Kishore Ampani, MBA, PMP, ITIL

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Kishore Ampani is business savvy, high energy technology leader with history of delivering results. Kishore has more than 20 years of experience with proven results in developing IT strategies, business cases and leading large scale transformation programs, and building teams. Kishore has solid management skills, capable of motivating individuals to maximize their potential to deliver results. Kishore has experience in developing standards, frameworks to increase team’s performance

**Areas of Expertise**

* Executive Partnerships
* Risks, Mitigations and Analysis
* Team Building & Mentoring
* Portfolio Analysis
* SOW, RFP generation
* As-is, To-be roadmaps
* ERP, COTS, SaaS Deployments
* Solution Architecture
* Portfolio, Program Management
* Agile, Waterfall, Hybrid
* Risk, Financial Management
* Legacy, Cloud, Big data, Mobile

Accomplishments

* Successfully managed over 20 highly visible projects ranging from budgets of $300K to $15M, with team sizes from 4 to 150, offshore/ onsite / offsite and agile, scaled agile, waterfall and custom methods
* Turned around 4 failing projects, guided and mentored project managers and teams
* Worked with clients, partners and vendors, evaluated services and maintained SLAs
* Lead product portfolio management and lead mobile and cloud practices
* Reduced clinical data latency from 120 days to 18 days for large pharmaceutical company
* Managed IT operations successfully, established best practices in IT operations
* Generated 3 to 5 million revenue a year from organic growth and sales

Professional Credentials

* PMI-PMP (Project Management Professional); PMI-ACP - Agile Certified Practitioner
* Certificate in Healthcare Information Technologies, from University of Connecticut & HIMSS
* ITIL V3 Certification—Foundation
* Accenture certified Solution Architect and Delivery Lead
* Data Warehouse Architecture and Management certification from University of California

Education

* **M.B.A in General Management**, Loyola College in Maryland, Baltimore, MD, USA
* **M.Tech. in Industrial Engineering**, NIT, Calicut , India
* **B.Tech. in Mechanical Engineering,** SVU College of Engineering, Tirupati, India

Professional Experience

### Delivery Program Manager, Fidelity Guarantee & Life, Baltimore, MD Jan 2017 – Current

* Lead multiple projects from inception to completion including, planning, delivery approach, project plans development, budget / estimations, tracking and publishing progress reports and implementation
* Provided solutions leadership to Insurance applications, data management to integrate multiple Third Party Administrators in claims, pre and post Life insurance processing
* Coordinates and monitors sub-contractor activities and administers subcontractor deliverables and finances
* Ensures projects are completed according to time and budget schedules, and that objectives conform to line of business' overall standards, operations objectives, user requirements and client’s needs.
* Established Enterprise Architecture Review Board to ensure that solutions are robust and guide Build vs Buy
* Provide current status and updates on programs as requested with executive management and partners
* Ensure that Key Measures of Success and Benefits are quantifiable and measurable post implementation
* Worked with multiple vendors – Third Party Administrators, Cloud Data Warehouse and Testing Tools
* Responsible for monthly audits and working CIO and Internal Audit team to generate additional audit reports

*Environment: DevOps, Agile, SalesForce, Informatica, SQL Server, Confluence, AWS*

### Program Manager, Tantus Tech - PM3 – CMS, Windsor Mill, MD MAY 2016 – Jan 2017

Leading Enterprise Services program management (part of Portfolio, Program and Project Management (PM3)) for CMS (Center for Medicare and Medicaid Services) / HCQIS (Health Care Quality Information Systems)

