

WILLIAM EARL LEMON

AI Evaluation & Automation Governance — Ashes2Echoes LLC

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Forty-year record, dated · Fort Monroe, VA

SUMMARY

Generalist technical program leader applying 40+ years of PLM, defense shipbuilding, SOW governance, data migration, and delivery assurance to AI model evaluation, workflow governance, and evidence-based automation control. Current work focuses on evaluating model outputs against written standards, separating analysis from execution, preserving audit trails, and keeping human approval at the center of consequential automation.

EXPERIENCE

Engagement, Program Leader, AI Evaluation & Automation Governance — Ashes2Echoes LLC 2025 – Present

Virginia SCC Entity ID 11840679, formed April 2025 · studied and built from August 2024; full-time after Siemens

- Built and maintain an AI evaluation and workflow-governance practice focused on model-output review, evidence classification, contradiction handling, and human-approved automation boundaries.
- Developed FORGE as a rebuild-stage review framework for evidence cards, output contracts, and documented acceptance standards before AI-assisted work is accepted, published, or reused.
- Daily model-output, documentation, and video-analysis practice: identify claims, actions, events, and outcomes; apply written grading standards; record re-checkable rationale; and flag ambiguity instead of guessing.
- Created practical governance patterns for separating AI analysis from execution, including no-secret handling, no-live-action defaults, audit receipts, source tracking, and explicit human approval before consequential actions.
- Use GitHub, Supabase/PostgreSQL, n8n, and commercial AI tools to document requirements, test workflow behavior, maintain issue/defect records, and improve repeatability across AI-assisted research, review, and project-control work.

Engagement Manager, Services & Customer Success — Siemens Digital Industries Software · Newport News, VA 2021 – 2025

- Customer-facing services leader for contract negotiations, SOW governance, program delivery, and business practice. Related program revenue over \$20M. Accounts included Raytheon (RTX), Pratt & Whitney, Collins Aerospace, and Boeing Defense.
- Identified \$350K–\$500K in annual recurring operational inefficiencies across 25–30 monthly contract, SOW, and financial reviews; outlined enterprise-wide corrective action.
- Troubled-account assignments: 60 days to isolate staffing, scope, contract, and training issues; recovery options from at least three angles.
- SiemensGPT prototype on OpenAI Playground, ahead of the internal team: router logic and a corporate AI protocol aimed at the Finance, Opportunity Management, Vendor Management, and Scope & Contract Management data lakes. The bet was to consolidate 40+ years of similar-project history so the system could draft SOWs, review contracts, and run apples-to-apples budget analysis — improving both margin and customer price, and cutting Sales Investment requests on typical \$250K–\$1M+ programs. Invited onto the corporate AI process-development group.

- First services professional in Siemens history to receive the Sales Golden Circle Award (2020). Monthly / as-needed travel.

Program Manager — U.S. Army Tank Command (Warren, MI) — Siemens Government Technologies · Newport News, VA **2019 – 2020**

- Digital acquisition strategy for Bradley Fighting Vehicle replacement — SaaS/TaaS in NIST-compliant AWS GovCloud Digital Proving Ground (NCMS). Staffed the team, set budgets, identified risks, managed communications across 25–30 staff including SGT, Siemens SISW, U.S. Army, and NCMS executives. Initial-phase budgets to \$5M. Monthly travel to Warren, Michigan.

Program Manager — NAVAIR and NCMS · Resource Manager — Siemens Government Technologies · Newport News, VA **2017 – 2021**

- NAVAIR aircraft maintenance and PLM services for Navy and Marine Corps — Jacksonville, San Diego, New Bern, Lexington (2017–2019). 50–70 staff, budgets to \$45M, 7–8 concurrent projects. One of the largest production data migrations in the industry. Full SOW-through-CDRL accountability.
- Resource Manager (2017–2021) for 15–20 billable employees; 85%+ utilization; performance, career, and incentive planning.

Program Manager / Resource Manager — NAVSEA, NCMS, HII-NNS — Huntington Ingalls Industries Technical Solutions (AMSEC) · Newport News, VA **2015 – 2017**

- Built the PLM/SLM services practice at HII-TSD supporting Newport News Shipbuilding: budgets, SOW generation, vendor vetting, hiring, training. 35–40 staff plus contractors, 8+ projects to \$25M. Agile Coach. Direct interface with HII-NNS CIO and CTO. Quotes, SOWs, and NDAs for HII-TS, HII-NNS, and vendors.
- Resource Manager for 17 staff; 85%+ utilization. HII-TSD Management Award (2017).

