**Marjorie J. Greer McIntyre, PMP**

(313) 268-0539 *(Cell)*

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Project Management Professional with Agile and Lean Process Improvement Expertise

*On Time - On Budget – Within Scope*

* Certified Project Management Professional (PMP) with 15+ years of experience successfully completing information technology projects on time, on budget and with high customer satisfaction.
* Expertise in start-up of Project Management Office (PMO) for government and private industries.
* Expertise in managing infrastructure and software application projects applying the project life cycle; initiating, planning, monitoring and control, execution/construction and close out. Project portfolios range upwards to $10M+-.
* Experience in managing global resources and global stakeholders.
* Application of various project management methodologies including the Project Management Body of Knowledge (PMBOK), State of Michigan’s Project Management Methodology (PMM), State of Michigan’s Unified Information Technology Environment (SUITE), State of Michigan’s System Engineering Methodology (SEM), General Motors Project and Portfolio Methodology (GM-PPM), Agile Methodologies - Scrum, XP, Kanban, TDD, FDD and BDD.
* Advanced experience in facilitating continuous process improvement initiatives using the lean process improvement methodology.
* Experienced contract management professional in the creation of Request for Proposals (RFP), Request for Information (RFI), vendor selection, negotiations and contract oversight.
* Resource planning and leveling.
* Technical recruiter for developers, business analysts and computer engineers.

**KEY SKILLS AND KNOWLEDGE AREAS**

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| --- | --- | --- |
| * Project Management Methodologies and Techniques – PMBOK, Waterfall, Agile -Scrum, XP, Kanban, TDD, FDD, BDD * Project Management Best Practices * Project Portfolio Administration * Service Level Agreements (SLA) * Infrastructure and Software | * Program Management * Technical Recruiting * Contract Management * Strategic Planning * Lean Process Improvement * IT Asset Management * Strong communications skills (verbal and written) * Customer Relationship Management | * CMMI * Strong interpersonal, leadership and organization skills * Proficient using MS Office Suite – MS Project - Word – Excel - Access - Power Point – Visio * Confluence, JIRA, Fresh Desk, Skype for Business, SharePoint, Clarity, CMS, Bugzilla, Remedy, Adobe, HP Project and Portfolio Management System (PPM) |

**PROFESSIONAL EXPERIENCE**

**10/20/2014 – 06/30/2016**

**AgileAssets, Inc**., 3001 Bee Caves Road, Suite 200, Austin, TX 78746

Position: **Senior Project Manager, Professional Services PM Consultant**

* Consultant Project Manager for infrastructure asset management solutions and services for public agencies.
* Assisted PMO Director in creating PMO processes, templates, tools, and reports.
* Oversaw multiple infrastructure, upgrade and interface projects for various public agencies nationwide.
* Created initial Agile methodology for the Agile4Agile internal process for project implementation.
* Served as Scrum Master on projects employing the Agile4Agile methodology.
* Provided training on Agile4Agile technique during companywide user conference.
* Daily usage of Confluence, JIRA, Skype for Business and Fresh Desk for internal and client communications.
* Established and maintained positive and professional relationships with customers, internal resources and executives.
* Created product road maps to identify additional services and products available to customers.
* Maintained project budget, financials, revenues and forecasts.
* Oversaw project team resources consisting of engineers, architects, functional leads, analysts and developers.
* Created and maintained project documentation and artifacts in project repository in Confluence.
* Wrote Statement of Work (SOW’s) contract documents and ensured compliance throughout the project lifecycle.
* Applied change management process when project changes occur. Created Change Requests for customer approval to communicate impact to scope, budget, resources and schedule.

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**08/01/2013 – 10/20/2014**

Project Management Professional Certification (PMP) Maintenance

* Gap in employment was due to relocation from the state of Michigan to Florida to care for ill family member.
* Maintained PMP certification by taking online webinars, mentoring and assisting PMP candidates in preparation for exam.