* Lead 36 month Architecture and Technology Roadmap creation and prioritization, worked with all stakeholders
* Lead multiple projects / PMs to develop enterprise services which will be used across Lines Of Business, using agile and hybrid methodologies. Provided Risks/mitigations, status dashboards for executive management’s review.
* Provide EVM guidance and support government project compliance such as Privacy Impact Assessment (PIA), Certification & Accreditation (C&A), and Enterprise Performance Life Cycle (EPLC)
* Advised Technology Compliance Board on Project Management, performance measures and Technology compliance for 6 Lines of Business that have delivery vendors, infrastructure and CMS business program manager
* Facilitated Technology Direction Board that make decisions on new technologies and initiatives, e.g., infrastructure migration to AWS, SaaS solutions, Micro services, DevOPS
* Developed business and technical performance measures categories applicable for all projects in the portfolio
* Created Statement of Work (SOW) for the Request for Proposal (RFP) and associated vendor response evaluation to select Project Portfolio Management.
* Worked with cross-functional, multiple vendors, stakeholders to deliver the projects in agile and waterfall methods

*Environment: DevOPS, MS ProjectOnline, Remedy, JIRA, Confluence, Project Online, Micro Services, HP ALM*

### T. Rowe Price, Sr. Manager, Corporate Solutions Delivery 2015 Feb – 2016 Apr

Corporate business functions include HR (Human Resources), Legal, Finance, Risk, Facilities, Project Management Services. Established and operationalized solutions delivery (PMO) framework to ensure that projects leaders understand the components of the solution delivery to make the project delivery a success.

* Managing multiple projects, production support and vendor product evaluation
* Reviews, approves and ensures development and maintenance of all required project documents including project charter, project management plan and SDLC stage documents, conducted post implementation lessons learned and promoted process improvements
* Guiding project manager and their teams for all 6 areas to get them onto common delivery framework for consistent reporting of weekly status, issues and risks, budgets and finance forecasts
* Developed solutions PMO framework, effort estimations including ROM and resource estimation templates to estimate project work and helps to communicate delivery timelines to the business partners
* Established technology change management processes to prioritize portfolio of work
* Leading change effort to utilize SaaS, Cloud based solutions rather than custom built systems
* Coordinated implementation schedules, milestones with vendors, partners and business leads
* Managed IT portfolio with 4 projects and budget of 4 million with 25 people team – Scaled Agile teams
  + HR Data Services Platform (hub) for integration of 150 systems and offers web services for HR data Lead the team to implement HR Data Mart (part of data warehouse) including providing guidance on requirements, data architecture / data modeling, data integration and reporting tools.
  + Implemented SaaS - Corner Stone On Demand (CSOD) learning management solution
  + Lead cross-functional teams including vendor teams, internal teams, multiple business stakeholders, internal technical architecture, and QA teams
  + Working with teams to implement changes to Oracle Financial Management Systems
* Communicated project risks, issues and mitigations to management
* Created Statement of Work (SOW) for the Request for Proposal (RFP) and associated vendor response evaluation. Developed RFPs to select procurement systems, GRC platforms, BI Service vendors, developed selection criteria and managed end-to-end process
* Established IT Operations framework and reduced maintenance backlog from 120 items to 20 items in 3 months to regain business confidence, utilized Kanban and Test Driven Development methodologies
* Voting member in selection of vendors - Big Data vendors (Horton Works, Cloudera), Procurement (Coupa, Ariba, Oracle procurement, Workday), Legal Management (TeamConnect) and GRC (Archer, Metricstream)
* Assessed enterprise systems including evaluation of the IT systems that can be retired and functionality implemented using the enterprise systems, developed Application Rationalization proposals
* Recruited 4 people to help speed-up delivery and enhance team capability

*Environment: Workday, Teamconnect, Salesforce, CSOD, Orale11g / 12, Clarity, Remedy, ServiceNow, Archer,Microstrategy, Business Objects, Informatica, Rally, COBOL, CICS, MS Project Server*

### Inovalon Director, Technology Strategy 2014 August – 2015 Feb

Lead healthcare platform strategy development, 2015 technology organization budget planning, organizing all-hands meeting and weekly CTO team successes communication to enter organization.

