

BEFORE

JANE SMITH, PMP

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OBJECTIVE

A senior position in a PMO organization seeking an outstanding record of Project management.

QUALIFICATIONS

- 23 years of business and IT management, staff and project management experience in Financial Services (Commercial and Retail Banking, Insurance), Healthcare, Telecom, Aviation, Entertainment; significant hands-on technical experience.
- Experience designing & delivering IT infrastructure and applications, addressing complex business problems.
- Extensive experience in all stages of project life cycle, from conceptualization, feasibility analysis, planning to implementation, testing, user training, post-implementation maintenance management.
- Strong IT operations and development background with proven ability to build, provide leadership, direction and effective management to diverse workforce.
- PMP® (Project Management Professional), IT Service Management Certified (ITIL® based), Solaris Certified Systems Engineer, Microsoft Certified Systems Engineer.

Core competencies include:

- Wide-Scale Project Management
- Agile Project Management
- Failing Project rescue
- Process Engineering
- Technology/Business Alignment Planning
- Vendor Management
- HW and SW Infrastructure Architecture, Engineering, Integration
- Staff Leadership

PROFESSIONAL EXPERIENCE

Project Manager, Orion Global Services

8/03 - present

- Completed a successful rescue of a \$4M Commercial Loan Service Management System development, integration and deployment used by 2,000 branch Loan Officers of Troy Bank in a highly challenging environment, providing leadership to a group of geographically dispersed vendors/providers, partners, employees, including hundreds of business and technical personnel.
- Led the deployment of a new Cash Management System to 2,000 branches of Troy Bank, successfully managing a multitude of risks, financial, regulatory and resources challenges, earning personal praise of bank's CEO.
- Directed the design and implementation of a Knowledge Management System for the Business Bank Corp. of Nevada. Delivered the project to the highest satisfaction of the clients.
- Provided strategic leadership for two Data Warehouse/Business Intelligence Programs in Healthcare: CML Healthcare.
- Manage project scope, time, cost, quality, risk, procurement, vendor relations to complete 5-10 efforts annually, while analyzing and strategically deploying human and material assets.
- Maintain aggressive focus on cost management, which has resulted in consistent delivery of 10% of projects below projected costs.
- Routinely direct multi-year multi-million dollar systems integration, system development and customization, as well as Data Center closure, consolidation and augmentation efforts with near-impossible deadlines to complete within the projected timelines.
- Led re-engineering of multiple PMO and business processes, leading to reduction of average project planning and execution timelines by 5-15%, and to a more seamless integration between Development, Architecture and Operations areas of IT.
- Oversaw programs and projects focused on implementation of over 40 multi-tier applications addressing the needs of Finance, HR, Marketing, Billing, Field Ops (Procurement Systems, Ordering Systems, Voice/Data Convergence, TComm Management) from inception, business analysis to development, testing, deployment, maintenance, utilizing Agile and Waterfall Development methodologies.

AFTER

JANE SMITH, PMP, ITIL Fv2

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Senior Project Management Professional

Core Competencies

- Wide-Scale Cross-Functional Program and Project Management
- Building Highly Engaged Teams
- Failing Project rescue
- Process Engineering
- Technology/Business Alignment Planning
- Vendor Management
- Management Staff Coaching
- Staff Leadership
- Strategic Planning & Execution
- IT Governance & Value Delivery
- Training Management
- New Product Development
- Budget Creation and Control
- Strategic Change & Transformation
- Coaching Key Stakeholders
- Integrating OCM into the overall Project Management Plan

Value Proposition

I offer extensive experience in methodical application of PMO best practices to maximize ROI of Enterprise-wide ERP Implementations, Software Development (Waterfall and Agile), large scale Infrastructure and Data Center deployments and decommissions.

