

Siraj Shaikh

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Career Summary:

Senior Project Manager, PMO, Digital Transformation Leader, SCRUM Master & Business Analyst

- Innovative and transformative IT professional with over 15 years of experience in digital transformations, project management, business analysis, system implementation, programme management & PMO.
- Possess a combination of management, business analysis, PMO and technology skills. Specialized in optimising business processes, resolving complex business challenges, enhancing efficiency and establishing governance models, accountability & KPIs.
- Experienced in leading complex, cross functional project across multiple business domains, varied business processes, enterprise system implementation, operation change management and IT transformation.
- Seasoned PMP trained project manager with deep expertise in delivering challenging projects from budgeting to delivery, using Agile (SCRUM framework, KANBAN), traditional SDLC, and hybrid methodologies.
- A native English speaker having excellent written and verbal skills, with seamless command over business as well as technical communication crucial for bridging the gaps between business, processes and technology teams.

Key Skills:

Project Management, Digital Transformation, Enterprise Architecture, Digital Strategy, SEI CMMI Level Processes, PMO & Governance, Programme Management, Agile, SCRUM, SAFe, Business Analysis, Product Management, Data Analysis, Business Process re-engineering, Cloud Migration, Industry 4.0, Budget Management, Vendor Management, Contract Management, Staff Mentoring, Risk Management, Customer Relationship Management, Stakeholder Management, Gap Analysis, Lean, EPMO, TOGAF, PESTLE& SWOT, Matrix Based Reporting(MS Excel & MS Word) and Executive Presentations(MS PPT).

Professional Achievements

- Successfully devised and established PMO for the organisational Digital Transformation initiative which included ERP, CRM, HR, Bespoke & other OTS systems.
 - Utilised my expertise in defining policies, standards, guidelines and procedures to define & establish processes and ensured the implementation of the same by educating IT personnel & stakeholders.
 - Devised and established processes for Agile as well as Waterfall+Agile hybrid project execution models.
- Reduced clients' operation cost by 30%-50% by identifying business problems & productivity losses in clients' business operations.
 - Employed my empathy, listening, enterprise analysis & quick learning skills to conduct/manage research & analysis to recreate the customer's Value Stream Maps and formulated insightful, recommendations.
- Developed & implemented Digital Strategy & transformation roadmaps which achieved 70% of the client's Strategic Business Goals of operation excellence, manpower utilisation & process improvement.
 - Utilised my enterprise analysis, enterprise architecture, problem-solving, IT solutioning, KANBAN, strategy planning & negotiation skills to identify and implement Digital Transformation use cases.
- Elevated the process compliance level of the IT team from SCI CMM Level 1 to CMM Level 5.
 - Deployed my process knowledge & process implementation skills to devise and implement SEI processes across all the projects.
- Successfully achieved 85% KPI compliance in large IT programmes & Digital Transformations in the range of \$300K to \$1Million.

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- Deployed my project management, discipline, team management, CMMI and Agile process knowledge & organisational skills, in projects with team sizes from 10 to 25, with team members and customers located at multiple geographical locations.
- Progressively achieved 70% i.e. SGD 200K/Year reduction in application support cost.
 - Utilised my experience in Leadership, Customer Management, Customer Experience & Process Improvement skills to improve the IT support operation.
- Established and streamlined a brand new service arm of 150 personnel with varied skill sets, for one of the customers' global EAM requirements, that generated an annual revenue of USD 9M.
 - Utilized my resourcefulness, vendor management, interpersonal & business analysis skills to analyse the scope of work, identified & hired the right kind of resources to execute it.
- Delivered 25% added profit by savings project execution cost.
 - Deployed my empathy & global team management experience in the project for a client having little/no English language skills & a team with no Japanese language skills.
- Improved the product quality and customer satisfaction from 30% to 65%.
 - Employed my project management, PMO, adaptability skills to Introduce & successfully implement SCRUM and SAFe framework.
- Awarded for employing my Process expertise and elevating SEI CMMI level5 process awareness amongst a group of 3000 personnel, by non- traditional and non-conventional methodology.
- Achieved saving of USD 20K per annum towards training cost.
 - Harnessed my staff-mentoring and coaching skills to design and lead internal training programmes for fresh and experienced talents.
- Devised the Business Analysis process, deliverables, KPI & governance model and effectively managed the team of Business Analysts, resulting in reduced project rework by 90% and efficiency improvement of Business Analysis process by 60%.
- Achieved the feat of having less than 5% defect leakages from BA/user stories into final product/deliverable.
 - Successfully conducted Business Analysis for large & small application from varied domains whilst utilising business acumen, attention to detail, elicitation, stakeholder analysis, documentation skills to formulate strong business cases & other artifacts.