* Delivered healthcare platform strategy, partnering with business &Technology SMEs and Marketing and sales teams to ensure that a data warehouse platform can deliver the functionality with speed
  + Healthcare platform strategy (based on big data technologies) to be offered as SaaS platform to the clients. The platform technical components include data lake (Hadoop) and custom rules engine for processing, workflow to process customer requests, monitoring tools and reporting, analytical tools.
* Estimated the effort, ROM and detailed, sold the platform strategy to sales, marketing, product owners of executive management and worked with marketing to fine tune the strategy for easier selling to customers
* Developed (short-term and long-term goals) 2015 Technology Goals and Objectives for the whole technology division - includes alignment with business and products teams, initiatives effort estimations and roadmap
* Worked with business, technology and operations stakeholders and established technology change management processes to prioritize product portfolio and operational performance
* Worked with various partners, product vendors, System integrators and management consultants to drive them to adhere to milestones and deliver the work on time
* Managed a budget of 1 MM, team of 20 people – Sr. managers, managers and consultants – vendors and staff

*Environment: PL/SQL, Custom Rules Engine,Remedy, EMR / EHR, GreenPlum, Hadoop, C++, SAS, MS SQL Server, .net, Virtualization, Cloud, Remedy*

### capgemini Government Solutions 2012 Feb – 2014 August

### Established and leading Mobility Center of Excellence for Capgemini Government Solutions. Developed collateral for mobility, aimed at business development.

### Published Point of View white paper on “Testing in Agile Development Environment”.

### Worked with multiple account leads to lead business development in Business Information Management (including data governance, big data), Mobility and Cloud

### Established practice goals, measures and help quarterly pipeline meetings

### Worked with vendors to understand solutions and establish partnerships

* Lead RFPs responses for Legacy transformations, Web Content Management (Drupal), Mobility and Cloud

**Senior Manager – AcUIty in AWS Cloud August 2013 to August 2014**

* Lead teams to build UI (Unemployment Insurance) modules in Cloud using agile methodology
* Work with product owner, solution architects and business users to help enhance the UI product
* Develop project plans with all technical and functional components, WBS, and release planning

**Chief Solutions Manager, SCUBI October 2013 to August 2014**

SCUBI is consortium of 3 states (South Carolina, North Carolina and Georgia) decided to modernize legacy UI system on to new platform called AcUIty (UI case management) from Capgemini, developed in JAVA / J2EE framework, business modules include claims, adjudication, reporting and federal, state integrations

* Worked with state PMOs to establish Program PMO and established PMO processes, organization structure, roles and responsibilities and change management for Scaled Agile Framework delivery
* Lead kick-off meeting for 100 stakeholders from 3 states for a full day meeting
* Provide EVM guidance and support government project compliance such as Privacy Impact Assessment (PIA), Certification & Accreditation (C&A), and Enterprise Performance Life Cycle (EPLC)
* Worked with client core group from three states (GA, NC and SC) Business Directors, Technical Directors, PMO and data conversion teams to adopt best practices to deliver the program
* Managed $ 3 MM budget (total program budget is 20 million) with 6 delivery managers, total staff of 40 people, 3 external vendors; developed profit margins and account finance status to executive management
* Developed projects plans (master schedule to be delivered in agile framework), definition of deliverables and milestones, status dashboard, analysis of inter-dependencies, identification of contingencies, analysis and mitigation of risk, escalate potential issues, analysis and reporting of project status
* Lead requirement review with all stakeholders to ensure that cloud systems are architected for High Availability, quality attributes, security requirements and defined acceptance criteria for key delivery gates.
* Presented weekly status including risks, issues to all 3 states stakeholders
* Reviewed NIST and state specific security frameworks to ensure that PII, PCI not compromised and abide all state and federal UI regulations – processing and infrastructure
* Performed product owner role in the agile development – in refactoring the AcUIty product
* Lead the development of management plans including Configuration Management, Release Management, Architecture Management, Test strategy, Training and Change Management
* Worked with Xerox to ensure cloud infrastructure (server, storage, network, security) is architected for redundancy, maintainability, scalability and performance – for seven environments
* Evaluated technical solutions (third party tools), alternatives and lead Software, System Architecture documents including Business, Application, Integration and data warehouse architectures
* Responsible for sizing, and capacity planning in order to provide optimal solution.

