Jeannie Duarte

LOGICIAN · DESIGNER · CONDUCTOR

Finds the rule underneath, shapes how it is met, and conducts whoever — or whatever — builds it.

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Write it completely enough to be built by someone who is not in the room.

Data and systems architect across three working lives: twenty-eight years under one lineage of validated selection-assessment instruments, a co-founded child-placing agency whose platforms are hers end to end, and a design and print production firm run as operations principal. The constant is **specification** — complete enough that an offshore vendor or an AI coding agent implements it correctly at a distance, then verified against an acceptance checklist before anything is called done. Two of the three domains are regulated, and in both **the boundary sits upstream of inference** rather than in a policy document.

ONE PRACTICE, FOUR DOMAINS

1998 – present	**Selection assessment —** Data and scoring architecture for one lineage of validated instruments across four platform generations: BH2000, BH Select, SonicAssess, HAPselect. Hands-on for the first two; specification and architecture for the last two.
2002 – present	**Child welfare —** Co-founded two state-licensed Texas child-placing agencies. Architected and hand-built Radius, their case-management and document platform, and the layered compliance and governance platform above it.
2013 – present	**Design and print production —** Co-owner and operations principal of a graphic design, print production and vinyl installation firm. Operations, finance, multi-state filings, pricing structure, contracts, and systems.
2026 –	**The Golden Thread —** A design and development practice — websites, the systems under them, and the applications on top — built to a published standard, with the method and terms stated before the work starts.

EXPERIENCE

Hollweg Assessment Partners — HAPselect

2014 – present

HEAD OF TECHNOLOGY (SENIOR TECHNICAL CONSULTANT)

Employee since 2021, and consultant and subject-matter expert from 2014. The company's only technical staff member and, since 2023, **the sole remaining**

holder of the platform's complete technical history. HAPselect is a candidate and employee assessment platform: validated instruments, automated scoring, configurable reporting, client integrations. Owns system architecture, data architecture, technical specification, and the roadmap, and directs a contracted offshore development vendor and an infrastructure vendor against those specifications. The vendor writes the code; the specification says what the code must do, and the sign-off says whether it does.

Sole responsibility for the delivery function since 2022. Scope, specification and design, then handoff with expectations set at handoff. Priority and sequence for the team's work, and the project board with them — **every JIRA ticket, feature and bug alike, personally written**. Stand-ups twice weekly since the launch into Azure, often three or four times weekly, carrying the migration from score-based to percentile-based ratings. Follow-up through implementation, pre-release QA, and release sign-off.

Designed and specified the platform's scoring layer with the company's psychometricians across two paradigms — ratings applied at the score level with the founding psychologist, then the conversion of all scoring and calibration to percentile ratings with the R&D lead. The Overall and Potential algorithms are of this design, along with **an original multi-pass percentile rescoring method** in which composite percentiles are re-normed against the benchmark. A distinction held throughout: scores are measured, ratings are the interpreted layer, and the adjustment mechanisms adjust ratings, never scores.

The reporting layer is **composable and client-configurable** — elements mixed and matched by trait type and rendering model, then stacked, with narrative driven by a prioritized-trait comment mechanism that returns database-configured comments in priority order. In production for more than ten years. **Chief API architect for client integrations**: Workday, iCIMS, other ATS and HRIS platforms, a bridge integration for a client HRIS that offered no integration surface, and the general API consumed by clients.

Design authority for every user surface — candidate, client, and administrative — across the legacy platform and the redevelopment alike. The fully documented instance is the redevelopment's candidate experience, researched and written here: a primer for the designer on selection regulation and applicant-reactions theory, a sourced research brief, a surface-by-surface design direction covering all **eight candidate surfaces**, and working HTML mockups rather than pictures of screens. What makes it assessment design rather than web design is that several interaction patterns are locked by measurement validity — the forced-choice direction flip, the timer on a speeded cognitive instrument, the four-point Likert with no midpoint — so the design

moves only where moving it cannot change what the instrument measures. WCAG 2.2 AA throughout, with screen-reader testing scheduled inside the phase rather than after it. Co-branding is a constrained theming layer rather than a per-client fork, and no candidate-facing string is hardcoded: locale is a rendering parameter and every label resolves from the content collections. Design authority returned in-house when the vendor's design resource did not engage with the handoff — the build specifications, tokens, component decomposition, flow specifications, the co-brand contract, and accessibility annotations are produced here — and the vendor replaced the resource with a materially stronger one.