Professional Experience:

Employer: Emirates Group, Dubai

May-2023 – Till Date

Role: PMO, Business Analyst, Project Manager, Process Manager

Responsibilities:

- Conduct the requirement gathering workshops & digital safaris with sponsors, line managers and key users to understand the strategic goals, the low-level requirements, pain points, bottlenecks and wish lists.
- Perform enterprise analysis, drive interviews with focused groups, use qualitative & quantitative analysis to identify bottlenecks in business processes.
- Assist the client, evaluate the presented change process as well as project scope by providing tangible & non-tangible justifications.
- Monitor projects as a PMO from process compliance and project health perspective, guide & coach PMs on improving the project performance and KPIs.
- Collaborate with client's stakeholders to identify strategic goals, visions & objectives.
- Define the policies, procedures and guidelines to elevate the process maturity from Ad-Hoc to Level3 for waterfall as well as Agile projects.
- Assess IT's present capability, competencies, gaps in the current & target skills and propose processes & training to achieve the objectives.

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- Track & Monitor the SCRUMs as a PMO and SCRUM Master to ensure on-time and value delivery to the business.
- Work closely with the Digital Transformation & Business Unit heads to align the project and initiatives with the organisation's strategic goals.
- Educate the client in prioritising, approving user stories & developing MVPs.
- Formulate the roadmap for a complete change in IT Project Management Process, Project Execution & Application Support.
- Use project management, estimation, resource allocation & strategic road mapping skills to chalk out the implementation roadmaps.
- Influence stakeholder, negotiate & drive approval process for the project requirements and objectives.
- Create strong business case, present and seek approval from various levels using context diagrams, process flows, user stories, acceptance criteria, feature prioritization, traceability matrices, SOW, ROI forecast, etc.
- Perform end-to-end project management for the analysis phase, ensure superior quality of deliverable & on-time delivery.

Employer: ITFAQ Global Systems & Software Trading LLC, Dubai

Aug-2022 – Nov-2022

Role: Senior Business Analyst

Responsibilities:

- Collaborate with client's stakeholders to identify strategic goals, visions & objectives.
- Formulate a complete business change, from a single line project requirement & present the role of the project in the change management process.
- Assess the client's present capability, competencies, gaps in the current & target skills and propose processes & trainings to achieve the objectives.
- Develop the project scope top-down using the stated target objectives, help the client understand & evaluate the same.
- Assist the client, evaluate the presented change process as well as project scope by providing tangible & non-tangible justifications.
- Perform enterprise analysis, drive interviews with focused groups, use qualitative & quantitative analysis to identify bottlenecks in business processes.
- Conduct the requirement gathering workshops & digital safaris with sponsors, line managers and key users to understand the strategic goals, the low level requirements, pain points, bottlenecks and wish lists.
- Create strong business case, present and seek approval from various levels using context diagrams, process flows, user stories, acceptance criteria, feature prioritization, traceability matrices, SOW, ROI forecast, etc.
- Define non-functional requirements like UI/UX, security frameworks (OSWASP), hosting platform, performance expectations, etc.
- Present, negotiate & seek sign-off from the client on requirements as well as the expected ROI & SOW.
- Understand the RFPs/Tenders, details of the implicit & explicit requirements and prepare proposals as a response to RFP and Tenders.
- Define & develop process maps, UX designs, employee/customer journeys & strengthen it with robust acceptance criteria & data structures.
- Educate and guide the UI/UX & development teams for developing wire frame, conducting feasibility study, prepare screen mockups & branding.
- Perform extensive walkthrough for user stories/UX to ensure coverage & acceptability from client's operations perspective.

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- Perform end-to-end project management for the analysis phase, ensure superior quality of deliverable & on-time delivery.
- Use project management, estimation, resource allocation & strategic road mapping skills to chalk out the implementation roadmaps.
- Educate the client in prioritising, approving user stories & developing MVPs.
- Influence stakeholder, negotiate & drive approval process for the project requirements and objectives.

Employer: ST Engineering Management Services Pte. Ltd., Singapore

Dec-2012 – Mar-2021

Role: Enterprise Analyst, Senior Project Manager, Digital Transformation Leader

Responsibilities:

