# STEPHEN L. WIDENER
## THE ACCOMPLISHED CHANGE MAKER
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Citizenship Status: U.S. Citizen[1]
Military Veteran Status: No
Acceptable Work Options: 1099 Contract or W2 Employment (Remote, Hybrid, or Onsite)
Government Sponsorship: Not Need
Subject to Restrictions from Prior Employer: No
Relocation: Yes to USA or Abroad

## Contents

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## PROFESSIONAL SUMMARY

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.

## SUMMARY OF SKILLS & COMPETENCIES

### 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 SCIENCE TOOLS

Data Design, Construct, Test, and Maintenance of Data Architecture | Data Warehousing | Data Reporting and Dashboarding | Data Visualization | Data Governance and Quality Assurance | Data Troubleshooting and Optimization | Data Online Support and Web Support

### CLOUD COMPUTING

Microsoft Azure | Amazon Web Services (AWS) | Google Cloud Services | Citrix Independent Client Architecture (ICA) | Microsoft Remote Desktop Protocol (RDP) | Citrix Metaframe | Citrix Winframe

### DATA ENGINEERING & 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

### LEADERSHIP, JUNIOR STAFF TRAINING, & WRITING

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

### NATURAL LANGUAGE PROCESSING (NLP) & MACHINE LEARNING (ML) MODELS

Astral | GPT-4o | GPT-4.1 | GPT-4.1 Mini | o3 | o1 | o4-Mini | Gemini 2.5 Pro | Gemini 2.5 Flash | Llama 4 Maverick | Claude Opus 4 | Claude Sonnet 3.5, 3.7, 4 | Claude Haiku 3.5 | Grok 3

## EDUCATION

*The University of San Francisco,* B.S. Applied Economics.

### Relevant Coursework

| | |
|---|---|
| Micro-Economics | International Trade & Investments |
| Macro-Economics | Financial Decision Making |
| Consumer Demographics & Behavior | Research in Applied Economics |
| Econometrics & Forecasting | Statistics |
| Financial & Capital Markets | |

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## WORK EXPERIENCE

**DATA SCIENTIST & SENIOR ECONOMIST – July 2001 to Present**

**Sterling Consulting Company, D.B.A. – Gaithersburg, MD**
*(Includes research done on a volunteer basis **before** the official formulation of the business brand.)*

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. Abilities relevant to this job description include, but are not limited to:

### Relevant Data Science and Cloud Computing Research and Teaching Expertise

Proven ability to train and tutor others in the use of analytical tools and research techniques. Expert ability to explain scientific concepts in easy-to-understand language and present metaphors that compare complex scientific concepts to easily-understood real world examples. Ability to inspire, motivate, and entertain others as they learn. Examples include:

- Tutored professionals in multi-hour-long training sessions on IBM Cognos Analytics 12. IBM Cognos Analytics 12 is a web-based integrated business intelligence solution that provides a toolset for reporting, analytics, dashboarding, and monitoring of events and metrics. Cognos is also connected to IBM's famous Artificial Intelligence creation, Watson, and uses it to power the program's Artificial Intelligence abilities to automatic analytics observations and streamline the creation of visualization charts.

Proven ability to train and tutor others in the use of cloud-computing technologies such as Microsoft Azure, Amazon Web Services (AWS), and Google Cloud. Expert ability to explain cloud concepts in easy-to-understand manner in an approach that involved (1) educating the student on legacy technologies, and then (2) using that knowledge to introduce them to new cloud-technologies. This approach inspires, motivates, and demystifies cloud computing. Examples include:

- Tutored professionals in multi-hour-long training sessions by first sharing historical insights from legacy technologies such as Independent Client Architecture (ICA), Remote Desktop Protocol (RDP), Citrix Metaframe and Citrix Winframe (Windows 3.11 and Windows NT). Then, used those concepts to explain current cloud technologies in an easy-to-digest manner.

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

- Conducted volunteer 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:

  o Used StatTransfer to convert files into STATA 8 Statistical software dataset format; used the dataset's summary statistics to validate the data; and
  o Cleaned the dataset using the reference material in the Codebook and standard statistics concepts; and
  o Conducted statistical analysis involving multiple regression while observing resulting T-scores, variable significance and sign, and omitted variables; tested for heteroscedasticity and multicollinearity; and
  o 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
  o Wrote the research report, created the visuals, and presented the results to the stakeholders.

