**Information Technology Manager**

**VICTOR G. Mercado**

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**Executive Profile**

Strategic, dynamic, and highly accomplished certified Senior IT Manager with extensive years of experience and success in providing IT management covering full life cycle implementations in excess of 100,000+ users. I have extensive experience in planning, designing, managing, and implementing large-scale solutions to government and corporations in a broad spectrum of industries worldwide. Expertise in developing and implementing long and short-term business and information technology plans, strategies, and architecture designs. I have demonstrated proficiency in effectively coordinating and managing multi-million-dollar projects and budgets and directing daily business operations while managing and motivating large staffs of high-performance IT professionals. I am fully dedicated to leveraging IT systems to create business solutions that contribute to bottom-line of corporate and government objectives.

Projects and programs I have managed and covered multiple functional areas such as IT Health Care Management, ERP (SAP/Oracle), COTS, Human Resource Management, Telecommunications, Supply Chain Management, Manufacturing, Financial, Asset Management, Procurement, Billing, Distribution, Transportation, Manufacturing, Logistics, Bar Coding, IVR, Web Based, Marketing, and Call Center. I have project managed both infrastructure and large scale development projects/programs. I have performed full life cycle project management expertise in managing projects within the areas of initiation, planning, execution, monitoring/control, deployment/implementation, and close out.

I have successfully supported and implemented complex projects/programs for:

* U.S. Department of Veteran Affairs
* U.S. Department of Agriculture
* U.S. Department of Homeland Security
* U.S. Department of Defense
* Emerson Electric
* AT&T/SBC
* Union Pacific Railroad
* Nestle-Purina
* State Farm Insurance

Project Management Professional (PMP) with experience in IT program/project management including successful set up of Project Management Offices (PMOs), SAP implementations, business case analysis, portfolio management, business planning, software configuration management, systems management, software testing, system development/implementation, full software development life cycle management, change management, software testing, system/functional requirements development, and identifying business process improvements.

Extensive background in project management methodologies including Earned Value Project Management, and project management training. Implemented and managed Project Management Office (PMO) for executing software development methodology at the CMMI level 2/3/4.

Outstanding leadership abilities: able to coordinate and direct all phases of project-based efforts while managing, motivating, and leading software development project teams throughout the software development life cycle.

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| ***Core Competencies include:*** | |
| Program/Project Management | Acquisition Management |
| Resource Allocation | Policy & Planning |
| Change Management | Portfolio Management |
| Strategic Planning | Program Evaluation |
| Earned Value Metrics | ERP Implementations |
| Software Management | IT Audit/Financial Reviews |
| Business Process Reengineering | PM Mentor |
| IT Compliance | Risk Management |
| Continuous Process Improvement | IT Leadership & Team Building |
| Agile Methodology | Waterfall Methodology |
| PMO Management | Budget Management |
| SDLC | Custom/COTS Development & Integration |
| IT Security | IT Health Care |

**CLEARANCEs**

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**CERTIFICATIONS**

* Project Management Institute-Project Management Professional Certification-**PMP Number 419048.**
* U.S. Federal Acquisition Institute-Certified Senior Level Project/Program Manager
* Certified Contracting Officer’s Representative (COR)
* Six Sigma-Green Belt Certified (CSSGB)
* Master Project Manager (MPM) Certification
* CMM Level 2/3/4 Methodology Certified
* Certified Software Project Manager

**PROFESSIONAL EXPERIENCE**

**02/11 to 04/16. Senior IT Project/Program Manager, Department of Veterans Affairs, Office of Information and Technology Product Development, St. Petersburg, FL.**