*Environment: OPA, AcUIty, UML, OBIEE,ODI, Remedy, Autosys, Rules Engine, HP ALM, Xerox Cloud, NIST, JEE frameworks, SOA Oracle, Microsoft SQL Server, mainframe (cobol, db2, cics) and VMware.*

### Program Manager - DHIN – IT Operations Assessment November 2012 to September 2013

### Assessed Delaware Health Information Network’s (DHIN) IT Operations architecture to improve overall IT performance and provided performance measures to assess on-going IT operations. Worked with leadership team - CIO, Executive Director in developing IT project delivery approach, resource alignment and delivery schedules

Developed account plan (profit margins, resources and client expectation management) and project tasks, deliverables to deliver on client expectations

Analyzed DHIN IT processes (Change Management, Configuration Management, IT Operations, IT contract SLAs etc., ), evaluated alternatives and recommend changes to improve services for hospitals and doctors

Implemented best practices in program management including – pre-project analysis, estimations, risk analysis, change management and Software Development (agile) with quality

Developed program organization structure that ensures alignment of all program components with DHIN strategic goals for collaborative execution and defined roles and responsibilities of the program team

Developed performance measures to monitor and measure Software development, testing, project management and IT Network and Operations

Managed $600K budget one sr. manager, manager and 2 consultants

*Environment: COBIT, ITIL, IT Operations Risk Analysis, HL7,HIPAA, ProAccess, .net*

### Senior Manager, FEMA OCIO Strategy and Performance Management March to October 2012

Assessed program and enterprise systems including evaluation of the IT systems that can be retired and functionality implemented using the enterprise systems - Application Portfolio Rationalization

Lead two managers to develop IT Strategy and Organizational performance

Worked with Deputy CIO to accept deliverables - Identified and analyzed reporting requirements related to key strategic initiatives; define/develop data sources and prepare related reports

Developed IT Strategic Operations plan for the OCIO, aligned with FEMA Technology Management plan and FEMA mission outcomes to improve services to citizens in a disaster

* Provide EVM guidance and support government project compliance such as Privacy Impact Assessment (PIA), Certification & Accreditation (C&A), and Enterprise Performance Life Cycle (EPLC)
* Developed Concept of Operations (CONOPS) for Organizational Performance Management
* Developed IT Programs Governance Models and organizational performance management processes - define and report metrics to measure performance of federal programs

Worked with 9 OCIO branch directors in development of core business measures and key performance indicators to assess branch and section performances against agreed target levels

Managed budget of $ 1million - two manager and 4 senior executives

*Environment: ITIL, COBIT, NIST, FEA, CPIC, SAP Business Objects, MS SharePoint*

### Computer Sciences Corporation August 2011 – Feb 2012

### Principal Manager, Development Effort Consolidation Contract, CMS

Managed business and technical teams to implement Business Intelligence and Reporting to support large number of reports and ad hoc analysis, business analytics by CMS OCSQ office

* Managed project budget, schedules, milestones and develop alternatives to address variances
* Coached and mentored staff on the development of projects plans, definition of deliverables and milestones, analysis of inter-dependencies, identification of contingencies, analysis and mitigation of risk, escalate potential issues, analysis and reporting of project status

Developed roadmap to implement Business Information framework to perform business analytics, repors and development of data architecture, data integration, and data quality

Guided multiple teams in the development of MDM (Master Data Management) concepts, data management tools and platforms with data integration points

Worked with Directors, Chief Architect to sell and provide vision to develop core measures, meaningful use measures, ACO quality measures and architecture needed

Managed team of 2 managers and 6 consultants and matrixed team of architects and contractors