**08/01/2011 – 07/31/2013**

**General Motors Company**, Technical Center, Project Management Office, 30001 Van Dyke Ave., Warren, MI 48093

Position: ***Project Coach / Project Manager***

*Project Coach*

* Served as the PMO representative for contract creation and selection process for assigned projects.
* Oversight of contract management of vendors within specified project portfolio.
* Provided guidance and direction to contract Project and Program Managers in accordance with General Motors operations and Project Management Methodology.
* Performed Quality reviews of project deliverables and artifacts at each stage gate.
* Authorized to approve or deny projects to continue to move through the project lifecycle at each stage gate.
* Authorized to provide GO, NO-GO decisions on project acceptance and GO-LIVE.
* Provided project metrics and measures to PMO and business partner executive staff.
* Provided weekly status updates to PMO and business partner executive staff.
* Assisted in defining and vetting PMO processes and standard operating procedures to align with PMO best practices.
* Provided training to PMO project managers in new processes and methods.
* Second level of issue resolution process for technical and business related issues.
* PMO representative to business partners and key project stakeholders.
* Acquired 30+ hours of continuous improvement training annually.

*Project Manager*

* Served as Project Manager for high-profile projects for infrastructure, assembly plant (just-in-time), powertrain (engines, parts inventory) and reporting (DVT, financial). Project budgets ranged from $300K to $5M.
* Managed projects using various project management methodologies; General Motors PMM, Waterfall, Agile - Scrum, XP, FDD, BDD, TDD, Kanban, and Lean software development.
* Provided Agile training to business partners, stakeholders, contractors and project team.
* Lead Product Owners in weekly Backlog Review meetings to create user stories to rank and prioritize/reprioritize.
* Conducted weekly Sprint Planning meetings in partnership with Product Owners. Identified and discussed with team user stories for upcoming sprint. Worked with project team to determine effort estimation and story points to ascertain the amount of work that could be accomplished during the specified sprint.
* Lead weekly Sprint Review meetings with stakeholders and project team to demonstrate and review functionality and/or artifacts completed during the sprint.
* Conducted weekly Sprint Retrospective meetings with project team to review lessons learned during the sprint: What worked well? What did not work well? What could we do better?
* Monitored project budget. Met with stakeholders biweekly to communicate health of project budget. Provided weekly budget updates to PMO executive staff.
* Scheduled and provided project metrics and measures to project team, business partners and PMO executive staff weekly.
* Conducted resource oversight and resource leveling to optimize resource usage between projects.

*Technical Recruiter*

* Responsible for recruiting technical and engineering candidates from the University of Texas at El Paso and New Mexico State University in Las Cruses, New Mexico.
* Participated in technical Career Expos and Information Sessions at assigned universities.
* General Motors representative technical recruiter at special events hosted by professional organizations; i.e., NSBE.
* Selected and interviewed collegiate candidates for technical openings within the enterprise.
* Worked with Human Resources staff and specific hiring managers to onboard selected candidates.

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**03/14/2005 – 12/31/2010**

**Department of Michigan State Police**, Project Management Office,333 S. Grand Ave., Lansing, MI 48909

*Position:* ***Manager, Business Integration Unit / Sr. Project Manager***

*Sr. Project Manager*

* Served as the Project Manager for multiple complex highly visible information technology projects such as the Dashboard Pilot Project, Dashboard Phase 1 Project, Administration Tool Project, Michigan Criminal Justice and Information Network Project and the LifeRay Portal Project.
* Managed software application and infrastructure projects (servers, VMware, firewalls, MS Upgrades, Active Directory)
* Created and managed project charters, project plans, work breakdown structures, and change control.
* Facilitated Use Case sessions to define how users interact with the system.
* Facilitated Joint Application Design (JAD) sessions to obtain quality requirements and specifications.
* Lead project teams in risk identification and mitigation efforts.
* Worked with project teams to identify issues and maintained issues logs and ascertained resolutions.
* Produced and maintained project schedules in conjunction with technical and business environments.
* Applied various project management methodologies such as the State of Michigan’s Project Management Methodology (PMM), State Unified Information Technology Environment (SUITE), Systems Engineering Methodology (SEM), Project Management Body of Knowledge (PMBOK), waterfall, agile, or hybrid solutions.
* Provided guidance to teams in the creation of test plans.
* Planned, scheduled and held kickoff meetings for all project stakeholders.
* Worked in partnership with the Department of Technology, Management and Budget (DTMB) in providing technical solutions to business needs. Inclusive of communications with server team, Infrastructure Services, e-Michigan, Enterprise Architecture, Hosting Centers, Help Desk, Office of Enterprise Security, and the MSP Information Officer.
* Successfully completed various complex highly visible projects: Lab and Case Management System Project (LCMS)– Forensic Science; Michigan Intelligence Operations Center Project – Intelligence Database, Analytical Tool, and Tip Tool (MIOC); eCitation Project – Electronic Citations; Bomb Squad – Inventory Management and Robotics; I-Services Gateway; and Sex Offender Registry Photos.