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**Bureau of Labor Statistics – Washington, D.C.**

Provided outstanding leadership on multiple high-profile teams for many different Consumer Price Index projects. Led software development teams, economic research teams, operational teams, and data science teams. Provided strategic guidance and innovative creations aimed at fostering operational excellence for the Consumer Price Index. Created systems, programs and statistical methods and techniques designed to protect data quality, maintain data efficiency, and further technological advancements. Applied rigorous theoretical standards in all creations in order to ensure ongoing success with collected data. Abilities relevant to this job description include, but are not limited to:

### Relevant Team Chair Expertise

Proven ability to chair entire teams and projects and excel at motivating others to accomplish team objectives in a collaborative manner.  Examples include:

- Chaired the Geographic Design Research Team; team was tasked with identifying a new coding scheme for Consumer Price Index Primary Sampling Units.

- Chaired the Computer-Assisted Data Collection Development Team; team was responsible for conducting research to determine best solutions to improve software features and economic methods used to collect prices.

- Chaired the Consumer Price Index CorpX Big Data Project Team; team was responsible for implementing direct-from-database pricing in data collection so that it could be compared to traditional field data collection.

- Chaired the Consumer Price Index SQL Development Team; the team was tasked with maintaining live-monitoring data science programs and training others on their use and understanding.

- Appointed as Lead Departmental Expert to the Consumer Price Index CorpX Big Data Project Oversight Group; functioned as a member of this matrix team tasked with performing statistical analysis on database-imported records to compare it to field-collected data.

- Appointed as Lead Departmental Expert to the Consumer Price Index Sample Refinement process; an address improvement process designed to ready data collection locations for more efficient data collection in the field.

### Relevant Project Leader Expertise

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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### Relevant Statistics and Economics Expertise

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:

  o Created the process called Ranked Inclusion which was used to pick items to be included in a given Consumer Price Index 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:

  o 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.

### Relevant Detail Scientist Expertise

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 Department of Labor's Bureau of Labor Statistics. These programs were Structured Query Language (SQL) programs used to monitor live-moving data being collected by the Consumer Price Index (CPI) in real-time.

  o "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 is 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]

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"… 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.]

- Envisioned, created, and implemented the Department of Labor's Bureau of Labor Statistics first Data Science proxies, measures, and trigger-to-act events. These measures were used by the Consumer Price Index for live-data monitoring.

  - "Developing SQL programs and then running them against live data wasn't enough; 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. 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 those results. Then I had to create the chart of actions then trained others on the system's use … with these new tools, we all worked together to ensure the integrity of the Consumer Price Index." [SW]

### Relevant Data Scientist Expertise

Proven ability to engage in Data Design, Construct, Test, and Maintenance of Data Architecture: Created, developed, and maintained efficient ETL (Extract, Transfer, Load) pipelines to process and integrate data from various sources (APIs, manual data loads, etc.). Examples include:

- 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 Microsoft SQL Server Data Transformation Services and ODBC to attach the SQL database to the CPI's Oracle production database by creating pre-configured and re-usable SSIS Packages that obtained data to store in a custom-made data warehouse.

  - Aggregated, merged, modified, and distributed the data into the SQL database data warehouse, where a metadata layer was created.

  - Added additional reference information was in the data warehouse that did not exist in the production database. New reference data was conceptualized, obtained, cleaned, and inserted without assistance from others.

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- o Finally, the metadata layer was used by a proprietary SQL program that was created to render automated decisions about the data:

  - o 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

  - o 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.

Proven ability to engage in Data Warehousing: Built and maintained centralized data warehouse that made data accessible, organized, and reliable for reporting and analysis. Examples include:

- Showed individual drive and innovation after being selected by the Branch Chief to be the lead developer on the COGNOS ReportNet Business Intelligence Data Warehouse project:

  - o "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." [SW]

Proven ability to engage in Data Reporting and Dashboarding: Developed automated reporting systems and dashboards using Cresent (Power BI) and Tableau to provide actionable data to stakeholders. Examples include:

- Showed individual drive and innovation by creating and designing the Consumer Price Index "Six Month Cumulative Code 19 Report":

  - o Created a complex SQL program that was embedded inside of a Microsoft Access database. This database was used to create an ODBC connection to the CPI production database where data was extracted and placed in Access tables. Then, those tables were used to create dashboards for each of the six CPI data collection regions. The dashboards were extracted from the database and placed on online. They showed data collection statuses for unproductive retail store locations over a 12-month collection period. These dashboards enabled managers in the regions to ascertain the effort at collecting unproductive retail stores.

