

# James Pulley

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For the past three decades, I have been assisting customers solve complex issues related to managing financial risk associated with software failing to scale in production.

## Industry Experience - Current



QA Consultants is the largest independent provider of Quality Assurance services in North America. Their mission is to address the core areas of Quality: Does it work for one (functional)? Does it work for many (Performance)? Is it safe to use (Security)? And can everyone use the software (Accessibility)?

[www.qaconsultants.com](http://www.qaconsultants.com)

### **CHIEF PERFORMANCE OFFICER** (JANUARY 2022-PRESENT, SPARTANBURG, SC)

My role at QA Consultants exists at the intersection of poor software performance and impacts to business operations. I have been tasked with helping customers understand how to leverage technology to solve their software performance problems cost-effectively.

- *Management:* Stand up and manage the Performance engineering team for QA Consultants.
- *Advisory:* Brief key customers on the issues associated with software performance, its impact on cloud costs, and customer experience.
- *Sales Enablement:* Support Sales operations with standardized and SOW-based solutions for new customers.
- *Marketing:* Developed a set of Webinars with our in-house marketing team to illustrate market leadership in bringing new ideas on application performance to market.

#### Example Wins:

**eCurrency Launch** — Built and managed a team of software performance professionals to assist the country of El Salvador in its Bitcoin wallet launch. In four weeks of testing and discovery, the scalability limits improved from 10,000 to over one million concurrent users.

**Guidewire Cloud Migration** — Identified scalability limits on proposed Guidewire cloud definition for a key insurance customer. As a result of the discovery, the number of Guidewire servers was increased to improve the resources available for processing claims, avoiding a bottleneck in processing during large-scale events, such as storms.

**Healthcare services, Amazon Cloud Migration** — Built a set of benchmarks for ten in-house applications planned for migration to Amazon web services. Risk mitigation addressed issues related to software scalability in the application suite and identified configuration issues that allowed access to the applications from overseas locations probing the system for weaknesses to exploit.



PerfBytes was founded with the mission of helping Performance Test Professionals become more valuable and effective in their delivery of Software Performance Testing and Performance Engineering work. It has become the defacto podcast for the Performance Testing discipline.

www.perfbytes.com



Journeyman Publishing is a specialty publisher for Cybersecurity, IT Professional Services, Software Performance Engineering, Technical Selling, & Software Quality Assurance books. PerfBytes Press, SE Methods Press, and Optimize Press are imprints of Journeyman Publishing

info@journeymanpublishing.com

**CO-FOUNDER/PODCASTER**  
(OCT 2012-PRESENT SPARTANBURG, SC)

PerfBytes is an educational podcast which covers a wide variety of performance engineering topics. The format of the show is heavily influenced by the work of *CarTalk* on National Public Radio, Alton Brown's *Good Eats* television show and a fair number of British comedy programs. Humor is used as a mechanism to keep the listener engaged and to make what are often dry subjects more approachable.

- Startup to revenue positive in under eighteen months with an Advertiser-supported model.
- Portfolio of shows includes PerfBytes, PerfBytes Español, PerfBytes News of the Damned
- 177,417 total show downloads since 2012, with 3,300 active subscribers in October 2024.

**PUBLISHER**  
(2021-PRESENT SPARTANBURG, SC)

Journeyman Publishing began as an extension to the mission of PerfBytes, to help professionals in the field develop their skills to deliver higher value to their customers. Journeyman has so far launched books in QA, Cyber-Security, Technical Selling, and private publication of family biographies.



**Interviewing & Hiring Performance Test Professionals.** PerfBytes Press. 2021.  
<https://amzn.to/3C2jQAJ>



**The Hitchhiking Guide To Load Testing Projects: A Fun, Step-by-Step Walk-Through Guide.** PerfBytes Press. 2021.  
<https://amzn.to/3YoJQ7U>



**The Executive's Cybersecurity Advisor: Gain Critical Business Insight in Minutes.** SE Methods Press. 2021.  
<https://amzn.to/4f381y4>



**The Ultimate Solutioneer: How to Win Your Unfair Share of Business & Super Charge Your Presales Team** Optimize Press. 2024. <https://amzn.to/48bBV15>



