**Douglas L. Vivian, PMI-ACP, CSM, PMP**

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**EXECUTIVE SUMMARY**

Senior Scrum Master Agile Coach with proven success understanding the vision of the organization and with the ability to drive teams to accomplish the strategic goals and objectives. Effectively interprets the ideas of senior executives, creates actionable initiatives, and formulates cost-effective solutions. Proven capabilities in Agile program manager on strategic program portfolio. Actively engages, develops, mentors, and manages direct reports. Successfully leads internal and external teams. Delivers high quality cost-effective solutions, aligning technology initiatives to business-driven goals. RFP facilitation for big data analytics in banking, recruitment, and federally funded medical research. Core tool-kit competencies include solid portfolio management and execution by applying commercially available agile technology solutions with Project Management Institute (PMI) program measures and methodologies.

**Software Skills**: Version One, Jira, Rally, XPlanner, PeopleSoft, Appian, SAS, SQL, Confluence, SharePoint, Knowledgelink, Clarity, ALM, HP Quality Center, HP Service Manager, MS Office, Visio, MSP Enterprise, MSP Server

**Systems Environments**: Oracle 9i, UNIX, SQL Server, DB2, Sun Solaris, IBM 3090-600E

**EDUCATION & TRAINING**

Military Service: United States Air Force, Honorable Discharge

Bachelor of Science – Computer Science, *Roosevelt University – January 1984*

Certification – Information Systems Project Management, *Northwestern University – August 2007*

Certification – Project Management Professional, *Project Management Institute – April 2009*

Lean Six Sigma Green Belt,Agile Project Management, *Microtrain – February 2010*

ITIL V3, *Microtrain* *– August 2011*

Certification – Certified Scrum Master, *Conscires Agile Practices – May 2013*

Certification – Agile Certified Practitioner, Project Management Institute – *February 2014*

Scaled Agile Framework Program Consultant 3.0, *Leffingwell, et al, Scaled Agile Academy – November 2014*

Scaled Agile Framework Program Consultant 4.0, *Leffingwell, et al, Scaled Agile Academy – September 2016*

SAFe for Teams, *Scaled Agile – September 2017*

**CURRENT AREAS OF STUDY:** Scaled Agile Framework

**PROFESSIONAL EXPERIENCE**

***Pinpoint IT Services, Wallingford, CT., Norfolk, VA. October 2016 to December 2017***

**CONTRACT SENIOR SCRUM MASTER, AGILE COACH – Anthem Blue Cross Blue Shield, Amerigroup**

* Senior Agile Release Train Scrum Master and Coach for the Anthem Managed Care Platform. Two Portfolio SAFe Release Trains of 17 Teams. Led and coached six cross functional teams of Executives, Product Owners, BAs, more junior Scrum Masters, onshore and offshore Developers, and Testers during the Agile Advancement Initiative onsite and virtually in Wallingford, CT. and Norfolk VA. The teams developed and maintained Medicare and Medicaid plans for states CA, WA, KY, WV, GA, NC, SC, FL, VA, and DC
* Led and coached Executives, Product Owners, BAs, Scrum Masters, and the scrum team on Release Planning, product iterations, backlog management, the definition of ready, and definition of done. Agile tool Jira Enterprise
* Alignment of initiatives within teams as well as upstream and downstream from teams. Baselined lean metrics. Implemented software quality metrics. Coached all ceremonies. Grooming, planning, daily standups, sprint reviews, demos, retrospectives
* Supported implementation of ATDD across the train
* Completed Scaled Agile Framework SAFe for Teams training alongside the teams

