

Tanya Tomassini

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Project Manager / PMO Manager

PMO/Project Manager with 25 years of successful IT portfolio development and global SAP project implementations, focusing on program cost controls with budgets over \$100MM.

Project Management | PMO Management

Energetic, trusted, PMO Manager and Program Cost Manager with outstanding project management and analytical skills, and a quick learning curve for new technology. Hand picked by executive sponsors to quickly turn around projects underperforming in areas of resource, schedule and cost management. Accomplished mentor known for leading successful change and building credibility with executive stakeholders and project team. Experienced with Waterfall/Agile Hybrid schedule development, cost estimation, forecasting and process improvement/metric reporting for large scale capital projects/programs (over \$100MM). All projects/programs have a 98% success rate of on-time delivery, while actual costs are consistently less than 1% under budget. Familiar with global workforce in multiple time zones, remote/home office since 2010.

- ◆ MS Project and PWA SME
- ◆ Cost/Procurement Management
- ◆ Staffing & Resource Management
- ◆ Risk & Issue Management
- ◆ Vendor Management
- ◆ Stakeholder Engagement
- ◆ Scope Management
- ◆ Change Management
- ◆ Test/Defect Management

Professional Experience

Chevron; San Ramon, CA (Mar 2009 - Dec 2020; Break 3/12-12/12 due to surgery)

PMO Lead/PMO Manager

(Projects Listed Oldest First to Most Recent Last)

Production Service Contract Standardization Project & Tax Ledger Standardization; SharePoint 2010 Upgrade; IT Transformation PMO; Remedy 7.6 Upgrade; K2 Commercialization Project; Global Downstream PMO – Americas Products IT; OCS Replacement – Order to Cash; OCS Replacement - Plant Operations; SAP PRA XT-200 Project (Houston); HRIS – Technology PMO – HR Innovation Project (ServiceNow/Workday); US Payroll Project

Top-performing PMO Manager consistently sought out to reengineer troubled projects and cost models. Managed multiple portfolios (Global Downstream PMO and IT Transformation PMO) and large capital projects in a matrix reporting structure usually consisting over 100 resources and a department or project budget of over \$100 million. Developed and maintained project schedules, budgets, and BI metrics. Worked with Finance and Procurement to ensure vendor contracts were funded and invoices paid by working with vendor to analyze resource detail against planned costs, then approving purchase orders and invoices in Ariba from multiple vendors on a monthly basis. Ensured that baseline cost was delivered on time and under budget, and/or compiled request for additional funding for approved changes. Detected global bugs on several occasions after deployment of internal CVX software (one which would have saved the company at least \$200M (estimate) had it gone unnoticed during the replacement of Ariba with new Procurement software SMART by GEP). Trained employees when new software was deployed so project work would not have unnecessary delays. Trained other

employees in project management methodology and project finance reporting from SAP to Excel, Power BI and ServiceNow.

- Created automated cost-analysis tool that worked directly with raw data from SAP that allowed my financial analysis to continue offline in Excel and Power BI when the company wide reporting tool incorporating ServiceNow would be unavailable during month end. I would also create reports for other employees and managers in other departments which led to a Downstream-wide model used in BI for standard financial reporting.
- Led defect meetings, assisted with scheduling of global training, UAT and communications, and was one of the initial key contributors and mentors for the PMO office that supported Global Downstream IT - which manages the development of all innovative software systems and applications from the refinery to the pump at Chevron.
- Developed and built the Americas Products portfolio, consisting of 119 proposals and projects. Worked with stakeholders to implement new business processes and develop a custom tool with specifications based off of requirements. Worked with ITC to develop and test new PMO tool for portfolio management. Created procedures and processes to maintain projects in new PMO for Downstream and mentored business team leads and project managers on implementation of these new PMO tools and processes. I maintained the portfolio's budget of \$22MM, project schedules, metrics reporting, and resource management until America's Products Team Leads believed their project managers and business leads were able to run the PMO tools and processes on their own. I assisted with the successful handoff to business, and promoted the PMO tools and processes to a new department – ITOps, that had gaps in their resource allocation visibility.
- Assisted project managers and business leads with project initiation duties (framing/scoping documents, setting up cost centers in SAP, facilitating approvals for domain concur, and budget requests) and communicated requests to executive stakeholders.
- Created and worked along with IT PMCoE to standardize global templates in MS Project for the creation of small projects to large SAP projects that fall under the Chevron CPDEP (CVX-specific Waterfall methodology) task list.
- Designed and implemented change control processes for Remedy 7.6 Upgrade project on their SharePoint site.
- Facilitated defect review meetings, prioritized and tracked defects in Quality Center, ensured the escalation of critical defects with software vendor, and addressed remaining bugs properly according to the test plan/strategy on the SharePoint 2010 Upgrade Project.
- Provided business analysis for projects of up to \$150 million that included conducting global design workshops, requirements, success criteria, milestones, Key Performance indicators (KPIs), and Work Breakdown Structures.