Proven ability to engage in Data Visualization: Developed graphical representations of data using charts, graphs, and other elements. Examples include:

- Showed individual drive and innovation by creating data visualizations for the Consumer Price Index's first-ever data science programs:

  - o Spent over a year traveling across the United States visiting all six collection regions for the Consumer Price Index to present data visualizations during presentations of the first-ever Data Science programs used by the Department of Labor's Bureau of Labor Statistics. These data visualizations were envisioned and created from scratch and involved the use of various software as well as local replicas of the online reports that were stored on a CD with the visualization files. This made the entire visualization presentation possible without an internet connection.

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Proven ability to engage in Data Governance and Quality Assurance: Ensured data accuracy and consistency across systems, and enforced best practices for data governance, privacy, and compliance. Examples include:

- Envisioned and created the first-ever Data Science programs used by the Department of Labor's Bureau of Labor Statistics. Used the programs to great Data Governance where it didn't yet exist:

    > "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. … 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. … EVERY MONTH, STEPHEN CONTINUES TO PUSH THE LIMITS OF HIS KNOWLEDGE AND CREATES SOLUTION THAT I NEVER IMAGINED." [EXCERPT FROM SUPERVISOR, PERFORMANCE APPRAISAL.]

Proven ability to engage in Data Troubleshooting and Optimization: Monitored data performance, resolved issues, and continuously optimized processes for better performance and scalability. Examples include:

- 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.

    o "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. … Without proper information ahead of time on missing prices, the CPI program would have crashed at run time. I went to work immediately by getting feedback from managers in the field in the form of disparate sentences and dis-jointed information in dozens of separate emails. I read through the emails and synthesized the information. Then I wrote one of longest SQL program "where clauses" I had 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 run time. 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.

    o "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 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 for the new software. 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; what I did not know is how they had implemented the options that were going to be presented. Through this question-and-answer session, I realized that the developers implemented the reference tables, incorrectly. The lead developer and I rushed upstairs to warn the director. He immediately halted deployment. I worked with the systems staff to come up with another design, and the new approach that I came up with was implemented." [SW]

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Proven ability to engage in Data Collaboration: Collaborated with operations leaders and other department heads to provide ongoing support to team-specific technology initiatives. Examples include:

- Appointed as the only non-manager member of the Oversight Group for the Consumer Price Index Sample Maintenance System Release 2.0 Software Development Project. The Oversight Group was tasked with working with department leaders participating in the software development project to ensure that the project stayed on budget.

- Chosen by the Consumer Price index Office of Field Operations to be the Departmental Expert on the Sample Maintenance Release 2.0 software development project. Successful in collaborating with economists, statisticians, computer scientists, and procedural experts on the team to share insight and provide matrix-style collaboration to make the project a success.

Proven ability to engage in Data Online Support and Web Development: Supported the operations team in meeting its goal of providing web-based resources to data collection managers in the field. Examples include:

- Successful in making data available to managers in the field by placing online the results of the first-ever Data Science programs used by the Department of Labor's Bureau of Labor Statistics. Successfully envisioned and wrote database programs and then created templated for the data of those programs to be extracted and placed online in a way that made it useful to managers in the field.

## Relevant Data Engineering Expertise

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:

- 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:

  o Developed from start to finish the statistical modeling tool that became known as IPSEE. As a result, 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."

  o Wrote an article about IPSEE that was published in the Newsletter by Chief Editor Joan Anderson, who decided to place the article on the front page of the newsletter.

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- o Created a presentation on IPSEE and presented it to audiences all across the United States in a nation-wide tour of all six data collection regions for the Consumer Price Index.

## Relevant Business Analyst Expertise

Proven ability to perform in-depth literature review, synthesize data, and use the information to cultivate and maintain partnerships with stakeholders at government and non-governmental agencies; proven ability to plan and conduct technology training sessions, stakeholder workshops, and interviews with outside personnel in order to grow support for an initiative. Examples include:

- Appointed as the Lead Departmental Expert on the Consumer Price Index Sample Maintenance Release 2.0 Software Development Project.

- Also appointed as the Lead Departmental Expert and only non-manager to ever be appointed to the all-management Consumer Price Index Sample Maintenance System Team Oversight Group that was tasked with overseeing improvements in the way Consumer Price Index data is sampled and prepared for use in the field.

- Chosen to be the Chairperson to lead the Consumer Price Index Office of Field Operations first-ever SQL Development Team, where first-time-ever training was envisioned, created, and taught to other members of the department.

