Venkat

Sr. Project Manager/Scrum Master

* Over 22 years of experience in IT (programming, technical and business analysis, project management and Scrum Master).
* Over 10 years of Management (project manager/Scrum Master) experience and over 5 years of Business Intelligence projects experience.
* Successfully Managed multiple large, Enterprise-wide, multi-year, cross functional and complex projects with rapidly evolving requirements and with multiple vendors (like IBM, Accenture, TCS and Infosys) at geographically diversified locations (across the globe - Off-shore development and production support teams) and multiple projects (multiple tasks and implementations) at the same time under tight schedules and high pressure. Involved in application wise vendor performance review using KPIs.
* Extensive experience in Project Life Cycle Methodologies-SDLC [Agile and Waterfall], Project Management Methodologies (SEI-CMM, ISO, IDS-HOUSTON), Project Estimation, Project planning, Project management, Risk Analysis, Resource scheduling, Crisis Management, Vendor relationship management, Configuration management, status reporting, project accounting and Quality Methodologies.
* Extensive experience in managing projects with budgets up to $5 M and global teams of up to 30 members with multiple technology projects including Mainframes applications, Web (Internet) applications, client/server applications, Large system /data conversion projects, Data warehouse (ETL and Business intelligence) applications, mobile applications and COTS implementation.
* Extensive experience in Performing following standard Project manager (Delivery Manager) responsibilities as per the PMO standards:
  + Creating and maintaining of Project Charter, Scope document, Project estimates/ budget planning, Project Status Workbook, Project Plan (MSP), complex WBS (Work Breakdown Structure), Resource Utilization reports, Cost Variance reports, Communication plan & documents, Steering Committee PowerPoint presentations, operational and executive level reports, deliverables for Internal Audit department, tracking spread sheets,Gate/Milestone documents, lessions learnt document and project closure documents.
  + Report Project metrics to key stake holders, control Project Documentation, Plan& organize Steering committee meetings, planning resources efficiently and work allocating among team members.
  + Schedule, coordinate, and facilitate meetings with different business teams (business work stream leads/ program managers, financial team, compliance, legal, Customer Service Representatives, underwriting teams etc) and IT stake holders (Program manager and technical teams) as needed to gather high level business requirements, issues resolution and perform necessary follow-up.
  + Taking care of all aspects of process development and execution.
  + Identifying risks, dependencies, critical paths and issues and creating risk mitigation plans.
* Extensive experience in defining project success criteria, 'managing project expectations with team members and other stakeholders through effective, clear and timely communications', 'People management' and working in a matrix management environment.
* Monitoring inventory and development of technical widgets, vendor deliverables, and other work packages involved in implementation of multiple, concurrent, cross-Program releases. Proactively manage changes in project scope, identify potential crises, and devise contingency plans.
* Coordinating with Program leadership teams and change control committee(s) to monitor and manage dependencies and schedule impacts as they relate to Program deployments. Maintain CSR (Change Service Request) Master Schedule for the organization. Collect and track key CSR milestones. Ensure each project adheres to the governance required by Program Office including the maintenance of full documentation.
* Effectively prioritize and execute tasks in a high-pressure environment. Provides support to ensure client/customer service expectations are met.
* Experience in determining creative solutions, Analytical Support to strategic and operational needs.
* Extensive experience in facilitating JAD sessions, workshops, creating business requirements documents (BRD), business process model documents, business data model documents, system requirements document, functional and design specifications, test cases, test plans, issues logs, requirements traceability matrix, project documentation, business glossaries.
* Experience in conceptual and logical modeling. Extensive experience in creating business Use Case Models, artifacts, Business Analysis Models, Current state and Future state process models, detailed Use Cases, UML Diagrams including Use Cases Diagrams, Activity Diagrams, Sequence Diagrams, Context Diagrams, Data Flow Diagrams. Experience with Visio workflow development.
* Prepared Software Requirement Specifications (SRS), Functional Specification Document (FSD) and BPM (Business Process Model) documents in accordance with PMO deliverables.
* Extensive experience in creating training documentation, presentations and training facilitation.
* Experience in managing the test strategies, metrics, design, execution of complex applications. Extensively involved in QA-Validation activities, internal quality audits, prepared and monitored project metrics for significant deviations in quality, cost, or schedule. Extensively involved in change management process.
* Excellent communication (verbal and written) skills, especially with regards to presenting the findings to both technical and business audiences and for coordinating between globally located teams.
* Dynamic, hard working, resourceful, adaptable, proactive, quick-learner , self-directed and motivated individual with emphasis on delivering quality services. Ability to direct, motivate and deal honestly and fairly with diverse employees at many levels. Demonstrated self-discipline, flexibility, and ability to work independently, as well as within a group.

