

# Michael Gross

## Technical Communications

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## Overview

Applies broad publications experience and deep analytical skills; crafts structured, manageable document collections in Adobe FrameMaker and others; delivers on-target communications via web and print; broad applications experience is immediately adaptable

## Core Competencies

Nearly 9 years experience producing and publishing structured document sets in for medical equipment (Beckman), IT infrastructure (Gulfstream, B of A) and architecture (B of A), IT operations and development projects (B of A, Gulfstream, Wells Fargo), data center management (Google), user's manuals (Gulfstream, Toro), hardware service procedures (Beckman, Toro), and software users' guides (Google, Beckman, OneSource, Prototype)

- Strong collaboration with subject experts, outside vendors, and other departments—both on-site and fully remote—to produce robust document collections
- Author on a variety of platforms from an enterprise CMS (Confluence, Arbortext, Documentum), to SharePoint, to desktop (Word, Excel, Acrobat, Outlook, etc.)
- Analyze business requirements and develop system specifications (Wells Fargo) as well as IT security controls to produce relevant system requirements (Gulfstream)
- Gather details from specifications, test plans, and diagrams
- Interview engineers, managers, and technicians to gain technical understanding; imaginative questions reveal gaps in the team's processes and system configuration
- Write, edit, and illustrate to for the target audience; introduce background material for less technical audiences (B of A, Wells Fargo, Beckman, etc.)
- Can function autonomously without direct supervision (Gulfstream) or as a team member (B of A, Wells Fargo, Beckman)

## Skills & Education

**Page Layout**—Adobe Structured FrameMaker, InDesign, QuarkXpress, Acrobat Pro, PtC Arbortext

**Illustration**—Visio, Illustrator, Photoshop, Inkscape, Krita PRO/Engineer, SnagIt, RoboScreenCapture

**Content Management**—Confluence, SharePoint, Documentum

**HTML+CSS**—Web editors, Web Developer browser tools

**Productivity**—Microsoft Word, Excel, PowerPoint, Outlook, OneNote, OpenOffice, Joplin markdown editor

**Operating Systems**—Windows, Linux, macOS

**College**—B.S., Industrial Engineering, Texas A&M; Certificate, Information System Management., University of Denver; Certificate, Program Manager's Course, Defense Systems Management College

## Experience

**TECHNICAL COMMUNICATIONS**—Bank of America, Charlotte, North Carolina (remote contract)

November 2019–June 2021

This assignment with the Cyber Security Technology division provided the opportunity to analyze, research, and maintain architecture diagrams, revise help desk troubleshooting procedures, edit cyber security briefings, prepare reports, presentations, newsletters, and other documentation, support communications planning, and champion internal branding and communications best practices. Broad topic areas included information security infrastructure architecture, engineering, resilience, risk management, strategy, and research; publicized the division's capabilities and achievements to the broader technology community, fostered maturity and professionalism in communications routines.

- Prepared cyber security briefings to inform technology executives, engineers, and managers of coming threats and innovations on topics like quantum computing, cyber security architecture, entitlements management, new application deployments and 5G Wi-Fi
- Identified opportunities to improve communications by leveraging centralized resources (our parent division's intranet portal and

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## *Technical Communications—Bank of America (continued)*

- glossary project) and by adopting the work of other teams (the UX design system for use on team wikis)
- Set up a mock team portal in Confluence, evaluating it as a SharePoint replacement
- Interfaced with corporate communications teams to publicize the pioneering work performed by the bank's cyber security technologists in response to COVID-19
- Authored team overview documents as a collection and established an editorial process to maximize reuse and reduce rework
- Developed a Confluence team wiki that reused content for aggregated business reporting and multi-channel communications, facilitated collaboration, and documented team processes
- A systematic approach to achievements reporting leveraged Excel to automate the process of qualifying and preparing monthly highlights reports
- Established a division repository of communications resources
- A high degree of organization and a proactive coordination smoothly transitioned responsibilities prior to contract expiration