*Technical Environment: J2EE, RUP, UML, ERWIN, OBIEE, HL7, EMR/ EHR, HIPAA, MITA, Oracle 11g, Exadata in-memory machine, Informatica ETL, IBM Initiate, SAS, Powerbuilder*

Accenture LLP – Washington, DC September 2005–August 2011

### As a certified solutions architect and delivery lead, developed solutions for programs, RFP responses and pre-sales presentations for government and commercial clients

### Worked with multiple account leads to lead business development in BI and Analytics

### Established practice goals, measures and help quarterly pipeline meetings

### Worked with vendors to understand solutions and establish partnerships

Program Manager, Source Retirement, Bank of America June–August 2011

Developed roadmap to migrate legacy applications, databases, data services from IBM mainframe to COTS environment. Business areas include account statements, debt suspension, and promotions selection process.

Presented application rationalization, delivery approach (phased) and cost estimations to senior vice president and received the approval to execute.

Established PMO, WBS, risk management, and change control/ management policies.

Estimated the work effort and budget and presented resourcing options, budget, and delivery timelines. The program includes 8 individual projects that would consume 110, 000 work hours and about 6 million budget

Led the assessment of SAS AF to SAS EG / EBI and data architecture needed to support SAS.

Managed 500K assessment budget 2 senior manager, 3 managers and coordinated with 3 directors

*Technical Environment: Mainframe – VSAM, DB2, COBOL, CICS, C++, AIX, BMC Remedy ITSM, Oracle 10g,ODI, SAS, MS BI,SAP BO, DataStage, Windows 2000*

Sr. Manager, Solutions Implementation, Pfizer WBB January–June 2011

Architected, sold solution and assembled teams to build robust BI end to end solution

Led teams (4 project teams in the U.S. and the U.K.) through providing solution architecture and estimating budget and resources for large data conversion and data warehouse projects.

Collaborated with the client to establish strategies to standardize, integrate, develop, and implement common BI solutions in support of global business including mobile BI solutions.

Managed 4 offshore teams, one on-site team, team size of 25 people – 3 managers and consultants, $ 3 million

Developed solution architecture, development strategy and project plans and WBS structure for data warehouse

Worked closely with business and technical directors to finalize multi-year BI/DW road maps.

Developed project definition and managed resources in partnership with business sponsors and offshore teams for large projects with multiple deliverables and components.

*Technical Environment: ERP data, Teradata, Oracle10g, SAP BO, Cognos, SAS, Informatica*

Sr. Manager, Enterprise Integration Assessment, Capital Group September–December 2010

Assessed Enterprise Integration and Data Integration strategy to integrate 165 systems (supporting Investments) to reduce latency in data availability to downstream users; business systems in scope are portfolio accounting, trade processing, compliance, manager accounting and results, asset pricing, and front office reporting.

Analyzed information architecture: data sources (SAP, Salesforce, and external stakeholders), data lifecycle, global information model, data quality, and data services.

Identified gaps in the current strategy and provided recommendations to directors to provide insights into issues and risks and how to mitigate them; e.g., difficulties in backward compatibility to legacy systems.

Managed budget of 400K with 2 manager and 2 consultants

*Technical Environment: TIBCO, ASM, Salesforce, Composite Software for data virtualization, SOA, MDM,BPM, .net, messaging, Oracle 10g, OBIEE*

Program Manager, Client Analytics Data Mart, UBS December 2008–August 2009

Create information architecture and road map to implement data mart that integrates data from multiple source to identify sales opportunities (e.g. next-best products) and to enable marketing campaigns profit analysis, build statistical models to predict client behavior (e.g. attrition risk), and to support strategic decision-making.

Reduced time spent by CAS statisticians on data gathering (from multiple Legacy and ERP systems) and data creation from 14 to 21 days to 2 days.

Developed IT strategy / BI framework and road map (customer data warehouse), including type of data models needed for CAS, to increase ROI on promotions using data from database marketing.