**Core Skills**

•PMP Practices •Handling Audit and compliancy projects •Working with Enterprise wide projects

•Exemplory client/customer service and relationship building •Budgeting and scheduling •Process Optimization& innovation opportunities &Best Practices Management •Capital & expense budgets •Risk management • Working with Data Warehouse /Business Intelligence projects •Microsoft Office products •SharePoint •Changepoint •Microsoft Project, JIRA •IBM Mainframes •Caliber RM, Rational Enterprise Suite

**Industries**

• Government •Health Care •Banking •Automotive •Insurance

**Work Authorization: US CITIZEN**

Work History

**SSS Inc, Little Rock, Arkansas June 2016 – Present  
Arkansas Department of Workforce Services (AWDS)  
Project Manger/Scrum Master**ADWS provides the Unemployment benefits and employment services to eligible unemployed persons in Arkansas. This particular project is Migration of Applications from Mainframe to .Net, which involved conversion of user screens, batch jobs and migrating database etc.  
Conduct Joint Application Design (JAD) sessions with Subject Matter Experts (SMEs) to finalize the project requirements. Building and supporting daily association and communication with DSR (Direct State Reporting) agencies and with other internal & external stake holders at various levels of organization. Recommending and tailoring the agile methodology based on project need. Facilitating agile ceremonies including but not limited to release planning, iteration planning, sprint planning, sprint review, sprint retrospective, and daily standup meetings. Collaborating with cross functional managers to remove the impediments and to protect the team from distractions to meet the iteration goal in the matrix organization environment. Liaison product owner and development team to come to an agreement on the iteration goal. Coach and maintain agile methodology artifacts and project management artifacts. Supporting all the resources and the stakeholders that are accountable to meet the project goals. Attending Scrum of Scrum meetings to Summarize team progress accomplishments and impediments. Publishing weekly and monthly status report of all tracks of work performance data that includes but not limited to key performance indicators (KPI), defects, and others. Working with business and technical management to establish and gain consensus on project goals, objectives, and deliverables. Established effective communication across development team, business team and other stakeholders to maintain the transparency. Maintained the feedback loop documentation for the process improvements. Create, maintain public folder for project to maintain the project related historical documentation and grant the access to the required resources. Coordinate, communicate, escalate and facilitate resolution of risks, issues, and changes tied to the project product development initiatives.

Lochbridge April2014 – May 2016  
Sr. Project Manager

**RFPs**

As Lochbridge is a solution provider and strategic partner for implementing IT solutions involve in below RFP submission process

**Land Ownership Tracking System (LOTS) for DTMB (STATE OF MICHIGAN)**

Extensively involved in project management related activities of this multi-million dollare and multeyear project RFP submission process. Involved in discussions related to technical solution, created project plan, executive summary documents, project schedule (detailed sprint plannig) using scrum Agile methodology, Project Budget, Communication Management Plan, Change Management Plan, quality Management Plan, Risk Management Plan, Issue Management Plan and acceptance criteria for Document Deliverables and Software Deliverables in alignment with State Unified Information Technology Environment (SUITE).

**Ohio Department of Education- OH DBITS**

**BMV Enterprise-wide Needs Analysis for Indiana Bureau of Motor Vehicles**

**PROJECTS**

**American Psychiatric Association DSM-5 Mobile Application**  
Scrum Master  
This project is to increase the usefulness and value of the application through enhancements with a focus of following key tasks.  
Update English and Spanish contents with logo based on the XML update files provided by APA.   
Modify security for Android and meet security needs without over burdening users.   
Perform OS and device compatibility test for latest Android and iOS.

**Ohio Secretary of State ADA compliance remediation project**  
Scrum Master  
This project to remediate compliance problems with Ohio state SOS web site based on The Americans with Disabilities Act (ADA) and the Rehabilitation Act. The below are two major requirements  
Verify the compliance level to be achieved as W3C, WCAG 2.0 - Level A compliant.   
Remediate, validate and confirm remediation recommendations have been implemented. Perform a rescan of the web URLs and PDF’s that were listed in Phase I to confirm ADA compliance. Work on content management related tasks.  
  