* Manage national health care application development projects that include ICD-10 conversion, Electronic Health Care Record, and Pharmacy Business Management across the most complex integrated medical health care system in the country utilizing the agile methodology. Manage high performance technical staffs in delivering medial applications to over 154 medical facilities and the largest integrated medical environment in the world for millions of veterans.
* Manage staff and provide direction to 50-100 technical team members across the country.
* Evaluate project schedules and developer resource allocations to ensure successful development of approved software applications.
* Provide tracking, analyzing, and coordinate multiple complex applications development projects using principles and guidelines of the Project Management Institute and capability maturity modes integration methodologies.
* I facilitate cross functional and cross team planning sessions to ensure integration of critical path development activities. I manage formal change and configuration management processes as senior technical analyst to ensure adherence to approved processes and identify product configuration issues for resolutions.
* I provide technical support and management to the various teams involved in developing health care solutions. I define system scope and develop cost estimates for new and modified applications systems.
* I prepare and manage project plans to ensure the successful implementation of software and hardware solutions across the enterprise. Lead complex technical sessions for enterprise software solutions.
* Identify risks within ongoing development project to ensure VA goals and objectives are met and provide mitigation strategies to reduce and eliminate the identified risks.
* Act as the Contracting Officer Representative on numerous contracts. Prepare Performance Work Statements (PWS) on technical software and hardware contracts. Prepare technical evaluations in regards to proposals submitted by contractors. Develop contractual documentation Statement of work (SOWs) and Statement of Objectives (SOOs) for task orders leading to acquisition of IT systems, equipment and services required for the project. Review and evaluate contract proposals, research and evaluate Commercial Off-the-Shelf (COTS) products, and provide technical input to contract negotiations and determine proposals most appropriate for award and enterprise solution.
* Prepare and manage key project budgets covering resources, software and hardware. Manage a PMO staff of high technical resources in meeting planned objectives for national roll-out of software products.
* Supervise a staff of government and contractor personnel in meeting project planned objectives.
* Manage functional and technical aspects of implementation and optimization projects at the national level including enterprise governance, risk, and compliance software engagements.
* Ensure projects are delivered within the budget outlined in the SOW/PWS. Communicate effectively with customer project managers, SMEs, stakeholders and executives at all levels,
* Prepare project plans and estimate project effort. Manage and mitigate potential risks, identify and resolve project issues, manage customer expectations and maintain ongoing and regular communications with the business customer.
* Establishing the project’s overall critical path and ensuring that all project phases adhere to the agreed-upon timeline and assisting project team in troubleshooting and finding solutions to unforeseen issues. Lead, guide, motivate, inspire and mentor project team members to excel.
* Manage multi-project assessment, validation, and prioritization through-out project lifecycle including risk analysis, assessment, planning, and management.
* Ability to accurately understand report and manage projects using Earned Value Management (EVM) techniques.
* Strong customer facing skills and ability to communicate to executives and stakeholders at all levels for health care sites across the US.
* Use technical and PM experience to manage projects and programs across business areas consistently and according to standard best practices and methodologies as well as to adhere to and champion government standards.
* Manage internal and external consultant resources and making sure the project team has the necessary skill sets to complete the project. Champion PMO by educating, mentoring and communicating across the different matrix organizations.
* Brief C-Level executives regarding project/program status at the enterprise level.

**Environment:** Manage/Implement 50 Million dollar plus programs/projects**.** SDLC implementations,Health CareMedical application development**,** Health Care Management, custom application software, EVM, Budget Management, MS Project/Primavera, Visio/Excel/MS Word, capital investment, vendor management, IT contract administration and oversight, Project/Program management of complex projects. Agile development, ClearQuest, ClearCase, Quality Manager, OMB 300 Exhibit input and tracking, IT Acquisition Request Initiative Tracking. Project Management Accounting System (PMAS), SharePoint, and ProPath methodology processes.

