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Professional Profile

- ◆ **Performance oriented and motivational leader** with 25+ years of experience in Senior Project/Program Manager roles for Fortune 500 companies. (See industries listed below)
- ◆ **A proven track record** of bringing projects in on time or ahead of schedule, at or under budget, providing at least a three to one return on investment
- ◆ **Expert at engaging all levels of project staff** into a consensus building, results oriented team
- ◆ **Cost-control expert** using strategic analysis skills to quickly identify and assess all contributing factors of challenging business situations
- ◆ **Designs and implements profitability and performance improvement solutions** ensuring customer satisfaction and motivates the workforce to perform the tasks necessary to meet organizational objective

Core Competencies and Technical Skills

Program & Project Management

Cultural Change Design

Training & Development

Operating Systems: PC/Windows (95, 98, NT, 2000, XP, Windows 7) Macintosh

Business Process & Business Analysis

Organizational Development

Web Design

Software/Databases: Microsoft Office, Excel, Visio, PowerPoint, Publisher, Word, Project, Outlook, SharePoint, Enterprise Reporting, Oracle Financials 11.i

Clients and Employers by Industry

Financial Services

State Street Financial
Boston, MA

RBS/Citizens
Cranston, R.I.

National Westminster
London, England

Key Bank, NA
Albany, NY

Information Technology

EMC²
Hopkinton, MA

Dimension Data
South Africa

Insurance

FM Global
Johnston, R.I.

OneAmerica
(AUL)
Indianapolis, IN

Retail & Marketing

Staples, Inc.
Framingham, MA

Ingraham & Associates, Inc.
Boston, MA.

Word of Mouth
Advertising
Cranston, RI

Health Care

MassHealth-
EOHHS
Boston, MA

DentaQuest
(Delta Dental)
Boston, MA

Career Achievements for Program & Project Management

- ◆ Positioned an international consulting firm to secure a \$40M engagement with a major European bank after surpassing annual revenue opportunities by 25% for an affiliated financial institution. **(Key Bank, NA and National Westminster Bank, client of A.T. Hudson & Company, Inc.)**
- ◆ Positioned a Fortune 500 company to acquire assets increasing their value by 250% through the design and implementation of an activity management system, (ProAct[®]) realizing a \$7.5M in annual savings with a 7:1 ROI **(OneAmerica Insurance Company, client of A.T. Hudson & Company, Inc.)**
- ◆ Grew organization to achieve gross annual revenue of \$750K and a 250-person client list while decreasing internal costs by 15% through the implementation of a unit cost system **(Ingraham & Associates, client of The Advantage Consulting Group)**

- ◆ Directed the deployment of 100 + enhancements to a customized version of the Fermat GEM (Global Exposure Monitoring) application through the direction of a Credit Engineering team of 7 Business Analysts and 4 Credit Administration staff and improved the team's primary processes including business requirement gathering, user acceptance testing, project scope management, and release planning. **(State Street Financial)**
 - Reduced the turnaround time for requirements to be elaborated and scoped for deployment by 25%
 - Reduced UAT defects to < 3% per deployment
 - Increased productivity of Development Team by 30% (from 21 to 30 SLIM points per Development week)
 - Improved release deployment execution by 30% (originally scheduled to deploy 70 enhancements in 2011- increased to 100)
- ◆ Designed and implemented a business process tool set approved and sanctioned for universal project use by the Executive and Steering Committees for the New-MMIS Project which resulted in meeting and exceeded performance deadline requirements by 20%. **(MassHealth - EOHSS)**
- ◆ Designed and implemented a project status reporting tool set (**SSTARS**[®] - Scheduling and Status Reporting System) adopted by senior management and utilized by the Executive and Steering project committees which improved performance deadline requirements by 35%, bringing a high-profile project to an "ahead of-schedule" status. **(Staples, Inc.)**

