools. His improvements included a way to reduce potential errors when running scripts through the use of a data table. He streamlined the Missing Schedule Report script to identify both missing assigned and unassigned schedules in the same run. Mr. Widener has continued to work with junior staff to develop their skills in the area of database querying.” [CPI Data Collections Department Management.]



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