Profile

- Competent, focused, motivated IT and business performance improvement leader and management consultant with over 20 years of professional experience in Financial Services (Commercial and Retail Banking, Insurance), Healthcare.
- Known for uncompromising integrity, collaborative style, and ability to formulate effective, reusable risk management plans.
- Extensive experience in all stages of project life cycle, from conceptualization, feasibility analysis, planning to implementation, testing, user training, post-implementation maintenance management.
- Highly skilled at diagnosing, designing and deploying program strategies and solutions that enhance people, processes, and performance to enable organizations to minimize risk, achieve business priorities and sustain competitive advantage.
- Expert in organizational transformation change management strategy, change readiness and deployment planning, OD and change impact assessment, internal/external communications planning, business readiness/engagement, metrics identification and tracking; sponsorship and stakeholder programs, change reinforcement management.
- Strong IT operations and development background with proven ability to build, provide leadership, direction and effective management to highly energized international teams of technically, culturally and ethnically diverse workforce.
- Strategic, innovative, analytical and value-driven thinker.

Certifications

- **PMP® (Project Management Professional)**
- **IT Service Management Certified (ITIL® based).**

PROFESSIONAL EXPERIENCE

Project Manager, Orion Global Services

8/03 - present

- ✓ Provide leadership to teams of 15-100 internationally dispersed Project Managers, software/hardware/network engineers, architects and analysts, in major cross-platform multi-tier project implementations in fast-paced and highly complex clients' environments. Plan and execute up to 5 simultaneous wide-scale IT Enterprise Programs and Projects, involving deployment of revenue generating applications and underlying hardware infrastructure.
- ✓ Forecast and aggressively manage program budgets of \$500,000 - \$4 million.
- ✓ Coach new project managers and train resource leaders/managers.
- ✓ Partner with business leaders to create and implement lean and effective solutions to complex business problems, using Technology and Organizational Transformation methodology, leading to markedly accelerated employee Adoption, Ultimate Utilization and Proficiency.

Lead IT Project Manager, Muskingam Communications

4/02-8/03

- Led the design and development of a VB/MS SQL based internal Project Tracking System to track, manage and report on 300 concurrent IT programs and projects, dramatically improving on a previously primitive system and earning highest praises from upper echelons of management.
- Delivered \$1.2 million in cost savings through aggressive hardware capacity planning and consolidation.
- Led a post-merger integration of business and engineering process of hardware and software infrastructure administration by 4 separate technology departments.
- Completed 5 Intranet website revitalization efforts and 3 SCON (Server Consolidation) efforts.

Lead IT Systems Engineer, Muskingam Communications

1/00-4/02

- Saved over \$400,000 by consolidation of disparate direct-attached data storage systems onto EMC Frames.
- Decreased licensing and maintenance expenses by \$130,000 through aggressive negotiations with SUN Microsystems, Hewlett Packard, other vendors.
- Directed the redesign of e-commerce monitoring and reporting architecture that assured headcount reduction by 1 full-time employee.
- Championed a highly effective Change Management process, attaining an overall uptime improvement of 0.9%.

Consultant/Systems Engineer, IB Consulting (at Muskingam Communications)

6/99-1/00

- Took over a troubled \$4 million Intranet/Extranet/Internet server and network infrastructure deployment project to turn it around and deliver on time and within budget.
- Piloted architectural design of multi-tier applications, systems and infrastructure as 15-40 new mid-range SUN, HP, Compaq servers were being deployed monthly.
- Spearheaded a new server environment patching and maintenance process, resulting in greater environment stability and uptime improvement of 0.5%.
- Architected and deployed an automated SUN server deployment system, reducing time to market by 75%.
- Implemented an environment cataloging and documentation system, resulting in elimination of a \$240,000 contract with a consulting firm.

Consultant / Systems Engineer, IB Consulting

5/98-6/99

Administered NT/Netware network for client companies (**Bellwether Jet Aviation, Muskingam County Hospital**)

Revamped MIS capability by replacing disparate outdated systems, hardware and software with state of the art technology capable of meeting the organization's most demanding needs. • Led the design & implementation of Citrix infrastructure, serving international offices. • Continuously trained Help Desk Analysts, Network Administrators, & end-users on various newly implemented technologies. • Completed hospital wide server conversion from Netware to NT, conversion of Novell GroupWise e-mail enterprise to MS Exchange Server 5.5, deployment of Intranet/Internet infrastructure (web, proxy servers), developed and completed training of the entire hospital personnel in 1.5 months, instead of projected 4 months.