***TEKsystems Inc., Chicago, IL February 2016 to October 2016***

**CONTRACT SENIOR SCRUM MASTER, AGILE COACH – CNA Insurance**

* Senior Scrum Master and Coach for the Enterprise Content Management Modernization Project. Led two cross functional teams of Executives, Product Owners, BAs, onshore and offshore Developers and Testers. Resource Library delivered a new document management and search platform. Document repository with tags. New search interface. Inside CNA and Profile delivered a new portal, content management, and profile management platform. Enterprise news. Enterprise tools/resources. Federated search. Personal profiles. Find an expert. Feedback capture. About CNA. Employee nominations
* Coached Product Owners and BAs on product iterations, backlog management and the definition of ready, definition of done
* Helped Executives and Product Owners enable and benefit from “deploy on cadence/ release on demand”. Agile tool Version One Enterprise
* Alignment of initiatives within teams as well as upstream and downstream from teams. Baselined lean metrics. Implemented advanced engineering practices and software quality metrics. Shifted from big-bang program releases to smaller more frequent releases with feature/epic flags. Facilitated all ceremonies. Grooming, sprint demos, retrospectives, planning, daily standups
* IBM WebSphere portal, WebSphere Content Manager, Watson Explorer, Connections, FileNet, cloud environments provisioning Greenplum Enterprise data warehouse, Commodity hardware, virtual machines, public cloud
* Supported implementation of ATDD across the teams
* Completed Scaled Agile Framework Program Consultant 4.0 training

**Douglas L. Vivian Page 2**

***W3R Consulting, Chicago, IL April 2015 to February 2016***

**CONTRACT SENIOR PROJECT MANAGER, SCRUM MASTER, AGILE COACH – Health Care Service Corporation, Blue Cross**

* Senior Scrum Master and Coach for the Claims Customer Service Processing System Modernization Project. Led two cross functional feature teams of Onshore and offshore developers and testers (Chennai, India). Claims Calculations enhanced service level adjudication through claim release and finalization. Processes enhanced third party liability calculations, Determination of patient share, performing corporate recycle edits, and manual calculations
* Led the teams through agile adoption waterfall to agile. Coached Executives, Product Owners, Developers, testers and more junior scrum masters on agile practices.
* Facilitated all ceremonies. Grooming, Sprint demos, retrospectives, planning, daily standups. Agile tool Jira Enterprise
* Project Manager on a regulatory traditional methodology initiative to correct 11 million Medicare claims

***Strategic Staffing, Vienna, VA September 2014 to April 2015***

**CONTRACT SENIOR SCRUM MASTER, AGILE COACH – Capital One Bank**

* Senior Release Train Scrum Master and Coach for the systems team and three agile features teams on a Large Solution SAFe Release Train of 16 teams supporting WWW digital small business and consumer marketing. Agile tool Version OneEnterprise
* The systems team supported all non-production environments, program initiatives, and automated test-driven development (ATDD), continuous integration, continuous deployment (CI/CD) across the agile release train
* The features teams supported bank digital marketing campaigns, home loans, auto financing, small business and consumer banking
* Coached the product owners on product iterations, backlog management and the definition of ready, definition of done
* Facilitated all ceremonies. Sprint demos, retrospectives, planning, daily standups, and health checks
* Supported implementation of ATDD across the train
* Completed Scaled Agile Framework Program Consultant 3.0 training

***ettain Group, Charlotte, NC July 2014 to September 2014***

**CONTRACT SENIOR SCRUM MASTER – Bank of America**

* Scrum Master and Coach for two agile teams of developers and testers deploying an Appian Business Process Modeling Legal Order System
* The initiative transformed the paper-based processes for attachments and subpoenas. A case management tool was implemented. For attachments, images replaced paper for processing. Key manual tasks automated. Electronic presentment and payment implemented. For subpoenas, labor intensive fulfillment tasks were automated
* Coached the executives, management, and the team on how to organize into smaller higher performing cross functional teams
* Helped Executives and Product Owners enable and benefit from “deploy on cadence/ release on demand”
* Facilitated all ceremonies. Sprint demos, retrospectives, planning, daily standups, and health checks. Agile tool Rally

***Strategic Staffing, Wilmington, DE October 2013 – May 2014***

**CONTRACT SENIOR SCRUM MASTER, AGILE COACH – Capital One Bank**

* Agile Release Train Scrum Master and Team Coach for two cross functional agile scrum teams on a Large Solution SAFe Agile Release Train of developers and testers building the auto finance Java front end and the oracle backend for the Capital One Enterprise. Agile tool Version One Enterprise
* The initiative integrated Auto Finance web functionality from three different Capital One Organizations into one on an enterprise website
* Delivered the external customer facing functionality for mobile web, and tablet for I-phone, android, and the desktop
* The backend team maintained a .net internal help desk auto loan application
* Supported implementation of ATDD across the train
* Facilitated all agile ceremonies. Retrospectives, planning, daily standups, health checks, and sprint demos