**03/08 to 02/11. Senior IT Project/Program Manager, US Government, Various Locations: Glynco, GA., Ft. Knox, KY., and Ft. Collins, CO.**

* Managed a team of subject matter experts, technical specialists, and support staff to produce the concept papers and business plans in conformance with established capital planning procedures, enterprise architecture, technical reference models, security architecture, and agency guidance.
* Prepared, implemented, monitored, and updated project plans, schedules, and coordinated with the system owner and stakeholders to ensure that actions are consistent with the approved project objectives.
* Applied new developments and theories to problems not susceptible to treatment by accepted methods for enterprise IT projects which involves investigating a variety of unusual problems, questions, and conditions that impact major IT systems across organizational, geographic, and programmatic lines.
* Managed high complexity projects that range in budgets from 1M to 50M. Identify customer information systems requirements and design analytical studies, cost-benefit analyses, and research required to implement technical solutions at the enterprise level.
* Evaluated, monitored, and ensured information technology compliance with laws, regulations, policies, standards, and procedures. Managed purchases and contracts for IT services, equipment, products, supplies, property, and other items critical support requirements.
* Integrated information systems subsystems, developed information systems testing strategies, plans, and scenarios.
* Managed IPTs and full life cycle implementations following the PMI methodology. Identified standards and requirements for infrastructure configuration/change control.
* Developed and implemented information systems security plans, procedures and appropriate product-related training and documentation. Managed, coordinated, and performed control over information systems development and implementation programs to include interfacing with functional organizations and customers involved in the software life cycle.
* Provided hands-on experience leading all stages of system development efforts, including requirements definition, design, architecture, testing, and implementation support.
* Prepared detailed risk plans and mitigation paths. I supervised a project development staff including contractors covering each aspect of the software development life cycle. Apply advanced IT principles, standards, and practices in providing expert level project management, leadership, guidance, and consulting services to senior level management, vendors and other government agencies.
* Used various databases for preparing statistical charts and graphs for upper  
  management action/review, audits, security, and financial reviews. I used these databases for preparing charts, outlining deficiencies, dollars spend, contracts in place, system support, operations management, budgeting, funding, and manpower data.
* As the Sr. IT Manager I lead and maintained the overall project management activities for business initiatives and IT projects for numerous organizations. I provided leadership and project management functions for multiple IT projects within the organization throughout the project lifecycle process including, but not limited to defining overall project plans, developing various project related documents, performing resource planning, risk analysis and other project management activities, managing communications, business partner relationships, and leading the various elements of the project lifecycle.
* Managed high complexity projects that range in budgets. Identify customers' information systems requirements and design analytical studies, cost-benefit analyses, and research required to implement technical solutions at the enterprise level. Managed purchases and contracts for IT services, equipment, products, supplies, property, and other items critical support requirements. Integrates information systems subsystems, develop information systems testing strategies, plans, and scenarios.
* Managed and implemented IT project pans to streamline business workflows and technology delivery to support Conservation Technical Assistance, Environmental Quality Incentive Program, Conservation Security Program, and USDA Farm Bill.
* Monitored and controlled deployed application and manages fixes, modifications and enhancements to applications to sustain and improve performance. Provided expert technical advice, guidance, and recommendations to management and other technical specialist on critical IT projects.
* Analyzed the design of applications for development team, partners, and priority customer segments to ensure applications developed accurately capture business knowledge in data models, software code, and executables.
* Coordinated with cross project technical architects to apply best practice for data modeling, application designs, and code development. I planned and coordinated application unit, performance, and live system testing.
* Served as senior lead systems technology manager and designer for major complex critical multi-agency national software, with focus on the architecture of agency and multi-agency administrative databases and applications in order to coordinate and facilitate the interaction of direct users, user representatives, business specialists, and sponsors from multiple agencies in identifying needs and define opportunities for new business solutions.
* Developed business rules and produce system logic, data models, data dictionaries, integration interfaces, and user interfaces within multi-agency and departmental configurations and standards.
* Prepared business application documentation and other critical material to facilitate the efficient hand-off, installation, and operation of the application teams. Ensured business applications are compliant with the Federal Information Security Management Act (FISMA) policy and tested for NIST 800-53 compliance.
* Served as an Information Technology Manager with full responsibility for exercising management and operational control over assigned critical information systems projects. I managed large and medium projects utilizing the Project Management Information System (PMIS) and other high tech automated tools that include Share Point and MS Project Server.