**Memories of an Old Woman.** Julia Laney. Journeyman Publishing. 2023. Private Family Publication

## Current Board Memberships

### American Technology Venture Lab (ATVL) - Executive Board Member

<https://americantechnologyventurelab.org/>

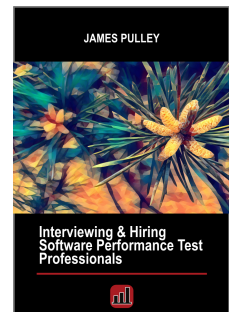
Dennis Hayes, former chief Executive of Hayes Microcomputer Products, founded ATVL. It is a 501c(3) non-profit organization that delivers a next-generation, objectives-based mentoring and educational program for scalable, early-stage, science and technology-based ventures. ATVL's mission is to help grow the next generation of successful companies in the upstate of South Carolina. ATVL is 100% donor supported. Ventures participating are not required to pay a fee or give up equity to the program.

As an executive board member, I have held various roles in developing ATVL, from board secretary to treasurer, infrastructure advisor (mail and web), and solicitation for donors, mentors, and ventures for the program. In October 2024, ATVL will have completed its fifth session working with ventures.

## Media

### Publications

- **Overlooked Software Performance Flaws That James Pulley Says Are Destroying Revenue During Peak Seasons.** Tech Times Online. Sep 2025. <http://bit.ly/4poZMSV>
- **Beyond the Code: James Pulley's Mission to Educate, Innovate, and Shape the Next Generation of Engineering Experts.** International Business Times. Aug 2025. <https://bit.ly/IBTJLP3Perf>
- **Interviewing & Hiring Performance Test Professionals.** PerfBytes Press. Nov 2021. <https://amzn.to/3C2jQAJ>
- **Buyer's Guide to Performance Engineering Tools.** Mathew Heusser. Feb 2021. <https://bit.ly/3BXJ4jF>
- **Five Things IT Managers Should Know About Software Requirements.** Esther Schindler. Mar 2007. <https://bit.ly/3BUgGPz>



### Video

- "The Performance Tour." Jan-Feb 2020. Dallas to Las Vegas. Scott Moore. <https://bit.ly/3BZiSFp>

### Radio

- "An In-Depth Look at the Technical Failures of Florida's CONNECT System" May 13, 2020. PM Tampa Bay with Ryan Gorman. <https://bit.ly/3komaMn>



Bachelor's of Arts — Computer Science/Business Administration. 1991



TEKsystems Global Services provides managed services to the IT community in the core services areas of DevOps Development, Security, Data Analytics, Operations, Cloud Migration, Application management and Telecommunications.

[www.teksystems.com](http://www.teksystems.com)

### **PRACTICE MANAGER, PERFORMANCE ENGINEERING & TEST (OCTOBER 2017-JANUARY 2022, SPARTANBURG, SC)**

The TEKsystems Global Services Performance Engineering & Test group is a full lifecycle performance engineering practice, covering Business Requirements/Contracts, Development, QA, Platform Engineering, Monitoring, Capacity Planning, and Simulation & Modeling disciplines.

- *Recruiting*: Sought out and recruited individual practice engineers to seed specific skill sets into the new Performance Engineering practice. Seeded six practice employees by mid-2018, one dozen by 2021.
- *Mentor*: One on one efforts with all practice members to help them meet their next level career and technical development. For some team members the bias was purely technical, for others a blend of technical and business.
- *Sales Enablement*: Any new practice requires a full set of marketing literature to enable both technical and account sides of the Salesforce which includes PowerPoint decks, Battle Cards, key customer Avatar definitions, Q&A documents, etc. Core completed by mid-2018. Ongoing for integration into peer practices.
- *Sales*: Cash flow positive for a new practice within 12 months.
- *Process Management*: As a new practice a complete set of processes and procedures was called for which integrated with existing practices at TEKsystems and the parent company, Allegis. Core policies, procedures completed by April 2018.
- *Example Customer Wins*:

**Beverage Distribution** — 800% improvement in SAP HANA Performance related to business analytics. Identified both configuration and patch related issues which hindered performance on ad-hoc queries. Once resolved the concurrent user load improved from 100 to 800 users, with an associated drop in response times.