*Project Portfolio Manager*

* Administered a portfolio of information technology projects as sanctioned and prioritized by the department. The aggregate budgeted amount of the portfolio may range upwards to $10M+/-.
* Daily oversight of contracted and internal project managers assigned to portfolio projects.
* Assisted in resource allocation to staff project teams with business, technical and contract staff.
* Ensured project management best practices and methodology was adhered to and applied throughout the project life cycle; initiation, planning, execution, monitoring and control, and close out.
* Ensured projects were completed successfully, on time, on budget and within scope.
* Assisted project managers as the first level in the project issue resolution process.
* Devised and documented Project Office standard operating procedures.
* Provided guidance and mentorship to executive level project stakeholders to aid in communicating and understanding the System Development Life Cycle (SDLC), project life cycle, project management methodologies, and overall project health.
* Provided quarterly updates to the Bureau and Executive Council on the project health, budget and remaining work to be accomplished.
* Provided periodic presentations to project sponsors, business owners, and stakeholders on project status.

*Contract Management*

* Assisted in writing RESTART and START contracts to secure project managers, developers, and technical consultants.
* Participated in the interview and selection process of contract staff.
* Assisted in writing Requests for Proposal (RFP) and Requests for Information (RFI) to secure contract vendors.
* Participated in Joint Evaluation Committees (JEC) for the selection of vendors to fulfill contract obligations.
* Participated in the contract negotiation process, on behalf of the department, with selected vendors.
* Ensured contractors provided deliverables within the specified timeframe and as agreed upon.
* Monitored and approved time and attendance of contract staff; technical and project managers.
* Evaluated contractor performance and provided feedback to respective vendors.
* Administered the procurement of all project-related purchases such as resources, hardware, software, and maintenance contracts.

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*Lean Process Improvement Coordinator*

* Served as Lean Process Improvement Coordinator (LPI) for the department.
* Devised a training strategy to move departmental personnel through the LPI facilitator training process.
* Assisted in training and guiding new facilitators through the LPI process.
* Coordinated a team of LPI facilitators and co-facilitators for assignment to upcoming initiatives.
* Lead facilitator for LPI initiatives for continuous process improvement. Successful process improvements have been undertaken for the Emergency Management and Homeland Security Division, Criminal Justice Information Center – MSP Photo Lab, and the Field Services Division – Sergeants and Troopers.
* Increased customer satisfaction as a result of facilitating LPI sessions by 40-65%.
* Identified areas for continuous business and technical process improvement.

*Service Level Agreement Manager*

* Administered Service Level Agreements (SLA) for the provision of information technology services for all Michigan State Police infrastructure, applications, landlines, wireless, hardware and support.
* Worked jointly with executive staff from the Department of Technology, Management and Budget (Information Officer and Client Service Director) to ensure that service delivery metrics were achieved and maintained at the agreed upon levels.
* Proactively reviewed SLA measurements to ascertain ongoing validity as new systems were implemented and current systems enhanced.
* Participated in the escalation process for issue resolution for department members and stakeholders.

*Information Technology (IT) Asset Management Coordinator*

* Managed all information technology assets for the department; desktop management (personal computers/laptops), email accounts, mailbox capacity levels, application servers, database servers, file and print servers and telephones.
* Managed unit staff responsible for tasks associated with ensuring that the monthly billing for IT assets was correct.
* Initiated issue resolution with the Department of Technology, Management and Budget for asset discrepancies and billing disparities.

*Information Technology Strategic Plan*

* Participated in the development of the Michigan State Police IT Strategic Plan with department executives and managers.
* Served as liaison with executives and senior management staff from the Department of Technology, Management and Budget for IT Strategic Plan initiatives.
* Directed workgroups for IT Strategic Plan initiatives such as Retention Strategy for Hardware and Software.