- Collaborate with business stakeholders for identifying strategic goals, visions & product roadmap and operation stakeholders for the impacted Value Streams.
- Perform enterprise analysis, drive interviews with focused groups, use qualitative & quantitative analysis to identify bottlenecks in business processes & existing IT solutions.
- Perform Value Stream mapping, drive problem solving process and provide solutions from Business Processes as well as IT perspective.
- Lead, perform, review and monitor the end-to-end business analysis for each project, in programmes, from kick-off until user story sign-off.
- Perform stakeholder analysis, to identify the stakeholders' interests & influence to chalk out the communication and escalation plans.
- Conduct the requirement gathering workshops & digital safari with sponsors, line managers and key users to understand the strategic goals to the low level requirements, pain points, bottlenecks and wish lists.
- Create strong business case, present and seek approval from various levels using context diagrams, process flows, user stories, feature prioritization, traceability metrics, SOW, ROI forecast, etc.
- Define & develop process maps, UX designs, employee/customer journeys & strengthen it with robust acceptance criteria & data structures.
- Negotiate with client stakeholders for sign-off on requirements as well as the final project deliverable.
- Strategically plan the delivery of IT product backlogs, for achieving the epic/business goals.
- manage client stakeholders & internal stakeholders.
- Contribute to the clients' Change Management process and assist the Change Control Board in decision making.
- Prepare and own digital strategies, procedures and guidelines in coordination with the VP IT.
- Perform end-to-end project management from inception to service transition, in Agile and hybrid(Agile + CMM) frameworks.
- Ensure KPI conformance & superior results in terms of budget, quality of deliverable, on-time delivery, effort and scope.
- Own the overall project plan including effort estimation, resource loading, schedule, risk management, quality plan.
- Lead the governance of IT programmes, epics from PMO perspective to ensure adherence to the set standards.
- Lead, monitor, track and realign the Digital Transformations initiatives.
- Identify the Epics in value streams & the dependencies of solution backlogs, across epics.
- coordinate with the Product Owner to facilitate the prioritisation of product backlogs and for resolving impediments.
- Chair daily standup, sprint planning meetings, sprint review, retrospective meetings & facilitate product demos to ensure the delivery of the correct MVPs.

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- Prepare, own and present to stakeholders, quantitative reports like, Burn-Down charts, Burn-up charts, Risk burn down charts, variances reports, process performance report etc.; as well as qualitative reports.
- Monitor, track, review, perform course correction, provide specialised help & guide other projects/products on performance, methodologies and compliance, as a part of PMO group.
- Define, track and monitor vendor performances based on the agreed SLAs and expected quality of deliverable.
- Create proposal for RFPs, drive proposal acceptance & negotiate final contract.
- Create RFPs. review proposals & evaluate Vendors for co-sourced and outsourced projects/programmes.
- Ensure availability of IT applications by planning and exercising disaster recovery measures.

Employer: Hexaware Technologies Ltd., India/USA.

Feb 2008 – Dec 2012

Role: Senior Project Manager and Lead Business Analyst

Responsibilities:

- Managed the assign projects and support operation is traditional waterfall as well as agile framework, for a single client(one of the big 4 consulting firms), in a co-sourcing model from initiation to delivery.
- Prepare and own the entire project plan including effort estimation, project schedule, risk management plan, configuration management plan, quality plan, etc., for SDLC projects.
- Coordinate with the Product Owner to facilitate the prioritisation of product backlogs and for resolving impediments.
- Chair daily standup, sprint planning meetings, sprint review, retrospective meetings & facilitate product demos to ensure the delivery of the correct MVPs.
- Create proposal for RFPs, drive client coordination for proposal acceptance, negotiate terms till the final project win.
- Mentor & guide fresh as well as experienced talents for taking up higher roles in the organization hierarchy.
- Perform pre-sales activities based on enquiries, understand the client's requirements and suggest solutions.
- Lead, mentor & manage the entire business analysis team.
- Conduct business analysis, requirement elicitation, create user stories and other artifacts.
- Analyse the client's requirements and feasibility of implementation.
- Identify client's pain areas and suggest solutions as a part of opportunity farming.
- Identify vendors for specific projects, whenever required.
- Create RFPs. reviews proposal & evaluate Vendors for outsourced projects and human resources.
- Define, track and monitor vendor performances based on the agreed SLAs.

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Technical Skills:

- Management Tools: Digite', CAAMS, JIRA, Microsoft Project
- Methodology: SCRUM, Agile, SAFe, SDLC, LEAN, Waterfall.
- Products: MAXIMO, Liferay, Service Now, Salesforce, Microsoft Dynamics, MS SharePoint, MS Team Foundation Server
- SAP: Material Management(MM), Customer Service(CS), Sales & Distribution(SD), Plant Maintenance(PM), SCM.
- Programming Languages: Java, J2EE, Lotus Script, Dot Net
- Framework: Struts, Springs, Hibernate, TOGAF.
- RDBMS: MS SQL, Oracle, DB2
- Operating Systems: Windows
- Application Servers: Oracle HTTP Server, Weblogic, WebSphere, Apache Tomcat, MS Internet Information Server
- Others: SSIS, SSRS, Jasper, Crystal Reports, Bert, Adobe Photoshop