**Blue Care Network (Blue Cross Blue Shield)/ Security Risk Remediation   
Project Manager II**   
Managed development and enhancements for various projects (Interface applications, ETL & Business intelligence applications) as part of BCN new IBU products, Security Risk Remediation Project, SSN De-Identification project, PMT (Prospect Management Tool) and Third Party Enrollment Project. Performed standard Project Managerresponsibilities as per the BCN/BCBSM standards. Managed 23 shared resources for these projects with around 2.5 M budget. Acted as a scrum master and single point of contact for all project stake holders for execution of the project. Coordinated with business team, Audit team, security team, vendor team, architecture team, Data Warehouse team, development and testing team members to ensure the changes meet security audit standards, quality and schedules. Managed BRD, ADD and TDD approval process with key stake holders. Managed project scope, milestones, resources, Change Cotrols/requests and budget in CIMS application (Project management & Portfolio Management (PPM) tool to comply with PMO standards of BCBSM). Used JIRA tool. Managed projects under high pressure because of tight schedules and audit risk items

**SSS Inc, Little Rock, Arkansas February 2013 – March 2014   
Arkansas Child Support Information System (ARCSIS)-State of Arkansas Office of Child Support Enforcement  
Project Manger**  
This Child Support Information System for the state of Arkansas is a web-based application system using multi-tier architecture. It was a two-phase project with the first phase requiring implementation of the redesigned financial components allowing the state program to meet the federal requirements of the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA). Managed 5 direct and 8 shared resources for this project. Hosted Joint Application Development (JAD) sessions with project stake holders for finalizing business requirements, communicating, managing expectations. Promoted best practices to appropriate projects by identifying and tracking high-risk areas, implementing risk mitigation early, developing contingency plans as needed, and maintaining constant communication with project stakeholders. Provided leadership, guidance, and support for delivery teams. Took responsibility of establishing, fostering, and maintaining good working relationships with all levels of executive management, staff, customers, and business partners. Closely monitored, guided and worked with QA resources. Coordinating with the Systems and User Acceptance Testing team.

Cognizant Technology Solutions U.S.Corporation Feb 2011 – Feb2013  
Comerica Bank/ SSN Usage Reduction Project, FDIC Project  
Sr. Project Manager/ Technical Project Manager  
SSN Usage Reduction Project was chartered, based on an audit comment, to define solutions to reduce the usage or access to SSN/TIN data in Comerica applications. Some of the applications were handled in Agile methodology. Privatization of Test Data (Protecting Personally Identifiable Information) is also part of this program. FDIC Project was to address FDIC guidance related to fee for overdrafts and changing positing order process. Identify and contact Business Relationship Manager and business application owner for each application. Performed standard Technical Project manager responsibilities as per the Comerica PMO standards. Managed 11 direct reporting resources and 23 shared resources for this 5.3 million dollars project. Hosted Joint Application Development (JAD) sessions with project stake holders for communicating, managing expectations, to identify the business use of SSN/TIN in identified applications to ensure that it is consistent with the Corporate Guidelines and to gather business requirements. Acted as a single point of contact for all project stake holders for execution of the project. Managed BRD and SRD approval process. Identifying application changes, coordinating with internal and vendor technical teams during technical design, code changes, testing and user accepting testing phases. Evaluated RFPs based on business requirements, technical feasibility, implementation time frames, system response times, data business rules, security and cost point of view. Identified and recommended various alternative solutions and process change initiatives to leadership on business issues and changes affecting the program/project and how those changes should be carried out (on a strategic or design or conceptual level). Coordinating with business teams, support teams and vendor team members to track their work and resource allocation to ensure quality, schedules and SLAs. Worked with File-Aid RDX and File-Aid EX tools for Test Data Privatization purpose. Involved in Data Conversion process development. Ensured standards, tools and best practices are implemented within the project engagements.

HCL Global Systems May 2007 to January 2011

**Chrysler LLC (MI)/ IPATS Business intelligence Project and Sales and Marketing BI Project  
Delivery Lead**

IPATS (Investment, Planning And Tracking System) is an application used for tracking of activities such as capital forecasting, authorizing capital expenditure and restricting capital expenditure to authorized levels for Product Financial Department. The project involves preparing necessary files in mainframes as needed for data warehouse, loading data from existing mainframes operational system to data warehouse and then to data mart to build the reports on the top of it thru BI.