* In-depth knowledge and user skills in MS Project (certified professional) and other key project management automated tools. I identified resource requirements, manpower and funding to implement project on time and within budget. I identify and coordinate with stakeholders and private industry experts required to accomplish the mission from initiation to implementation following the Project Management Institute best practices.
* Developed and employed tools and methods to track progress throughout the system life cycle of the project. I applied technical knowledge to ensure project schedules and objectives are accomplished in accordance with established milestones.
* Served as PM/team lead, trainer, and mentor to Junior Project Managers requiring direction and knowledge of the Project Management Institute project management book of knowledge. I defined, assigned, and had input on evaluations of the work of government personnel.
* Provided expert knowledge of automated information systems project management to include understanding of technical requirements, acquisition policy, and budgeting directives. I have comprehensive knowledge of automated information systems, project management with a complete understanding of technical requirements, acquisition policy and budgeting policy.
* Applied comprehensive knowledge of state-of-the-art developments in application programming, design, equipment configuration, and communication principals in order to complete the full scale of project work breakdown structures and tasks. Leverage OMB for obtaining funding for key IT projects across the enterprise.
* Provided hands-on experience leading all stages of system development efforts, including requirements definition, design, architecture, testing, and implementation support. Prepared detailed risk plans and mitigation paths. Supervised a project development staff including contractors covering each aspect of the software development life cycle.
* Applied advanced IT principles, standards, and practices in providing expert level project management, leadership, guidance, and consulting services to senior level management, vendors and technical teams.
* Provided program/project management support for managing the complete program life cycle consistent with the program goals and objectives of the agency and best information technology practices.
* Ensured that templates, tools, processes and procedures recommended by the Project Institute (PMI) are defined and used by contractors and resources assigned to the project.  Ensured that data is collected and reports are produced to support the Earned Value Management System (EVMS).  Followed up on all EVMS reports to ensure needed variance reports are documented and action plans are tracked to completion.
* Ensured that trends, forecast project schedules, and cost challenges are identified appropriately.  Developed, executed, and enforced assigned portions of standard methods, procedures and tools to satisfy the project customers with quality products and services.  Identified, tracked, and assessed standard metrics for the testing process and participated in software quality assurance, configuration management and software risk evaluation activities.
* Participated in strategic planning activities and provided data for the development and execution of the annual project plans.  Established short and long-range program goals and objectives in meeting the agency’s information technology objectives.
* Determined skills and resources required to meet upcoming project requirements, and developed and executed training and acquisition plans to ensure appropriate resources are available to meet those needs.
* Executed proper processes for implementing risk management, issue management, change management and action items management. Acted in a leadership role in meeting these and other management areas.
* Managed risks, issues, changes and action items that require management attention and ensured upper management was notified in a timely matter.  Ensured proper mitigation strategies are documented and followed.
* Managed high complexity IT projects that range in budgets from 1M to 100M for the Federal Law Enforcement Training Center. Identified customers' information systems requirements and designed analytical studies, cost-benefit analyses, and researched technical solutions at the enterprise level.
* Evaluated, monitored, and ensured information technology compliance with laws, regulations, policies, standards, and procedures.
* Managed purchases and contracts for IT services, equipment, products, supplies, property, and other items critical support requirements.
* Integrated information systems subsystems, develop information systems testing strategies, plans, and scenarios.
* Managed Integrated Product Teams and full life cycle implementations following the PMI and DHS methodologies. Identify standards and requirements for infrastructure configuration/change control.
* Developed and implemented information systems security plans, procedures and appropriate product-related training and documentation.
* Served as the Contracting Officer Technical Representative in preparing statement of work, evaluation criteria, task orders, technical specification, and monitored contractor compliance for adhering to terms and conditions of information technology projects.
* Interfaced with the Security Manager to ensure full compliance with the Information Security Management Act (FISMA) requirements.
* Provided technical direction, guidance, and recommendations to the Chief Information Officer on critical IT projects.
* Followed OMB directives in implementing and controlling projects/programs, budgets, and execution tasks.
* Produced concept papers and business plans in conformance with established capital planning procedures, enterprise architecture, technical reference model, and security architecture and agency guidance.
* Lead IT development projects throughout the lifecycle, including requirement analysis, design, testing, vendor management, and technical team management.
* Full responsibility for preparing, implementing, monitoring, and updating project plans, schedules, and coordinating with system’s owner and stakeholders to ensure the actions are consistent with the approved project plan.