Pacific Gas & Electric; San Francisco, CA (Apr, 2008 - Dec 2008)

Project Manager

Energy Procurement – MRTU (Market Rules Technology Upgrade) Project

MRTU – Developed and maintained the Requirements and Testing project plans and worked closely with regulations and team leads to create an overall project plan for the Market Rules Technology Upgrade Project. Worked with outside government regulatory agencies and non-PG&E teams, which made this project more challenging to lock scope down than typical PG&E IT projects, as PG&E had to conform it's simulation and activities based on data and market conditions supplied by CAISO, however there were other regulatory dependencies (FERC, etc.) that made the test planning more complex.

- Developed detailed work plans for market simulation testing and business workstream activities while tracking external dependencies from CAISO's schedule as separate milestones in PG&E's project plan.

- Identified and managed risks and issues when necessary; created weekly status reports.
- Created separate project plans in Project Server/PWA for the Front Office (Electric Settlements) Team, so they could track their process separately from the overall plan.
- Trained new users on time writing process in PWA.
- Tracked variances against the baseline master schedule and reported those weekly to management.
- Triaged/Prioritized defects twice a week pertaining to Market Simulation Testing and escalated issues..
- Liaison with ISTS to BPMO in areas regarding RICEF development, Environment, and UAT planning.

Gap Inc. Direct, San Francisco (Jul 2007 – Sep 2007)

Agile Project Manager

Universality Defects & Enhancements

- Managed enhancements and testing of defects for Banana Republic, Gap, Old Navy and Piperlime websites using Agile methodology.
- Worked directly with Product Management by prioritizing enhancements and defects within Gap Inc.'s existing retail websites and released these fixes/enhancements in two-week sprint periods.
- Forecasted project budget and ensured correct time being reported against planned.
- Led daily stand-up meeting with project team to prioritize stories and identify blockers.
- Lead bi-weekly open/close meetings discussing analysis of project velocity and burn up, training and demos showcasing new functionality and enhancements. Evaluated and gathered specific business expectations on QA.
- Logged and tracked resolution of bug defects and enhancements along with documenting all phases of QA processes.
- Led UAT testing activities done by the Business Users and securing sign off.

Chevron; Concord, CA (Jun 2006 – Jul 2007)

Sr. Project Controller/Methodology Manager

Global Downstream IT - Project Olympic PMO

Spearheaded project plan development for Phase 4d and conducted planning analysis for Phase 4c Global Interface Development and Phase 4d US Business Deployment. Sole person responsible for management of program deliverables and change requests and ensured that business freeze requirements' processes and procedures were being adhered to.

Leadership in this role recognized my ease of learning new technology quickly and my position escalated quickly from an entry level project controller to the lead project controller in a short amount of time. Additionally, I was assigned the interface team project plan as I was able to understand the complexity behind the resources and skillset needed to plan the work and created resource and cost loaded schedules that were used as models within the company for many years later as an example for future cost modeling on later ERP projects. Finally, my role was again promoted to Methodology Manager and Executive Controller.

- Critical Functional subject matter expert in complex program and/or project scheduling (including the ability to manage many internal and/or external dependencies).
- Thorough knowledge of SAP Interface Testing and Project Plan development. The Global Interface plans were extremely complex and in-depth knowledge of the specific skills needed for each interface type was needed to assign roles and hours based on complexity and functional area.
- Project Capacity Planning – Led Deliverable Type Review Sessions, developed standard estimates for project plan creation and resource capacity modelling.
- Lead contact for executive team relating to global weekly project status meeting.

Pacific Gas & Electric; San Francisco, CA (Sep 2001 – Sep 2003)

Project Manager

CIS Software Replacement Project

CIS - Developed project planning, estimating, scope control and analysis for assigned areas of the CIS Billing Replacement Project. (Areas included Product Development, Infrastructure, Environment Configuration, Interface Testing, and Retirement of Replaced Systems.) Volunteered to work the graveyard shift during the 4day deployment.

- Actively managed the project's changing scope and deliverables in MS Project. Master plan consisted over 500 pages and 18,500 tasks.
- Interface testing was managed through QC on a test case pass ratio as well as progress spent on MS Project deliverables.
- During project plan development, worked with other project managers to ensure interdependencies between other areas of the project were embedded in the master plan and linked. Worked with team to make sure issues were resolved and status was updated on a timely basis.
- Fulfilled ad hoc requests for reports, plans, plots, drawings and other related documents.

CERTIFICATIONS

Microsoft – Project Server and MS Project Professional

SAFe – POPM (Product Owner/Product Manager); RTE (Release Train Engineer)

Microsoft – SharePoint 2010 Power Business User

Agile Certified Professional (2007)