Designed the platform-modernization decision for a non-technical owner. The vendor's single estimate came bracketed with a conservative alternative and an aggressive one and a plain-language decision framework — budget ceiling, timeline criticality, risk tolerance, feature sufficiency, coordination capacity — so the owner could exercise real judgment on her own terms. Scope held at the application layer. Azure infrastructure specified as a complete resource bill of materials, with the infrastructure vendor's quote validated against market pricing and the variance published in the analysis rather than buried. Migration **sequenced by blast radius** — candidates, then clients, then administrators — with staged cutover and rollback. Acceptance testing routed to psychometricians rather than developers, so the people who know whether a score is correct maintain the tests. The first risk named in that proposal was reliance on one person's knowledge; the proposal was hers.

hapbi, the company's internal analytics and operations site — billing generation and export, pricing with change history, client and activity reporting, and a candidate right-to-be-forgotten module built in visible phases — was **built solo, human-directed and AI-assisted from concept to implementation**. Node/Express on Azure, Entra ID and Key Vault, SQL Server and MongoDB Atlas, CI/CD with staging-slot swaps. One author, 195 commits. Development paused since May 2026 pending a decision on the platform's historical data.

The automated assessment line is being retired in autumn 2026. **Data-preservation and retention analysis through the decommission** is led here, and this is the named technical contact for clients' integration shutdown and data-export requests.

Refuge House, Inc. & Refuge House San Antonio, Inc.

2002 – present

CO-FOUNDER · DIRECTOR OF OPERATIONAL DEVELOPMENT

Two legally separate state-licensed Texas child-placing agencies sharing staff and systems. **Established both corporate entities**, with technology,

operations, quality, security, and board roles since. This is the second half of a working life, not a side project, and it is where the discipline described above runs in a second regulated domain — with no team and no vendor.

Architected and hand-built Radius, the agencies' case-management and document platform, in VB.NET and SQL Server from about 2004, **in continuous production since**, and touched by no other developer — architecture, data model, and the whole of its interface. A registry-driven form model resolves and instantiates forms at runtime; Microsoft Graph integration carries per-child shared mailboxes; a React-in-WebView2 bridge retired InfoPath. Its front end is now migrating to **Pulse** on Node/Express and Azure.

What the agencies run on is **a layered platform with a versioned source of truth at every level**, not a single application. An artifact-definition catalog classifies every document the agencies can hold — 1,610 definitions with a full taxonomy. A data-source registry carries an audience ceiling on every source and verbatim-only guarantees where they matter. A playbook registry binds document types to executable governance rules with real supersession history. A git-versioned policy knowledge base, built from scratch in late 2025, serves as human reference, API payload, and AI-agent context at once. A Model Context Protocol server exposes the platform to AI agents as first-class tools, with transactional seeding: begin, preview, commit, rollback. All of it **implemented by directing AI coding agents against written specifications and acceptance checklists**.

AI governance is machine-enforced rather than documented. Nothing AI-generated becomes operative without a named human approving it, and that rule lives in the rendering layer: briefs ground in evidence, flag gaps rather than fabricate, redact before the model sees anything, and hard-fail on an unresolved token. Audience ceilings live on the data source itself, so a mis-scoped prompt cannot leak — the source is simply not resolvable for that audience. Every credentialing playbook runs recommendation-only. The policy a person chose was kept separate from an architecture that would foreclose the alternative, and the reversal seam was built deliberately.

Led the agencies' end-to-end readiness for Texas's T3C redesign, the first overhaul of the state's foster-care service-level and reimbursement system since 1988. The 496-page Blueprint was decomposed into implementable service-package specifications with page-level citation traceability; a **120-point caseload weighting index** reconciles nine incompatible state-mandated ratios into one governable number; the workforce model, the program-evaluation framework, and the IT security and data-governance policy suite were written alongside it. State credentialing reviewers approved the documentation, and the

agencies hold interim-active credentials across the requested service packages. After submission the regulator issued **a 143-item enhancement request** citing a newer edition of the Blueprint; every item was classified against the review form's own history columns and the documents already in the regulator's possession, and **none of the 143 constituted a new requirement**. Approval followed. In the next wave that instinct became a governed intake step, and the count of net-new work was zero.

Led the technical and operational elements of achieving Council on Accreditation (COA) accreditation in 2010–2011.