**eCommerce Analytics** — Reduced processing time on website customer behavior data from 24 hours to a single hour. This provided the customer organization the ability to modify spot sales in progress and catch degradation in customer performance inside of a very narrow window before revenue was impacted.

**Benefits Services Provider** — Successfully converted an organization that had been a historical performance testing customer, to a performance engineering customer. This involved early examination of performance data to catch performance defects while in the requirements, unit test, component assembly, and functional test stages. Early identification lead to accelerated mitigation of the defects in a low technical debt context.

**Business Contracts** — Identified Software as a Service (SaaS) contract risk related to application performance. SaaS providers will accept an Service Level Agreement (SLA) for up time, but not for response time under load. Some SaaS providers will govern users under high load conditions, representing business risk on high volume sales days. Produced contract language for negotiation with SaaS vendors to include response time SLAs to match up time contract terms.



NewCOE provides software application performance management, testing, and quality assurance services that enable companies to manage the risks inherent in developing and deploying complex systems. NewCOE specializes in development and implementation of performance management solutions, test methodologies, and testing services for Chief Information Officers, Operations Directors, and Quality Assurance Managers who need to save time, reduce costs, and maximize quality.

**LEAD ENGINEER**  
(2003-2017 CHARLOTTE, NC)

- *Consultant*: Hands-on consulting lead on the performance testing of applications and network architectures within NewCOE.
- *Instructor*: Instructor and Developer of “Advanced LoadRunner,” a course designed and built to extend the skills of mature LoadRunner professionals. Course instructor for standard LoadRunner training for both internal and customer-based delivery. Topic speaker at the Software Test Professionals Conferences, 2013 to 2020. Workshop instructor at Software Test Professionals Conference, 2016 to 2020.
- *Innovator*: Creator and Manager for NewCOE TheScriptFarm.com, LoadRunnerByTheHour.com, LiteSquare.com - NewCOE’s onshore managed services offerings. Both LoadRunner By The Hour and LiteSquare introduce market disruptive pricing models.
- *Sales*: Responsible for 80% of NewCOE net new business in the period of 2010-2017
- Responsibility for delivery successful “kick starts” for NewCOE services engagements
- Project and human resource oversight for the use of NewCOE resources within the United States.
- Senior Technical Sales Engineering responsibilities for scoping clients’ needs and defining solutions
- Cost Center responsibility for NewCOE’s Carolina office.
- 2009 Shunra Customer Advisory board.
- Delivery across architectures: Onsite, hybrid and full cloud deployments.
- Management of NewCOE’s technical infrastructure: Web, VoIP, Cloud, SaaS solutions.
- Established pattern library of performance issues identifiable from production HTTP logs without the need for an installed user agent or an active performance test as part of the LiteSquare Performance Engineering as a Service offering.
- Managed delivery on engagements involving cross commercial vendors and open source solutions all directly related to application performance.
- Example Customers wins:

**AT&T/DirectTV** – Performance engineering analysis of web logs revealed major gaps in cache plan coverage for public facing websites. Altering the cache plan reduced load on the web tier over 50% with no code changes.

**Fannie Mae** – Performance testing of the Fannie loan ingest interfaced revealed that the interface was insufficiently engineered to handle the projected volume of loans. At the time, this volume of loans represented 1/11th of the US economy, at 1.1 trillion USD - the largest risk performance testing effort conducted to this point.

**Nextel/Sprint** – Built a 26-person performance engineering team in 45 days. This included identification of individuals with core skills and cross training in tools & process for conversion to performance roles. Number of applications addressed doubled from prior contract organization within 18 months. The number of performance defects reported and addressed rose by two-thirds within the same period. Common design patterns were identified and development practices introduced to reduce common performance issues from being reintroduced across applications.