***Strategic Staffing, Richmond, VA May 2012 – September 2013***

**CONTRACT SENIOR AGILE PROGRAM MANAGER, SCRUM MASTER, AGILE COACH – Capital One Bank**

* On boarded 12 Enterprise Architecture teams of 80+ individual’s agile adoption waterfall to Scrum or Kanban/Signal
* Initiated the teams in agile methodology. Partnered with Architecture Executives on different approaches, provided guidance. Then engaged and coached each of the 12 teams to get them started in either Scrum or Kanban/Signal. Facilitated kickoffs and all agile ceremonies
* Managed push back of adoption from full-time and contingent workforce as required. Agile tool Version One Enterprise
* Scrum Master for the Architecture Executive team examining enterprise capabilities in a decentralized support model, SAFe
* Managed multiple work streams for an IBM Rational Asset Manager deployment to create a design repository to fill the gap in the enterprise life cycle process
* Program Manager on a traditional methodology initiative to guarantee fulfillment of customer account requests across the enterprise
* Completed Certified Scrum Master Training

**Douglas L. Vivian Page 3**

***Apex, Deerfield, IL October 2011 – May 2012***

**CONTRACT PROGRAM MANAGER HRIS – Walgreen Co**

* Managed the Talent Acquisition Enterprise Program in the HR PMO. Maintained program plan. Managed work streams. Prepared weekly program status for the management team and Senior Leadership
* Managed RFI process for high volume recruitment process outsourcing applicant tracking system
* Facilitated ongoing tactical recruitment sessions for new healthcare and consumer retail pilot markets

***Collabra, Richmond, VA March 2010 – September 2011***

**CONTRACT SENIOR PROJECT MANAGER, SCRUM MASTER, AGILE COACH – Capital One Bank**

* Scrum Master for an agile scrum team building a credit card statistical analysis application. System conversion and infrastructure migration from third party hosted solution to an in-house SAS application. End user tool, internet and mail decisions, credit limit increase, and investment decision optimization. Project budget $3.9 million
* Coached 24 onshore and offshore (Pune and Bangalore, India) developers and testers full-time and contractors on adoption from waterfall to agile. Managed pushback. Facilitated agile ceremonies. Maintained story boards, sprint cards creation, sprint tracker. Generated burn reports
* Designed and implemented on boarding process improvements, Citrix offshore connectivity setup. Swim lane, RACI chart
* Coordinated Infrastructure migration to new datacenter, disaster recovery planning strategy
* Facilitated RFP process for high performance analytics bigdata warehouse. Digital display marketing, authorizations fraud, data mining. Finalist Greenplum Enterprise data warehouse
* Managed multiple work streams for credit policy build, accelerate in market project for internet and direct mail
* Program Manager for a Net Present Value Credit Card Acquisition portfolio reporting to Senior Leadership

***Strategic Staffing, Detroit, MI September 2009 – November 2009***

**CONTRACT SENIOR PROJECT MANAGER – Blue Cross Blue Shield of Michigan**

* Maintained project plans for a group benefits conversion affecting +700,000 automotive retirees. Project budget $2.1 million
* Post implementation command center. Collaborated with PMO leadership, business director, and technical support to create a support model for large conversion initiatives