Duarte + Duarte LLC, dba Moxie Graphic Productions

2013 – present

CO-OWNER · OPERATIONS PRINCIPAL

A graphic design, print production and vinyl installation firm with two owners and complementary functions. Operations, finance, tax registration and monthly filings in two states, pricing structure and market validation, contracts and policy, permitting, systems, client-facing pricing documents, and crew-pay reconciliation sit here; creative, fabrication, install and the customer relationship sit with the partner. Earlier, creative direction across the full range — print, signage, apparel, billboards, and digital. The LLC predates the dba and carried general software consulting from 2013 to 2019 alongside the Grant Thornton and Knox Technology years; it took the Moxie dba in 2014 and The Golden Thread dba in 2026.

Pricing is built as a system rather than a number — rates derived from stated rules, the boundary between standard and specialty work defined by a stated test, market-validated and reviewed on a schedule, with one model rendering for three audiences. A loss on a specialty job became two standing rules and a signed-agreement requirement, and the systemic fix was named as such rather than left to memory.

Designed a local-first message-classification architecture for a business that runs largely over text. The obvious fix was to point a cloud model at the message database; that was refused, because cloud models read every message they touch, including personal threads. Instead: an on-device model, raw content never leaving the machine unless already judged confidently business, and **classification running before sender identification** — so the privacy gate is the model's verdict rather than the contact list, and a message that does not qualify never has its sender resolved at all. Real business messages will sometimes be missed; that price was written down in advance and chosen. The operations app (Next.js, Auth.js, Airtable, Vercel) is built and

running locally, not yet deployed; a daily morning digest with auto-reply drafting is deployed and running.

The Golden Thread

2026 – present

PRINCIPAL

A design and development practice — websites, the systems under them, and the applications on top — built to a published standard, with the method and terms stated before the work starts. Client zero is her own property: the sites are built with the practice's own protocols so the process is proven before it is sold. Runs through the same Duarte + Duarte LLC.

Knox Technology, Inc.

2013 – 2015

SENIOR SOFTWARE ARCHITECT & DBA · CLIENT SUCCESS LEADER

Data architect from inception for SonicAssess, with specification and database architecture across relational and NoSQL stores, retrofitting for vendor integration and upgrade, and ETL delivering decrypted historical data to clients. Sprint planning and scrum master for the delivery team through its migration from Assembla to Atlassian, and client success lead for a candidate assessment product with direct client and user support.

Grant Thornton LLP

2012 – 2013

SENIOR ASSOCIATE — SOFTWARE ENGINEER, TECHNOLOGY AUDITOR · 2006

Two stints, the second after a decade of independent consulting. Managed multiple internal-audit and consulting engagements across industries, built a security review and analysis tool for Oracle Financials, and **managed a development team** for an audit-management tool. SSRS and T-SQL analytics; business-process review and documentation.

BrainStorm SDG, Inc.

2002 – 2012

OWNER & PRINCIPAL CONSULTANT

Own consulting firm, working with teams of developers executing detailed project plans. Built **the SQL Server data and scoring layer** for **BH Select**, the Batrus Hollweg / 3Peaks assessment platform, with Great Plains/Dynamics billing integration. Other engagements ran to an asset-tracking database for an oil and gas company, practice-management design for a multi-unit physical-therapy company, and data-structure and reporting review for a social-

networking analytics company. **Radius**, the child-placing agencies' case-management platform, was built through this firm and is still in production.

Campanella, Inc.

1998 – 2000

INFORMATION SYSTEMS CONSULTANT

The founding project of the assessment lineage: **BH2000** — **the OCR capture system and SQL Server data architecture** for Batrus Hollweg International — as primary business analyst, database architect, and DBA. Custom database applications across industries alongside it, with extensive design and analysis documentation, as primary client representative.

EARLIER

DAVACO / estorefixture.com — Information Systems Engineer and DBA, 2000–2002 · AMRESCO, Inc. — Senior Business Analyst/Programmer, PeopleSoft HRMS implementation, 1996–1998 · FoxMeyer/McKesson — Database Coordinator, 1996 · New Horizons — Computer Applications Instructor, 1995–1996

HOW I WORK

LOGICIAN

Specification first. The deliverable is a specification with an acceptance checklist, and whether the implementer is an offshore vendor or an AI coding agent the discipline is identical: write it completely enough to be built correctly by someone who is not in the room, then verify against the checklist. Nothing is described as done until it is checked. And **the boundary goes upstream of inference** — if a model must not use something, the model is never shown it. Redact before the model; classify before identifying; put the audience ceiling on the data source itself. Implemented independently in the child-welfare platform and in the print firm's message triage, because it is a principle rather than a feature.