**Nike** – Performance Engineering analysis of production logs revealed an architectural problem with the allocation of the Nike eCommerce shopping cart. A too early allocation of the shopping cart led to hardware needs of more than double on an ongoing basis as well as catastrophic cart system resource lock on high spot sales events. Analysis recommended changes to the allocation model of the cart. Once implemented response time improved for all visitors to Nike.com, resulting in increased conversion rates and an increase in revenue greater than USD 5 Million per month. Resource requirements for the cart management system also decreased, directly impacting the hardware/software costs for the servers associated with cart allocation and management.

**United States Department of Homeland Security Biometric Command (US-VISIT)** – US-VISIT collects, stores, and validates via inquiry from points of entry the Biometric data for all non-citizen entry to the United States. Our organization oversaw a successful live data center migration onto new hardware from an at-risk physical location to a rural hardened facility. Biometric performance tests validated the design and implementation in the new facility, resulting in a shift from a high-risk deployment to a new data center to a low-risk redirection of load to the new facility.

**Seagate Technologies** – Built an onshore performance utility for Seagate as part of the ScriptFarm remote services practice. Provided on demand skilled individuals for the development and execution of performance tests to augment existing onsite skills at Seagate.

**Verizon Communications** – Built an onsite team of ten engineers in 60 days for the specialized testing of Verizon FIOS customer premise infrastructure components. Such items under test included Cable boxes, cable modems, WiFi routers & fiber access nodes for certification and support needs.



Independent consultancy  
in software performance  
engineering.

## MERCURY™

Mercury Interactive produced Quality Assurance tools for the deployment of enterprise and web-based applications. Acquired by HP in 1996, Microfocus in 2017, OpenText in 2023.

[www.opentext.com](http://www.opentext.com)

### FOUNDER

(OCT 2000-JUN 2003 CHARLOTTE, NC)

- Author of current services programs, related sales documents, white papers, etc. Logistics coordinator for day-to-day deliveries.
- Performed delivery of services related to NetIQ and Mercury Interactive product lines (Chariot, End2End, LoadRunner, etc.)
- Responsible for the day-to-day operations of iTest Solutions, from planning and budgeting to recruiting and IT systems infrastructure.

### PRINCIPAL CONSULTANT, SOUTHEAST US.

(NOV 1992-OCT 2000 CHARLOTTE, NC)

- Logistics contact for the day-to-day deployment of consulting resources based upon customer's environment, size of account, length of engagement, etc.
- Liaison with the sales force for the selling of services to core accounts (fortune 500 public and private). This liaison activity takes the form of common sales calls into the account, the scoping of customers' needs, custom proposals to fit the requirements of the account, and the assignment of appropriate resources to meet the deliverables.
- Responsible for the recruitment, hiring, career and technical mentoring of Consulting Staff in core areas of testing methodology and lesser-used interfaces (Windows Sockets, DCOM, etc.) along the East coast.
- Liaison for Mercury Interactive to partner base for southeast engagements.
- Certification authority for new partner consultants.

- Eastern area exceeded 100% of billable quota, doubling the number of man-days from the same period one-year previous.
- Responsible for addressing the needs of “911” accounts, where difficult technical, logistical, political, or product related issues have been encountered.
- Managed services delivery surrounding Mercury Interactive Products for longer-term engagements (one month or greater).
- Responsible for delivering to product management information related to product deficiencies, areas of competitive weakness, and information on new protocols in use by the existing Mercury Interactive customer base.
- Maintained consistent billable of over 100% of quota with a customer satisfaction rating of 4.91 on a 5.0 scale.

### **SENIOR CONSULTANT**

(NOV 1998–NOV 1999 CHARLOTTE, NC)

- Delivered services surrounding the use of Mercury Interactive Test tools to key customers. These services included (but were not limited to) traditional product training, integration of product into existing organizations, mentoring, QA organization auditing, and traditional delivery-based consulting.
- Maintained consistent billable of over 100% of quota with a customer satisfaction rating of 4.89 on a 5.0 scale.
- Mentored every new consultant hired by Mercury Professional Services central and east during 1999.
- Maintained technical leadership in the areas of testing methodology and the specific testing of ODBC, DCOM, traditional two-tier database, tuxedo, SAP and sockets-based protocols.
- Provided project management and technical expertise on testing to existing consulting services organizations pursuing partner relationships with Mercury Interactive.
- Topic Speaker, Mercury WorldWide User’s Conference. “Load Testing the Web.” 1999.