***Health Care Service Corporation (Blue Cross Blue Shield of IL, TX, OK, NM), Chicago, IL June 2006 – July 2009***

**HRIS Program Manager SPECIALIST (09/2006 – 07/2009)**

* Managed HCM Enterprise Project Portfolio. 2008 Project budget $9.3 million. 40 projects successfully completed on time on budget
* Collaborated with HCM Community Managers, Directors Advisory, and Vice Presidents Steering Committee to identify, prioritize, and sequence all initiatives affecting the portfolio. A combination of weekly Project Managers and Team Leads meetings, monthly Director’s Advisory Board meetings and quarterly Steering Committee meetings, all of which I chaired, led to better decision-making and improved communication flow amongst all employees within the Community
* Exercised strategic leadership skills in creating and rolling out projects that had stalled to restart momentum and build consensus by creating opportunity documents, business cases, and budgets for all projects $250k to over $1 Million customized for each stakeholder community. Helped to build bridges between several departments where friction had previously existed
* Managed highly visible $3.7 Million nine months Peopleclick Automated Recruiting Solution Project.  Fast tracked PeopleSoft integration automation.  Standardized and improved key recruiting/hiring processes cycle time by 70%. Project completed on time and $101k under budget
* Directed, developed business case and budget for $3.1 Million PeopleSoft HCM 8.8 to 9.0 portal upgrade and proprietary software application upgrade
* Release management. Developed and maintained Release schedule, scope management, testing strategy, and change request process. Introduced and implemented impact analysis strategy as part of new release change request process. Stakeholders gained a better understanding of the cost and associated risks of introducing changes to in-flight releases
* Teamed with business managers to increase compliance with SDLC accountabilities and responsibilities. Collaborated with Senior Project Managers and Communications staff to develop automated lessons learned process. Automating lessons learned increased stakeholder participation by 40%
* Co-developed SDLC business management training program utilized by Business Managers and staff
* Volunteered to provide Project Coordinators and junior Project Managers the guidance needed to build relationships and effectively apply the SDLC methodology to deliver successful projects.
* Developed plan to cross train peer Program Managers and Project Managers on roles and responsibilities of program management. The plan included sharing sessions, coaching on developing leadership committee charters, and invitations to observe strategy meetings with Community executives

**Douglas L. Vivian Page 4**

**Senior HRIS Project Manager (06/2006 – 09/2006)**

* Managed the 2007 Open Enrollment Project. Required development and customizations to support modifications to corporate defined benefit plans. The project was completed on time on budget
* Managed the 2007 PTO Year-End Transition and Total Rewards Project. Implemented business and technical process improvements to year-end rollover, and PTO award bank. The project was completed on time and on budget
* Collaborated with 5 internal departments and 20+ stakeholders for project requirements, maintain project budget, and facilitate year end release test plan development and execution

***Northwestern University, Evanston, IL April 1999 – April 2006***

**aPPLICATION SYSTEMS Manager HRIS**

* Managed 10 analysts and programmers responsible for PeopleSoft HCM module customizations and upgrades 6.2 to 7.5 (5 months) 7.5 to 8.3 (6 months), and 8.3 to 8.9 (8 months)
* Managed implementation of 8.9 Talent Acquisition Manager (TAM) and Candidate Gateway (CG). Worked directly with IT operations and the development staff on CG resume processing issues. Partnered with the business to develop TAM process flows. Drove issue resolutions with the development team, IT Operations, and PeopleSoft global support
* NU failed a National Institute of Health (NIH) Effort Reporting Audit.  Presented a solution to replace existing manual process with a custom web-based solution using the PeopleSoft 8.3 Toolset.  Working directly with the business to identify issue and regulatory requirements, the project was delivered on time. Saved the university $10 million
* Directed customizations for salary administration module under release 7.5, self-service recruitment module for internal and external applicants under release 8.3
* Managed concurrent implementations of 6 month $2.1 Million Fastech (acquired by Kronos) Electronic Time Entry System (ETES) and PeopleSoft HCM application upgrade under release 7.5. Project was completed on time and on budget
* Generated project estimates, budget tracking and multiple RFPs
* Mentored and coached the staff, documented staff career development plans, established and maintained annual training plans for each staff member, managed training budgets
* Set up mentoring arrangements between myself and members of the staff, between more senior and more junior members of the staff, and between my staff and members of the business staff
* Focused on developing the team’s individual and collective versatility, thus increasing their value to the university, as they developed their careers
* Conducted annual performance reviews for staff including performance development and corrective action plans with direct responsibility for hire fire

***Quaker Oats, Chicago, IL September 1996 – April 1999***

**HRIS Project Leader, Employee Administration Center (3/1998 – 4/1999)**

* Directed team of 12 analysts and programmers responsible for PeopleSoft HCM 5.12 to 7.01 upgrade project
* Maintained and oversaw cost and budget tracking, re-installation of all Object and batch modifications, and coordination of testing with home office and 24 plant locations