## **SENIOR TECHNICAL WRITER**—Gulfstream Aerospace Corporation (remote contract)

October 2017–September 2019

Brought on board by the world's premier business aviation company to support their ITIL-based infrastructure services group as they shifted their operations in-house; stepped into an analyst role with the introduction of NIST 800-53-based controls, determining their applicability to systems; preliminary work greatly simplified and streamlined the analysis; graphics skills enabled the appropriate use of illustrations; contract extended an additional year:

- Combined analytical and organizational abilities with a writing, graphics, and publishing background with to support and guide infrastructure teams in setting up both compliant systems and complete documentation
- Imparted completeness, consistency, and polish to operating manuals, risk assessments, installation instructions, process guides, and technical recovery plans for dozens of enterprise systems
- Performed a requirements analysis and distilled enterprise-level, NIST 800-53-based, unstructured controls into a set of concise statements relevant to systems that greatly simplified the compliance analysis
- Was a sought-after resource, fielding requests from infrastructure teams to review team processes; was loaned to my group's parent division to edit a disaster recovery roadmap, policy, plan, and executive summary; contributions brought coherence and harmony to an otherwise disjointed set of documents
- Reviewed the compliance of a vendor-managed system with IT security requirements; a highly detailed report explained mitigating circumstances, enabling the threat analyst to approve this complex SaaS on the first review
- Monitored policy changes and coordinated with the risk team to ensure that documentation remained compliant; merged policy changes into team's documents as they were updated
- Collaborated with subject experts to illustrate process, context, physical, and logical architecture diagrams using BPMN
- Divided the compliance analysis into simple, repeatable steps: applicability, relevance, responsibility, and compliance; conceived an Excel template and trained system administrators to evaluate the risks associated with their systems
- Coordinated working sessions, system reviews, and risk assessments with administrators, managers, and senior managers without direct supervision; advised superiors when schedule was at risk
- Designed a spreadsheet that imported audit department data—ensuring consistency with executive reports to—and scheduled system reviews based on six criteria; tracked compliance issues, project tasks, and deadlines; automated weekly reporting
- Analyzed system compliance and wrote, diagrammed, edited, and published documentation for the entire IT infrastructure: Windows, Linux, and AIX servers; SolarWinds, Netcool, and Foglight monitoring; Cisco UCCE, CUCM, Jabber, and WebEx telecommunications; F5 load balancers and Cisco networking; SCCM and Workspace ONE (AirWatch) endpoint management; Sophos AV and SafeGuard and NetIQ endpoint security; Tivoli Storage Manager backup; Citrix XenApp, XenDesktop, and VMware vSphere virtualization; Dell EMC VMAX storage arrays; as well as Windows and macOS workstations
- Tightly scoped each system and cross-referenced other team's documentation to eliminate conflicts between teams, reduce audit risk, minimize future edits, and create an integrated document collection

**TECHNICAL WRITER 4**—Wells Fargo & Company, Charlotte, North Carolina (remote contract)

March 2017–August 2017

- Part of a multi-disciplinary team responsible for the development of IT infrastructure improvements and service procedures, analyzing and documenting requirements, planning, and testing; provided project coordination and test analysis support
- Developed a set of custom templates, graphics, and colors adhering to the corporate style manual
- Mentored the client team in maintaining their documentation
- Researched and authored an extensive glossary—including citations—for the IPv6 addressing project
- Analyzed and refined a process chart in Visio and BPMN, simplifying the chart and clarifying the activities for each role
- Organized and edited other writers' interview notes, writing a cohesive, cross-linked, expandable document collection

**TECHNICAL WRITER**—Beckman Coulter, Miami, Florida (contract)

August 2016–March 2017

- Wrote service procedures for a technical audience in XML-based Structured FrameMaker for this world leader in medical research, biomedical discovery, and healthcare solutions
- Developed procedures for field service technicians from notes, images, and tabular data provided by subject experts
- Revised user's manuals and addenda to meet new regulatory and managerial policies
- Performed editorial quality reviews for adherence to style rules
- Simplified the process of switching FrameMaker DTDs and template files for updating publications with legacy branding elements
- Documented a comprehensive process for converting batches of translated documents; a checklist ensured consistency for the lengthy procedure