## Relevant Azure, AWS, Google Cloud Expertise (Cloud Computing)

Proven ability to engage in cloud computing activities such as designing, implementing, and managing cloud-based solutions. Ability to work with various cloud service approaches such as Software as a Service (SaaS), Platform as a Service (PaaS), and Infrastructure as a Service (IaaS). Ability to leverage cloud technologies to ensure growth and data security. Examples include:

- Wrote and provided for the Consumer Price Index a research paper titled: CPI Data and Wireless Host-Based Distributed Systems:

  - o This research paper involved a detailed fact-finding journey that included research and analysis on the use of cloud computing to lower the total-cost-of-ownership for Consumer Price Index data collection. The research paper studied the current data collection related technologies being used as well as potential new "cloud based" technologies that could be used. Research was done and interviews were conducted with senior IT managers and seasoned IT professionals at the Bureau of Labor Statistics.

  - o The research studies earlier technologies related to cloud computing, before the emergence of Azure, AWS, or Google Cloud. These technologies were Independent Client Architecture from Citrix Computing and Remote Desktop Protocol from Microsoft. Both of these technologies enabled an organization to set up the cloud system on-premises, attach it to on-premises data, but use the applications themselves outside the premises.

  - o The paper recommended that the CPI convert their dial-up client-server distributed system to a wireless host-based (cloud-based-on-premises) distributed system. The paper estimated that millions of dollars per year could be saved.

  - o After reading the research paper, here were comments made by senior professionals at the CPI:

    - o On Thursday, March 1st, 2012 at 12:43pm, Senior Economist Jenny Rudd wrote: "Simply fascinating!!"
    - o On Thursday, October 8th, 2015 at 10:52am, Senior Security Specialist Lawrence Scott wrote: "Great paper. … your logic is sound and very wise."

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- o   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."

- Set up the first-ever Consumer Price Index cloud-based software solution:

  - o   Successful in setting up the first-ever Consumer Price Index cloud-based software solution: collaborated with the software designer of the Sample Refinement software and successfully implemented the software on a cloud server in the basement of the Bureau of Labor Statistics building. Successfully lead the configuration of the software for cloud use and then propagated the software to desktop computers during a team meeting using Terminal Services Remote Desktop Protocol … proving that cloud-computer was not only possible but did not require new development.

- Presented Consumer Price Index management with information on how to move the data collection software in to the cloud, thereby lowering total cost-of-ownership:

  - o   Successful in collaborating with the lead developer of the Data Collection Software to obtain enough information to prove a Proof-of-Concept design that would enable the Consumer Price Index to move it's data collection software in to the cloud at no additional cost.

### Relevant Crisis Management Expertise

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

- Negotiated an emergency software development feature change as a member of the Sample Maintenance System Review and Enhancement Team.

  - o   "I resolved a major difficulty arising from competing interests between software developers and usability experts involved with the same project. I was able to address the issues upfront, transparently and honestly; then I brought developers and usability experts together to come up with a compromise agreeable to both parties. A decision was made to add color-coding to the software and the developer agreed to the change; the new feature was added to the software." [SW]

- 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.

  - o   "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.

  - o   "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 physically comparing by sight each record in Microsoft Word 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

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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]

o   The Special Cash Award stated:

o   "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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## PERFORMANCE AWARDS

### Consumer Price Index Data Analysis Awards

### Instant Good Job Award

"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." [CPI Management Group.]

### Quality Step Increase in Salary

"Stephen - in addition to your bonus you will be receiving a Quality Step Increase for your work in the past year. Your data mining and analytical skills are much appreciated. Your performance bonus will be reflected in your pay deposit next week (December 19). The full bonus amount is $4000 before deductions. This is the highest bonus that I've ever had the pleasure to give. In addition to receiving the performance bonus for your Outstanding Rating … money was added to your bonus to reflect your special contributions. 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." [Jane Martinez, Branch Chief, Consumer Price Index, Office of Operations.]

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## PUBLICATIONS, AFFILIATIONS, LANGUAGES, TRAVEL AND HOBBIES

**Published Article**, "Evaluating Item Rotation for the New Goods Initiative", CPI Quality Quarterly, Fall 2004 Issue.

**Native American Community:** Maidu Indigenous Tribe of Northern California.

**Alpha Phi Alpha Fraternity**: Founding Member. University of San Francisco. Spring 1996.

**Languages:**

**English:** Native. **Spanish:** Professional Woking.

**U.S. Travel:**

Nevada, Colorado, Arkansas, Louisiana, New York, Maryland, Virginia, California, Washington D.C.

**Foreign Travel:**

England, Belgium, Austria, Germany, New Zealand, Mexico, Belize, Bahamas.

**Interests:**

Real Estate Appraisal, Macro-Economic Theory, Investment Theory, Computer Technology, Issues of Class and Family in America.

**Hobbies:**

Collectible Action Figures, Tae Kwon Do, Akido, Travel, Skiing, Reading, Photography, Horseback Riding.