Career Achievements for Business Process & Business Analysis

- ◆ Streamlined the execution and delivery of an activity reporting system from 4 days to 4 hours through the creation and implementation of a business process tool set (SAM[®]) realizing \$1.4M annual savings and an 8:1 ROI **(Dimension Data, client of The Advantage Consulting Group)**
- ◆ Managed and facilitated five functional areas (Prior Authorization, Pre-Admission Screening, Member Management, Managed Care, and Customer Service) which included creating a business process engineering methodology, requirements documents, use cases, gap analysis, user testing, business and resource impact, and quality control reporting. **(MassHealth - EOHSS)**
- ◆ Principal Business Analyst for a team responsible for upgrading and integrating Oracle Financials with the Windward (claims processing) system that included 5 functional areas (Accounts Receivable, Accounts Payable, Cash Management, Billing and Reporting) of the Financial Services environment. **(DentaQuest-Delta Dental-MA)**
- ◆ Coordinated seven (7) product areas of a worldwide initiative to implement an extranet web based platform for brokers and clients of Affiliated FM. Product areas included: Policy, Claims, Engineering Data and Delivery, Resource Library, Marketing Center, Subscription to Alerts, and Map Center. **(FM Global & Affiliated FM)**
- ◆ Responsible for the collaboration of outside vendors, stakeholders, subject matter experts and end users in workshops and work session environments to implement a web based business process management system as a replacement to the current Cash Management system. **(RBS/Citizens Financial Group)**

Career Achievements for Cultural Change and Organizational Development

- ◆ Created four intellectual properties into copy written and trademarked programs:
 - ProAct[®] Professional Activity Coordination Tools – Business Process and Performance Measurement
 - SAM[®] System for Activity Management – Business Process and Performance Measurement
 - Let's Get Organized[®] – Organizational Development
 - Diamond Delivery System[®] The 4Cs of Re-Engineering a Professional Environment – Cultural Change**(The Advantage Consulting Group)**
- ◆ Designed and implemented a cultural change tool set (Diamond Delivery System[®] - The 4Cs of Re-Engineering a Professional Environment) which unified executive level teams resulting in increased customer satisfaction (70% to 95%) sustained productivity improvements at a 95% level and improved employee morale from a 1 to a 4.5 on a 0-5 scale **(OneAmerica Insurance Company, client of A.T. Hudson Company, Inc.)**

Career Achievements for Training & Development and Web Design

- ◆ Created the mission, strategy and tactics for the Global Services Training Team 2009 strategic plan, made available to 3500 members of the Global Services community. **(EMC)**
- ◆ Designed a Service Readiness Program for steady-state and new product business including functional design document, uses cases and wire frames, to be utilized by the MSS community to enhance executive TCE initiatives. **(EMC)**
- ◆ Designed and created websites, product brochures, training manuals, and fund raising materials for an advertising and marketing company to position word of mouth marketing products to the automotive, political, and fund-raising environments.
(Word of Mouth Advertising, client of The Advantage Consulting Group)

Professional Experience

State Street Financial – Consultant/Senior Business Project Manager <i>Enterprise Risk Management Division – Credit Engineering</i>	April 2011 - January 2012
RBS/Citizens Financial Group – Consultant/Lead Business Analyst <i>Cash Management Services – Business Process Management Project</i>	January 2011 - April 2011
FM Global & Affiliated FM – Consultant/Lead Business Analyst <i>Client e-Business Systems – Client Technology Interface Extranet Project</i>	April 2010 - December 2010
DentaQuest (Delta Dental) – Consultant/Principal Business Analyst <i>IT Application Services – Windward & Oracle Financials Integration</i>	July 2009 - March 2010
EMC² – Consultant/Senior Program Manager <i>EMC Global Services/ Global MSS Training & Development</i>	September 2008 - April 2009
Staples, Inc. – Senior Business Analyst <i>Convenience Card and Procurement Card Projects</i>	January 2008 - June 2008 Concurrent Role with MassHealth Jan-Apr 2008
MassHealth – Lead Business Analyst <i>Office of Health & Human Services- NewMMIS Project</i>	April 2007 - April 2008 Concurrent Role with Staples, Inc. Jan-Apr 2008
The Advantage Consulting Group – Project Director <i>Business Process, Organizational Development & Cultural Change systems</i>	January 1997 - March 2007
A.T. Hudson & Company, Inc. VP/Director <i>International consulting specializing in front-line management systems</i>	January 1986 - December 1996

Education, Groups and Associations

BA/MA, Production Management	International Academy of Performing Arts
College Preparatory, Professional, Business	Worcester Academy, Worcester, MA
Mentor/Coach for Professional Certifications	PMP and Six Sigma Programs
Groups and Associations	ABPMP - Association BPM Professionals IIBA – International Institute of Business Analysis