DESIGNER

Graphic design, interface design, and process design are one judgment in three materials. The graphic work is creative direction across print, signage, apparel, billboards, and digital. The interface work is the complete UI and UX for **Radius** and **Pulse**, for **BH2000** and **BH Select**, and design authority over every **HAPselect** surface, legacy and redesign. The process work is the logical framework underneath all of it: a screen is the visible end of a decision sequence, and the sequence is the thing actually being designed. The compliance site that converts markdown into downloadable documents on demand is a presentation layer specified that way, and so is every workflow in the platforms above it. What governs all three is **deciding who the system is for**. Moxie's operations tooling could have been built for the partner who fields the customers; that was rejected, because what the business needed was leverage behind him rather than administrative work in front of him. Friction goes to zero for the person being helped, he experiences a person rather than a system, and the triage queue stays out of his sight.

CONDUCTOR

The word is chosen against "manager," and the difference is the object of the attention: a manager gets a team to do things, a conductor is responsible for the music. Not one of these engagements runs on direct reports. There are owners, managers, subject-matter experts, psychometricians, an offshore development vendor and an infrastructure vendor, regulators, clients, candidates, foster parents — and now a chorus of AI agents. The players are presumed to know their parts and to be equal to them; what the conductor supplies is tempo, entrances, balance, and **the whole score, which is the one thing no individual player holds.** At the assessment platform that is not a metaphor: since 2023 she is the sole remaining holder of its complete technical history.

Some parts play loudly, some rest, and the judgment is which and when. **Governance by construction rather than supervision** — rules an agent cannot talk past, an instruction file it reads every session, and a written tool-routing and human-review policy that began as a rule of thumb and became a ratified decision. The AI agents are the newest section and the one the method was waiting for: they take direction and hold their place while she circles out to another requirement, another build, and comes back. **Status is the achievement** — everything tagged designed, shipped, deployed, adopted, or abandoned, and unimplemented work never written in the present tense.

Conducting is casting as much as directing. A vendor's design deliverable was measured against the written handoff rather than against taste, which made the conversation about a response pattern instead of a list of interface complaints, and the ask back was for a recommendation rather than a named remedy, so the correction stayed the vendor's to own. They replaced the resource with a materially stronger one, and the players who were already in tune were told so in the same message. And **name the risk when the risk is you** — the first risk listed in a client-facing modernization proposal was heavy reliance on one person's knowledge. The proposal was hers.

SKILLS

DATA	SQL Server — design, T-SQL, stored procedures, migrations, schema as versioned source; MongoDB and Atlas; historically MySQL, Oracle, DB2. ETL and BI with HEVO, Tableau, Power BI, SSRS
PLATFORM	Azure App Service and Azure SQL; Entra ID and MSAL including passkeys; Key Vault; GitHub Actions with staging-slot swaps; Vercel; Docker; Azure Virtual Desktop
APPLICATION	Node/Express, VB.NET/WinForms, React and TypeScript, Next.js, Handlebars; token, magic-link, and OIDC authorization patterns; API design; Model Context Protocol server design; Airtable as an application data layer; JIRA administration

AI-DIRECTED DEVELOPMENT	Claude Code, Cursor, Claude Cowork, Claude Design, under a written tool-routing and human-review policy; specification-first, acceptance-checklist delivery
DOMAIN	Selection-assessment scoring, normative, and reporting architecture; ATS and HRIS integration; UGESP data and reporting; AI on regulated data — redaction upstream of inference, verbatim-field guarantees, human approval gates; Texas DFPS child-placing regulation and the T3C Blueprint
DESIGN AND PRODUCTION	Interface and interaction design to WCAG 2.2 AA; design tokens, component decomposition, and developer handoff specification; Adobe Creative Suite for print and digital; brand development; signage and vehicle-wrap design, including true-scale correction for raked surfaces

EDUCATION

Dallas Baptist University, BAS in Computer Information Systems and Business Administration, 1998–2001 · Brookhaven College, Nonprofit Management Certificate, 2004

COMPLETENESS

This is a document, not the whole record. What I have done, what I know, and where I shine live at jeannie.goduarte.com.