**Senior HR Systems Analyst (9/1996 – 3/1998)**

* Led team of analysts and programmers responsible for 18 months redesign and implementation of PeopleSoft HCM centralized system encompassing 24 hourly plant locations conversion from Cyborg HR/Payroll local and regional processing
* Leveraged relationship with Cyborg Management to negotiate an extension of the contract to ensure that Quaker would be on a supported product during the conversion away from the Cyborg HR/Payroll System
* Hands on Lead of technical efforts for each phase of the PeopleSoft HCM conversion including JCL submission for test database refreshes, payroll runs, and local/regional electronic report distribution for review of test results
* Developed standardization of Kronos time and attendance system, production batch schedules, SQR report creation and distribution
* Developed and implemented all operations procedures for business and technical staff
* Guided staff on new processes, developed cross training plans to deepened knowledge of new technology
* Utilized JAD approach for all efforts

***United Insurance Company of America, Chicago, IL July 1994 – September 1996***

**HRIS Project Leader, Information Systems Department**

* Directed team of 7 programmers responsible for providing development and support of Cyborg HR/Payroll Application
* Constructed interfaces between Commission Person Compensation System (CPCS), and 14 legacy systems
* Developed web front-end for United Casualty, General Life, Collections, Claims, Financials, Cyborg, and CPCS
* Cross trained staff on new technology, established a process to desk check programs and review test results prior to the business
* Mentored staff, coached team members that required motivational improvements
* Utilized a JAD approach for all efforts

**Douglas L. Vivian Page 5**

***Heller Financial, Chicago, IL March 1990 – July 1994***

**Senior HRIS Programmer Analyst, Information Systems department**

* Technical lead for the conversion from Computer Associates IDMS HR/Payroll system to Cyborg HR/Payroll System
* Developed automated General Ledger interface between the Cyborg HR/Payroll and the IDMS General Ledger Systems which supported salary allocation and census reporting
* Directed two team members. Coached junior team members on the RFP process, conducted sharing sessions with junior team members during the conversion

***Amoco Corporation, Chicago, IL February 1989 – March 1990***

**SENIOR PROGRAMMER ANALYST, REFINING TRANSPORATION AND ENGINEERING**

* Developed and maintained the Amoco Materials Management Information System (AMMIS) at both the OS/MVS/XA and DOS/VM domestic Amoco refineries
* Developed a purchase order perpetual purge/restore procedure (impacting 14 corresponding VSAM files)

***Allstate Insurance Company, Northbrook, IL April 1986 – February 1989***

**SENIOR PROGRAMMER ANALYST, INDIVIDUAL LIFE SYSTEMS (12/1987 – 2/1989)**

* Supported and enhanced the Agency and Billing/Collections Subsystems
* Coordinated the development of the ‘Employee Road Map’, containing 260 TSO panels
* Designed and implemented a zip plus four conversion
* Supported Billing/Collections for Data Center Contingency

**APPLICATIONS SYSTEMS PROGRAMMER (4/1986 – 12/1987)**

* Supported Agency and Billing/Collections
* Participated on the ISAM to VSAM conversion project team

***Pride Tech Inc, Chicago, IL (Life and Health Insurance Company) December 1985 – March 1986***

**PROGRAMMER ANALYST, QUALITY ASSURANCE**

* Duties on the Quality Assurance Team included debugging and documentation of systems

***Health Care Service Corporation (Blue Cross Blue Shield of IL), Chicago, IL June 1984 – December 1985***

**ProgramMER ANALYST SPECIALIST, CLAIMS ADJUCATION**

* Supported and enhanced the Basic Blue Cross, Major Medical and Explanation of Benefits Systems (COBOL), as well as the Blue Shield System (BAL)

***Time Incorporated, Chicago, IL July 1979 – June 1984***

**Computer Operator - Third shift**

**AWARDS AND RECOGNITION**

* Health Care Service Corporation - Information Technology Group Annual Stars Awards 2006, 2007, 2008
* Northwestern University - Information Systems Annual Director’s Award 2003
* Heller Financial -Received Cyborg User’s Excellence Award for Outstanding Payroll User at the 1993 Cyborg Annual Conference

**PROFESSIONAL ASSOCIATIONS AND AFFILIATIONS**

Project Management Institute, PMI

American Society for Quality,

Scrum Alliance

**VOLUNTEER ACTIVITIES**

Chicago Cares Servathon 2007, 2008, 2009

**LINKEDIN:**

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