**TECHNICAL WRITER 3**—Wells Fargo & Company, Charlotte, North Carolina (remote contract)

November 2014–May 2016

- Gathered information from 116 subject matter experts (SMEs) and analyzed input from subject experts and source documents, wrote and edited the foundational integrated document set that guides emergency vulnerability remediation for operating systems, firmware, and midrange and mainframe assets; the process orchestrates teams from information security, risk management, engineering, release management, operations, and service delivery; maintained version control, updating alternate editions and routing for approvals as changes were made
- Conducted guided interviews with SMEs, asking intuitive questions to effectively analyze systems; resolved discrepancies
- Reviewed systems and processes and authored a wide variety of documents including process, requirements, and design documents, process flowcharts, interview templates, presentations, user documentation, diagrams, and training materials for IT infrastructure projects across the enterprise
- In-depth research during the discovery phase uncovered a data source that resolved 48% of the outstanding issues for one team; became a key part of the operational process
- Researched references, analyzed systems and processes, and prepared documentation in accordance with policies and standards
- Edited a new enterprise patching governance standard
- Praised as a writer with a superior grasp of technical subjects and making sense of complex information; initial 1-year contract was extended to 18 months (the maximum permitted)

**SEO CONTENT WRITER**—Freelance, Richmond Hill, Georgia

June 2014–December 2014

- Designed and authored web pages, edited and optimized images, and maintained version control with Git
- Research, write, and illustrate topical articles to a specific tone and audience; wide range of pieces from simple, clearly written technical articles to Waldonesque marketing copy for a bed and breakfast; average SEO content rating of 97.2 for target keywords on the Raven marketing platform

**DATA CENTER TECHNICAL WRITER**—Google, Inc., Moncks Corner, South Carolina (contract)

November 2013–April 2014

- Selected from a pool of 60 interviewees to implement a new documentation standard in Google data centers worldwide; worked with documentation leads navigating the new process; collaborated with remote SMEs and managers via chat and video

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*Data Center Technical Writer—Google (continued)*

conferencing; used live, interactive editing sessions in Google Docs to resolve issues, gained site-specific knowledge, and provided training

- Quickly became as productive as seasoned staff writers; sought direction and received consistently positive feedback; the contract was extended past the initial evaluation to collaborate and edit a foundational set of documents for each data center
- Analyzed and edited maintenance procedures for computer applications and high voltage power, process chemistry, and

industrial heating and cooling equipment; also documented data center management, business continuity, and software user procedures

- Revised documents for accuracy and clarity; analyzed procedures to resolve problems, prevent missteps, and eliminate misinterpretations
- Ensured that documents incorporated engineering requirements, industry best practices, environmental precautions and safety considerations

**MARKETING COMMUNICATIONS**—Barber & Company, Odum, Georgia

July 2012–August 2013

Created retail cross-media campaigns that included marketing copy, site graphics, email, print fliers, and social media; conceived a content-focused marketing initiative: researched and wrote articles; one campaign increased year-to-year category revenue by 334%

**GRAPHIC DESIGNER**—Imprint Warehouse, Hinesville, Georgia

December 2011–March 2012

Hired for superior software skills and prepress expertise; applauded for structuring files to eliminate repetitive work

**TECHNICAL WRITER**—The Toro Company, Bloomington, MN (contract)

September 2010–October 2011

- Interviewed engineers, analyzed their input, devised procedures, wrote and illustrated user's manuals and installation guides, and coordinated projects
- Initiated assignments early to ensure shifting deadlines were met (could shift by weeks, sometimes on a day's notice)
- XML-based authoring of technical material for non-technical users in a multilingual, content-managed environment

- Coordinated with Engineering, Marketing, Legal, Quality, and Testing to coordinate document approvals
- Saved time and improved consistency by automating the illustration ANSI-spec decal graphics for publication
- Ensured adherence to style and quality standards; contract assignment was extended to a full year