Program Manager · Project Manager · Systems Engineer · Resource Manager — Siemens PLM Software · Newport News, VA **2010 – 2015**

- **Program Manager (2014–2015):** Siemens PLM PMO office for NNS and HII-TSD. 20–30 staff, budgets to \$22M, 4–5 projects; production-scale data migration (staff over 70 on that effort).
- **Project Manager (2012–2014):** production data migration and BOM planning for HII-NNS IT directives — cost estimates, budgets, approval packages, daily customer tracking, contract variations, expenditure vs. budget, monthly financial and technical risk updates.
- **Resource Manager (2012–2015):** NNS local staff; 85%+ utilization.
- **Systems Engineer & Support Services Consultant (2010–2012):** technical lead, NX Structural Application; Scrum Master for NX CVN structural ship-design support. Siemens Top Services Awards 2012, 2013, 2014, 2015.

Systems Engineer & Global S3D Certification Lead — Hexagon (Intergraph) · Huntsville, AL **2006 – 2010**

- Certification lead for all marine and offshore drawing types. UI design, delivered content, EndUser training documentation. R&D consultant on drawing content and UI for future releases.
- Integrated Tsuneishi Shipbuilding into S3D production. Deployments: Keppel Fels (Mumbai); Tsuneishi (Fukuyama); Shin Kurushima — Onishi, Hashihama, Ujiina, Toyohashi.
- Corporate Scrum Agile implementation team; led the drawing-development scrum team.

Engineer & Design Consultant — Integrated Computer Technology (ICT) **1999 – 2006**

- SmartMarine 3D / IntelliShip Software Certification Drawing Consultant. Site manager for ADR (Earl Industries prime), SSM on the 78-vessel Military Sealift Command fleet (Beach Panel and Controls prime), and LPD-17 (NGAI prime). Grew ICT tasking to \$4M+.

- On-site Intergraph technical representative at Newport News Shipbuilding for Los Angeles-class submarine 3D-model integration (structural and piping). Consultant to US Joiner (formerly Hopeman Brothers) on LPD-17 library-part standards.

Liaison Manufacturing Engineer (via Volt Technical Services) — Boeing Commercial Airplane Group · Everett, WA
1998 – 1999

- 767-400ER program. 3D modeling and drafting for Structures, Payloads, and Systems. On-site verification and troubleshooting of production and drawing errors. Lead Designer/Checker within six months. Lead support to Mitsubishi Heavy Industries and Lucas Aerospace.

3D Model Composer / Task Coordinator · Marine Designer · Pipefitter — Northrop Grumman Newport News Shipbuilding · Newport News, VA
1983 – 1998

- **3D Model Composer / Task Coordinator, SSN 688 Class (1993–1998):** part macros, system arrangements, and piping route files across mechanical, structural, and piping. Lead designer on three disciplines. Introduced photogrammetry for as-built configuration. Task coordinator for mechanical/piping 3D composite groups.
- **Marine Designer, SSN 688 Class piping (1988–1993):** construction drawings, ship checks, engineering liaison to the trades for non-nuclear piping, material specification sheets.
- **Pipefitter, surface ships (1983–1984):** hydraulic, refrigeration, and high-pressure air. Tidemill Development, carpenter (1984–1988).

EDUCATION, TOOLS & AWARDS

EDUCATION

- A.A.S., Drafting & Design — Thomas Nelson Community College, Hampton, VA (1989) · Newport News Shipbuilding Pipefitter School (1983)

TECHNICAL TOOLS & PLATFORMS

- Teamcenter/NX 6,000+ hrs · SmartMarine 3D 6,000+ hrs · Intergraph ISDP 20,000+ hrs · AutoCAD 5,000+ hrs · CADAM/IBM 5080 9,000+ hrs · CATIA V4 1,900+ hrs · Inventor · MicroStation · JIRA · Polarion · SAP · SharePoint · Salesforce · AWS · SiemensGPT (Finance, Opportunity, Vendor, Scope/Contract lakes) · Microsoft Office

HONORS & CERTIFICATIONS

Siemens Sales Golden Circle (first services recipient, 2020) · Siemens Top Services 2012–2015 · HII-TSD Management Award 2017 · Anthropic Trusted Tester · IBM Agentic AI Professional Certificate in progress (2026)