### **FIELD SALES ENGINEER**

(APR 1996-AUG 1997 ATLANTA, GA)

- Responsible for consulting with end users about testing methodology, test design, and integration of Mercury’s product line into the customer’s current testing practices for the Southeastern USA. Owned product pilot deployments and the resolution of integration issues surrounding such deployments. Provided technical support with the development environments addressed by Mercury’s product line. These included (but were not limited to) C/C++, Visual Basic, Oracle, Microsoft and Sybase SQL Server.
- Exceeded goals for five consecutive quarters.
- Received President’s Club award for sales excellence in 1996.



Ganymede Software. Manufacturer of Chariot & Pegasus network testing and APM tools.

### **SENIOR SERVICES ENGINEER**

(JAN-OCT 1998 RESEARCH TRIANGLE PARK, NC)

- Mixed engineering responsibility position: Pre-sales, traditional product support, and post sales services.
- Product Manager for training: Constructed and delivered Ganymede’s first formal training curriculum on Chariot, load testing tool for networks.
- VAR technical liaison.
- Recommended changes to the services organization that resulted in the segmentation of responsibilities as the company grew: Separate organizations for pre-sales, support, and post sales services responsibilities.



Manufacturer of HPPI, HSSI, and switched SCSI networking equipment.



Banyan Systems produced Vines networking. Assets Acquired by Unisys in 2004



[www.microsoft.com](http://www.microsoft.com)

### **SENIOR SYSTEMS ENGINEER**

(AUG-DEC 1997 ATLANTA, GA)

- Responsible for oversight of pilot installations of product.
- Provided advanced technical discussions of Gigalabs' products as part of the sales process.
- Resolved all technical issues surrounding the integration of Gigalabs' technology into customer's infrastructure.
- Coordinated all technical problem resolution surrounding sales for the Southeastern U.S.

### **TECHNICAL CONSULTING ENGINEER/ENGINEERING MANAGER**

(JAN-MAR 1996 ATLANTA, GA)

- Responsible for recommending and coordinating training for the existing technical staff in the Southeast. Interviewed prospective engineers for addition to the technical staff. Worked with management to identify key customer technical issues delaying the sales process. Addressed issues at the forefront of the product line in six months to a year, ensuring that the staff had the appropriate materials and training necessary to provide excellent customer service.

### **PRINCIPAL SYSTEMS CONSULTANT**

(AUG 1994-JAN 1996 RALEIGH, NC & ATLANTA, GA)

- Responsible for providing consulting to existing customers to maintain satisfaction. Addressed technical issues regarding pilot installations of software on site. Provided technical consulting to integrators using Banyan Products. Addressed all technical issues prior to a new customer sale. Handled ongoing periodic technical briefings for existing customers.

### **SQL SERVER SYSTEMS ENGINEER**

(1993-1994 DALLAS, TX)

- Responsible for diagnosing and resolving issues regarding Microsoft SQL Server for Windows NT and OS/2 residing on LAN Manager (NetBIOS), NetWare (IPX/SPX), Banyan Vines (Vines IP/SPP) and generic TCP/IP (UDP) networks. Services included, but were not limited to resolution for issues in setup and use of SQL Server, performance tuning, hot fix of corrupted databases, in-house consultancy for Microsoft field engineering & sales, recommendation of third-party solutions.

### **FOXPRO SYSTEMS ENGINEER**

(1992-1993 CHARLOTTE, NC)

- Responsible for providing technical support on the Microsoft Fox Software product line. Mentor and escalation engineering for customer issues. Internal trainer on the Fox Connectivity Kit allowing client-server access for Fox software to ORACLE, MSSQL and Sybase databases.

### **MSDOS AND WINDOWS PRODUCT SUPPORT ENGINEER**

(1991-1992 CHARLOTTE, NC)

- Electronic Support Pioneer. Providing support for Microsoft customers on CompuServe WINNEW and WINADV forums. Set policies related to the delivery of support on CompuServe. Provided training and oversight of additional personnel as the need for electronic support grew. Handled escalation responsibilities for support engineers during product releases.