Sales and Marketing Business intelligence Project involves loading sales and marketing data in to data warehouse and data mart to create necessary sales forecast reports, score cards, creating necessary reports. Worked for MyPersonnel data warehouse project, Dealer Facility DW project and Vehicle Sales DW Project and IPATS phase-2 project. Involved in server refresh activity for IPATS project

Performed standard Delivery Lead responsibilities as per the Chrysler's IDS-HOUSTON PMO standards. Managed 6 direct reporting resources and 18 shared resources for this 4.5 million dollars project. Worked with and coached key stake holders in the process of developing detailed business requirements (Requirements for a BI solution may include data load specifications, update frequency, metadata requirements, estimated space utilization, back up & recovery requirements, output requirements (reports, dashboards, scorecards), data validation and reconciliation, archiving requirements, test script development (system and user acceptance) and testing plans. Acted as a single point of contact for all project deliverables. Responsible for developing business intelligence solutions, business model that help end users access and analyze data in a data warehouse, data mart through reports in most cost effective manner. Coordinated with different technical teams (Data modeler, DBAs, Infrastructure team, QA team, mainframes development team, ETL development team, Business Objects development team). Involved in source system analysis, data profiling and source to target mapping with assistance of technical team. Reviewed system requirements, technical specifications, high-level designs, data models and end user documentation. Identify process improvement opportunities. Plan & organize Peer reviews. Worked with DBAs by creating necessary ECCs for creation of tables, indexes, aggregate tables, Material Query Tables. Reviewed strategies for Extraction, Transformation, Loading (ETL) data from various sources into Data Warehouse and Data Marts using DataStage (Manager, Designer and Director) developed by ETL team. Worked with Business Intelligence reporting group (Business Objects team) and customers to review the report specifications and while developing the universe, review of universe standards, objects creation, using aliases, contexts, Universe level prompts, Aggregate aware, Row based restrictions etc. Analyzed reports using Slice and Dice, Drill Down, Cross Tab, Master Detail and Formula’s. Worked with BO team during design and development of Web Intelligence reports, Desktop intelligence reports, complex reports using advanced report writing features. Worked with BO team during conversion of reports from BO 6.5 to BO XIR2. Involved in Change management process. Lead the definition of future requirements for implementation, training and post-implementation monitoring.

**March 2006 to April 2007**

**DHHS/DIRM (Department of Health and Human Service, North Carolina)/POMCS ( Purchase Of Medical Care Services- Enchancements& Production support) Data warehouse project, Cary, NC**  
**Project Manager**  
DHHS handles Medicare and Medicaid programs provided to eligible low income people. The main components of this system are Membership/enrollment, Financial Eligibility, Claims Budget System, Claims Processing System, Automated Authorization System, Insurance and Third Party system, Correspondence, Liquidations and Encumbrance.

Managed 3 direct and 11 shared resources for this project. Coordinated with different technical teams (Data modeler, DBAs, Infrastructure team, QA team, mainframes development team, ETL development team, Business Objects development team). Identified process improvement opportunities and organized Peer reviews. Involved in Change management process. Promoted best practices to appropriate projects by identifying and tracking high-risk areas, implementing risk mitigation early, developing contingency plans as needed, and maintaining constant communication with project stakeholders.

**Blue Cross Blue Shield of MI, Auto National Systems Dec 2004 to Feb 2006**

Project Lead/ Sr. Systems Analyst

Worked with 835 Remittance advice changes project to make necessary changes to meet compliancy issues (EDI). Worked with PPO Plus Lab Program Changes project, POS Transition Project and Provider fee changes NPR.

Worked with Enterprise COBOL Conversion project for converting most of the BCBSM mainframe applications to use Enterprise COBOL instead of using different versions of COBOL.

Worked with EFT-ERA (Electronic Funds transfer- Electronic Remittance Advice) project.

Involved in applications analysis& existing data model which involves claims processing. Conducted business requirements gathering meetings and business readiness kickoff meetings. Worked with EDI team to take care of data security aspects as well for NASCO current process. Worked with WebDENIS& Internet security (E-Gateway) team. Created RFIs and RFPs. Evaluated various proposals from different vendors based on business requirements, technical feasibility, implementation time frame, response times, data business rules, security and cost point of view. Involved during vendor interview process and vendor product presentations. Prepared detailed analysis document by comparing the different solutions with recommendations. Prepared business & technical process flows for each solution. Created system requirements document, risks, assumptions, dependencies, Current State & Future State Specifications documents and Current State & Future State process models. Created high level Design documents and attended design review meetings.Created and monitored necessary Technical CSRs for IBM’s Technical changes. Created necessary Benefit File CSRs. Prepared Test Strategy documents based on business requirements for different types of claims, test cases, test data, traceability matrix and test plans. Reviewed unit test results done by IBM. Identifying issues with unit test results and coordinating with IBM. Executed test cases in model office, reviewing test results, updating traceability matrix and documented test results. Taking care of Service level agreements (SLA). Worked with Systems Operations team to take care of different compiler versions available. Prepared Enterprise COBOL standards document, which will explain all necessary code changes, JCL changes and Proc changes. Prepared estimations for all financial applications. Got training in Agile methodology. Created detailed Use Cases, Use Cases Diagrams, Activity Diagrams and end to end integration/ context diagrams, IM tickets, COWOs, Change management process, Off Schedule production move process etc. Conducted training sessions & guided all application developers throughout the project. Maintaining and updating project related folders, documents (high level documents, status reports test cases, test plans, UAT plan, issues log, technical issues log, approved business requirements etc). Involved in change control meetings.