**10/29/2000 – 03/13/2005**

**Department of Technology, Management and Budget**,Office of Strategic Planning, Project Management Office,

111 S. Capitol Ave., Lansing, MI

*Position:* ***Project Manager / Project Management Tool Specialist***

*Project Manager*

* Managed business process related projects for the State of Michigan Department of Information Technology.
* Managed all stages of the project life cycle; initiation, planning, monitoring and control, execution and close out.
* Project Manager for the Detroit Remote Service Delivery Project. The result of this successful project was to stand up a local Board to address technical issues within a five county area of Southeast Michigan.
* Project Manager for the creation of the first Department of Information Technology website.
* Planned and held kick off meetings.
* Created project charters, project plans, work breakdown structures, and project schedules.
* Held weekly meetings with project teams.
* Ensured project methodology and best practices were adhered to.
* Held weekly meetings with the Executive team to present project status.
* Built and maintained relationships with all project stakeholders.

*Niku/Clarity System Administrator*

* System Administrator for the Niku/Clarity application. Clarity is a full-featured project planning, analyzing, monitoring and tracking software tool.
* Worked with the Clarity vendor to configure the application in accordance to enterprise business rules.
* Created and maintained user passwords and access rights to the system.
* Wrote program policies and procedures based on enterprise standards and regulations.
* Created a user manual for technical staff.

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* Provided training to technical staff on the functionality of the Clarity application.
* Created ad hoc reports using MS Excel, MS Access, Business Objects and Crystal Reports.
* Established, managed, and participated in enterprise-wide workgroups for problem identification and resolution.

**10/09/1992 – 10/28/2000**

Michigan Unemployment Agency,7310 Woodward Avenue, Detroit, MI 48202

*Position:* ***Project Manager – Manager - Unemployment Insurance Analyst***

* Served as Project Manager for Unemployment Insurance (UI) policies and procedures for the Wage Record Project, Internet Initial Claims Project and Michigan’s Automated Response Voice Interactive Network (MARVIN) Project.
* Created project plans, project schedules and work breakdown structures.
* Managed staff in the Trade Adjustment Act Unit and served as a Training Contracts Specialist.
* Managed staff in the Combined Wage Claims (CWC) Unit charged with administration of intra and interstate claims reimbursement and payment of unemployment benefits to claimants and agencies.
* Wrote policies and procedures based on Federal and State laws and regulations for use by agency staff.
* Created and designed forms and training manuals relative to new law changes and new technologies for agency-wide use. Provided training in classroom settings to agency employees.
* Gave presentations on new State unemployment laws, regulations, and technologies to agency staff at conferences, forums and in departmental settings.
* Coordinated workflow between sections, units, departments, agencies, states, and the private sector.
* Liaison between other states and branch offices for problem resolution.
* Created and maintained statistical tracking logs used to create monthly, quarterly, and annual reports.
* Performed cost benefit and statistical analyses and presented findings to executive staff.
* Wrote video scripts, infomercials, and produced videos for viewing by agency personnel and the public.
* Designed promotional material (graphical and verbiage) introducing the public and private sector to new UI services and technologies.

**EDUCATION**

1991 – 1998 ***Wayne State University***, Detroit, MI

Degree: Bachelor of Science – Business Administration

Major: Management Information Systems – Received 12/17/1998

1990 ***Wayne County Community College***, Detroit, MI

Degree: Associates of Arts

Major: Liberal Arts – Received 05/1990

**CERTIFICATIONS**

12/13/2006 Project Management Professional (PMP) Certification

09/21/2001 Project Management – Associate’s Certificate, George Washington University

**AFFILIATIONS**

08/2015 – Present Project Management Institute – Central Florida Chapter

07/2010 – 06/2011 Project Management Institute – Michigan Capital Area Chapter

Board Member: *Past President*

07/2009 – 06/2010 Project Management Institute – Michigan Capital Area Chapter

Board Member: *President*

08/2007 – 06/2009 Project Management Institute – Michigan Capital Area Chapter

Board Member: *Vice President of Professional Development*

12/2006 – Present Project Management Institute – Member in Good Standing

1998 – Present Wayne State University Alumni Association