Led SAS internal and external teams in developing an integrated project plan to collect campaign data and integrate with demographics for future marketing activities.

Managed 2 managers, 2 consultants, client manager and vendor manager with budget of one million

*Technical Environment: Mainframe - DB2, COBOL, Oracle, SAS, AIX, R, Informatica, Greenplum*

Development Manager, Symphony, CitiFinancial August 2007–December 2008

Developed a symphony program to provide flexible and adaptable system that is customer-centric to increase loan production by 20% and replace the aging loan origination and servicing system.

Managed loan approval process to improve decision-making on web-loan applications in real-time, retired old infrastructure (legacy); saved $7M annually in personal lending business

Worked with Business, Enterprise Architecture, IT Operations teams to migrate legacy client server system to web based with integrations to legacy systems and replacing legacy system

Coached and mentored staff to develop projects plans, definition of deliverables and milestones, analysis of inter-dependencies, identification of contingencies, analysis and mitigation of risks

* Managed multiple agile streams – Architecture, Integration, Development, UAT and production migration (SAFe - Scaled Agile Framework) – functioned as scrum of scrums master

Lead town hall meetings every quarter to inform the status to the entire organization

Directed teams in developing procedures and policies on Agile software development for the client environment

Managed budget of $ 10MM, assembled 5 scrum teams (offshore/onsite), total of 150 people team

Performed analysis to turn around failing projects. Recommendations were presented to the CIO who implemented recommendations that resulted in predictable project delivery.

*Technical Environment: JAVA, J2EE, BMC Remedy, SOA, TIBCO, Pega, Oracle, BPMN*

Program Manager, Central Data Program, AG Edwards March 2006–July 2007

Led project planning for Central Data Release 3 (ODS Release 3 and EDW Release 5) and Central Data Release 4 (ODS Release 4 and EDW Release 6) and delivered the project.

Managed a 30,000 person-day project (10 million budget) to deliver Central Data Warehouse to enable users to make data supported business decisions

Directed a 50-member team, consisting of an offshore, onsite client team and six client and Accenture managers; delivered the project on-time and budget.

Managed the development of high-level requirements, data-management framework, data warehouse strategy, estimates, and work plans to integrate data from six business segments.

Led requirements, data architecture, infrastructure, ETL development, testing, data services teams .

*Technical Environment: BULL mainframe, Oracle, DataStage, ERWIN, Rational, and BO*

Information Integration Manager, Motorola January–March 2006

**Data Warehouse SME, USPS October–December 2005**

KM Infotech, Inc. – Hanover, MD 2004 – 2005

## President, Business Development Sales: $600Kto $1M

Developed and deployed systems for the American Institute for Foreign Studies using SharePoint, .net technologies, and ITIL framework. Developed product from inception, doctor-to-doctor communication (patent pending), including ICD-9, CPT-4 codes, and communication among doctors’ groups.

Generated consulting business revenues of $600K to $700K per year; Recruited and managed 7 employees

Mastech / KPMG / BearingPoint – Washington, DC 1995 – 2003

## Manager, Financial Management Information Systems (FMIS), (Budget: $5MM / Year)

Managed the State of Maryland’s Department of Transportation’s FMIS. Major components include R\*STARS, appropriations, the general ledger, other accounting components, and the ADPICS purchasing system.

Managed FMIS product support 24 X 7 systems, transaction monitoring, systems- performance management, configuration management, and disaster recovery and business continuity planning.

Managed a team of 12 people (managers and consultants) and 5 million budget a year

Directed project status meetings with the director of Finance, MDOT; participated in Configuration Control Board meetings with the CIO and the director of the Office of Technology Services.

*Technical Environment: IBM Mainframe OS/390, Z/OS, MVS, VTAM, TCP/IP. DB2, WebFocus, COBOL*

A-IT Services – Singapore 1994 – 1995

Tata Consulting Services – India 1992 – 1994