**State of California, Sacramento April 2003 to November 2004**

**CA/ CA-MMIS- Reports To Web, HIPAA compliance project**

**Lead Business Analyst, Scaramento, CA**

Worked for Medicaid Management Information System (CA-MMIS- Reports To Web) enhancement project which will redirect Medi-Cal mainframe reports to a Web-based retrieval system. Some of those reports contain Medicare-Medicaid Coordination information.

Worked for HIPAA compliance project to implement HIPAA guidelines for Claims Processing Subsystem, the core of MMIS and uses data from the Membership, Recipient Eligibility, Provider, and Reference subsystems to adjudicate claims.

**State of Arkansas, Little Rock, AK March 2000 to March 2003**

**Medicaid Management Information System (MMIS)**Sr. Systems Analyst  
Involved in the major enhancements for mainframes applications, Membership/enrollment, SURS, MARS and Claims Processing Subsystems.

**Well Point Health Networks (Blue Cross of California)/ FasTrackJuly 1998 to February 2000**  
Sr. Systems Analyst  
Worked for FasTrak project for Well Point Health Networks Dental Division Customer Service Department. Involved in mainframe development activities.

**CIGNA Health Care, CT April 1995 to June 1998**

Sr. Programmer Analyst

Worked for multiple Mainframes based development, production support and re-engineering projects.

Education, Certifications and Acheivements

Bachelor of Technologies in Mechanical Engineering, Nagarjuna University, Andhra Pradesh, India

PMP Certification by Project Management Institute.

CSM – Certified Scrum Master® from SCRUM ALLIANCE®

Obtained Lochbridge certification on "Business Ethics - What Employees Need to Know".  
Attended computer based training on "Records and Information Management" and "Conquering Conflict through Communication", "Kanban: Productivity & Efficiency for Agile Lean Project", "Leadership: How to Lead to Engagement","The Truth about Agile versus Waterfall" and “Understanding Agile at a Deeper Level"

Attended IDS-HOUSTON project management training in Chrysler.

Obtained BCBSM certification in Information Security, HIPAA Privacy Standards and Code of Business Conduct.

Achieved BRAVO award in Chrysler.

Member in Technical Review Board (Quality Assurance & Change management team) in EDS.

#### TECHNICAL SKILLS

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| **Hardware** | IBM ES/9000, IBM 3090, IBM OS/390 and PCs |
| **Operating Systems** | IBM MVS, CICS, MS-DOS, OS/2, LINUX, UNIX, CA-REALIA, Windows-NT, Windows98, AIX 5.0, Linux, Windows 2003/NT/2000/ XP |
| **Access Methods** | VSAM |
| **Languages** | MS-COBOL, JCL, VS-COBOL II, SQL, PL/SQL, ENTERPRISE COBOL, FORTRAN |
| ETL Tools | DATASTAGE 6/7/8.0, Informatica 7.1 |
| **Data Modeling Tools** | Power Designer 9.0, Erwin |
| **BI Tools** | Business Object 6.5 & XI R2, Web Intelligence XIR2, Cognos ReportNet, Cognos Query Studio, IBM Cognos Impromptu |
| Methodologies | Ralph Kimball’s Data modeling, Star and Snowflake Schema Modeling |
| Databases | UDB DB2, MS-Access, MySQL, DB2, FOCUS, DATACOM, IMS |
| **Tools** | UML, Rational Enterprise Suite (Rose, RequisitePro, ClearCase, ClearQuest), Microsoft Office (Word, Access, Visio, Project, Excel, PowerPoint), Changepoint, USE Cases, TSO/ISPF, RACF, EASYTRIEVE, QMF, SPUFI, TSQ, TDQ, DCLGEN, XPEDITER, ENDEVOR, Abend-AID, CA-7, File-Aid, CA-VIEW, OnDemand, WEBSPHERE, Adobe Acrobat, Changeman, Platinum tools, BMC tools, IBM Utilities, INTERTEST, HIPAA, SharePoint, SYNCSORT, HIPERSTATION, PANVALET, INFOMAN, NDM, FTP, Super C, Caliber RM |