IT Project Manager, Rational Enterprises, Ltd.

4/92-5/98

Delivered ahead of schedule and with \$90,000 in savings, a \$1.5 million computer network deployment project, connecting 6 international offices. • Insourced previously outsourced CIS functions, assuring \$85,000 in savings. • Supervised international staff of 9 Systems Engineers, Support Technicians, administering a Unix and Windows based network in support of 6 international locations, 195 users. • Implemented a disaster-recovery process, resulting in greater fault tolerance.

EDUCATION

B.S. Mechanical Engineering, LSU

1992

Critical Projects and Initiatives

ANZ Insurance

Challenge	Client's internal IT architected a secure service platform dedicated to detecting, categorizing and fighting fraud, service abuses and errors, and began developing it using Waterfall. Runaway budget and timeline, as well as a suboptimal product resulted.
Action	Spearheaded the redesign of the software and the use of Agile development methodology, breaking down the goals into a series of milestones.
Result	Led the development of a detection engine Solovei, which analyzes optical and dental reimbursement claims in real time. Solovei is highly successful, identifying new cases and configurations of fraud that ANZ Insurance was unaware of, potentially saving millions in cost avoidance. During the proof of concept the solution identified 9% of optical claims and 14% of dental claims as suspicious.
Competency	Competent management of a highly complex project, teamed with the ability to influence executive leadership on IT strategy.

Troy Bank

Challenge	Implementation of multiple SAP modules was started with training of disparate pockets of employee population, bypassing several stages of effective Organizational Change Management. Risk Flight analysis showed that thousands of affected personnel were not even aware of the upcoming change or the business drivers. Significant resistance was present from mid-level leadership.
Action	Treated the effort as a rescue. Recruited and trained a 15-person OCM team. Assessed sponsorship and requested a new, more effective sponsorship coalition. Completed assessments of user awareness and motivation. Trained leadership on appropriate levels of communication.
Result	250K informed, motivated, trained employees reached ultimate utilization to the highest praises of bank leadership. I was requested to assist in establishment of CMO and lead other strategic efforts.
Competency	Skillful navigation of a perilous political landscape at a bank majority owned by a government. Surgically precise pre-rescue program assessment and diagnosis. Deft coaching of thousands of executives and managers.

Spar Bank

Challenge	Internal Spar Architecture Group was tasked with solving inefficient case management and work load distribution. Their solution to outsource creation of custom software was accepted by the users reluctantly, as it addressed some aspects of the business problem only.
Action	Used my business analysis expertise to uncover that digitizing the distributed paper documents archival system will have the highest bottom line impact on the case management process. Proposed IBM Content Management in addition to the Case Management system.
Result	Solution provides case workers with the right document at the right time and in the right context. Significantly reduces the amount of time spent finding documents and making them available. Provides more flexibility for arranging and modifying organizational structures. Client quote: "Without Orion, we would never have achieved success within this timeframe. All aspects of the project were implemented on time and on budget, which bears testament to the good level of preparation."
Competency	Ability to uncover covert business problems holistically, within broad context of strategy, then address them technologically using assertive and precise Project Management.

Other Orion clients: PRO BTP, ICI Securities, Angola Bank, First Data Bern, Deutsche KBS, Sanitas.

Early Career

Lead IT Project Manager , Muskingam Communications	4/02-8/03
Lead IT Systems Engineer , Muskingam Communications	1/00-4/02
Consultant/Systems Engineer , IBC Consulting	6/99-1/00
Consultant / Systems Engineer , RHH Consulting	5/98-6/99
IT Project Manager , Rational Enterprises, Ltd.	11/92-5/98
IT Team Lead , Rational Enterprises, Ltd.	4/92-10/92

Led software and hardware systems architecture and development projects.

EDUCATION & TRAINING

B.S. Mechanical Engineering , LSU	1992
PMP Certification Program, PMI	2003
ITIL , EXIN	2006
Agile Software Development, SSI Logic	2009