**Environment:** SDLC, COTS, EVM, Budget Management, MS Project, Visio/Excel/MS Word, capital investment, vendor management, IT contract administration, Project/Program management of complex projects. Custom software design for financial applications, MS Project/Server, EVM, SharePoint, CoLab Visio/Excel/MS Word. Custom software design, Human Resource applications development, MS Project Server, MS Portfolio Manager, PMI/CMMI Methodology,EVM, EGOV Visio/Excel/MS Word.

**10/1999 to 03/2008. Senior IT Program Manager (Consultant), various locations and corporations throughout the US.**

* Managed project scope, resources, and schedules for multiple enhancements to financial applications consisting of IT resources following the PMI methodology.
* Determined appropriate products and services with clients/customers to define project scope, risk management, system requirements, deliverables, and develop/modify detailed project plans.
* Implemented project plans to meet objectives and coordinate and integrate project activities to meet critical milestones.
* Project managed & wrote statements of work, high level estimates in defining scope, developing project plans, project budgets and resource plans/forecasts, direct project activities, objectives, reviews, risk  
  management, and change control processes & communications.
* Provided presentations and briefings on all aspects of the project including phases, milestones, and final project reviews.

**Environment:** Financial applications, MS Office Suite, Windows XP, MS Project, VISIO.

**EDUCATION**

* **Columbia College,** Columbia, MO.

Bachelors in Business Administration

* **Management Engineering College**, Rock Island, IL.

Diploma in Software Auditing

Diploma in Computer Engineering

* **International Learning Institute,** St. Louis, MO.

Certificate in Project Management

# Logistics Management College, Ft. Lee, VA.

Diploma in Program Systems Management & Maintenance, Awarded by the Society of

Computer Engineers

**PROFESSIONAL ASSOCIATIONS**

Active member of the Project Management Institute (PMI)

Active member of the American Academy of Project Management

Active member of the Federal Acquisition Institute

**TECHNICAL SKILLS**

* **Applications Managed/Implemented:** Custom Medical application management development,COTS Products**,** ASP Net,Oracle, Team Center Engineering, LogicalApps (SOX Compliance), SAP,MM, FICO, CS, MH, P2P, DSP,HR, Financial, Asset Management, Supply Chain, Inventory, Forecasting, Release Management, Insurance, Telecommunications, Distribution, Transportation, Manufacturing, Logistics, IVR, Web Based, Marketing, Bar Coding, Procurement, and Call Center.
* **Languages:** ASP.NET,Java, C++, PeopleSoft, Visual Basic, SQL.
* **Operating Systems:** Windows 7/8.
* **Data Management/Communications:** LAN/WAN TCP/IP, web services, various protocols.
* **Tools/Utilities:** MS Project Server, MS Project Portfolio Server, IDEF Model.
* **Software:** Microsoft Windows Server, Microsoft Exchange 2007/2010/2013, Microsoft Office 365,  Microsoft SQL Server, Active Directory,  SharePoint, MS Project, MS Project Server, Crystal Reports, Lotus Notes, SAP, MS Exchange, HP, Openview, Websphere Internet Server, Professional Backup, Vantive, Panagon, Middleware, MS Office Suite 2010/2013, Visio, Silk Test, LOTUS NOTES, ClearQuest, ClearCase, Quality Manager, OMB 300 Exhibit input and tracking, IT Acquisition Request Initiative Tracking.
* **Hardware:** VMWare Virtual Servers, HP, Client Servers (Midrange), mainframe, Amdahl, 5290, IBM PC/Compatibles, IBM 30XX PC, IBM Midrange, and Sun Microsystems Enterprise.