

DANA T. MERRILL, PMP, SSGB
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Project, Program, People Management

- Director-level PMO and Software team leadership experience
- Project/Program management experience with global and fully-matrixed teams
- Integrated background with IT, Operations and Business depth of knowledge
- Deep fiscal management experience at all levels, Analyst-Director
- High facility building trusted team relationships

APPLICABLE PROFESSIONAL EXPERIENCE

MetLife, Raleigh, North Carolina • Sep, 2014-Current

Director, Software Engineering/Program Manager, GSSP Program (04/2017-Current)

Facilitated program definition and execution for Global Sales/Service Platform projects, building cross-practice relationships and overhauling project and program status, fitness and financial reporting across the program.

- Owned/Delivered highly visible and mission-critical global platform products.
- Owned/Delivered \$11M Core program on-time, on-budget.
- Managed organizational and global program financials for \$40M portfolio.
- Owned/Guided organizational vendor management (contracting-invoicing) for multiple enterprise vendors.

Senior Project Lead, Global Employee Benefits-Information Technology (09/2014-04/2017)

Guide Information Technology (IT) project delivery within Global Employee Benefits (GEB) organization, relating with business, systems and vendor partners to fulfill project needs and foster a collaborative environment.

- Took over and led to completion a multi-year, multi-million-dollar program to upgrade systems to a new, custom benefits platform.
- Developed evolutionary technology stack presentation and communication structure for senior leadership.
- Led a full upgrade of organizational data storage and Disaster Recovery protocols for business applications and interfaces, stepping technology forward more than a decade.

FIDELITY INVESTMENTS, Raleigh, North Carolina • Jun, 2011-Aug, 2014

Senior Systems Project Manager, Defined Benefit (DB) (06/2011-08/2014)

Managed technology delivery and systems development as contributors to business project completion for large-market clients and developed DB Systems Project Management Office standards.

- Pioneered team Agile development management utilizing Fidelity Agile Methodology (FAM), managing and maintaining multiple Agile and Waterfall systems projects.
- Led DB Systems contribution for multiple (12-22) concurrent software projects totaling multi-million dollars for Fortune 100 clients, partnering with systems teams and acting as primary liaison for the business.
- Codified inaugural Work Breakdown Structure (WBS) and developed other project management artifacts for Systems Project Management Office.

TRUE ADVISORY SERVICES, Raleigh, North Carolina • 2009-2011

Principal Consultant, 07/2009-06/2011

Provided consulting services to multiple clients, including solutions for workflow, team efficiency and productivity challenges throughout client business cycle, start-up to mature business.

- Codified and Improved processes for mature snow-removal business in Indianapolis, IN, absorbing >20% growth in clients and vendor need while significantly reducing administration/process time
- Defined business plans and worked with clients to execute steps to invigorate businesses in several models, including Media Consulting/Graphic Design, Video Production, Accounting, Software Development, Excavation and Energy-use Evaluation/Building Contracting

FIDELITY INVESTMENTS, Raleigh, North Carolina • 1997-2009**Director of Defined Benefit Implementations (08/2007-07/2009)**

Drove multiple internal and external programs, leading specialized teams of up to 12 senior-level Program Managers and executive-level projects in development of an entrepreneurial Defined Benefit PMO and client service-oriented project support organization. Conceptualized pioneering process improvements to optimize client experience while promoting profitability. Advanced ambitious financial targets, service strategies, and project timelines by developing project management office policies and processes. Ensured exceptional workforce performance through outstanding leadership development and management.

- Galvanized Project Management Office utilization from 55% to 90%.
- Hired and developed highly successful business leaders, mentoring 5 associates into PM client ownership roles, 4 into process improvement leadership positions, and 2 into management roles among 25 hires.
- Formulated, developed and executed program management status, reporting, and review instruments for PMO and Client Services in collaboration with the leadership team.

Senior Manager/Analysis Team Lead—Integrated Data Operations (2002-2007)

Spearheaded operations team in administering data integrity and flow across corporate departments, as well as among client organizations. Conducted complex data analysis across multiple product lines developing and managing projects to address data flow and organizational issues. Formulated highly successful infrastructure development programs to drive performance quality institution-wide. Developed innovative strategies to optimize scope definition, metrics creation, and performance analysis. Expertly coordinated offshore teams.

- Reduced operating expenses by more than \$320,000 by implementing first Six Sigma/LEAN process improvements in institutional memory as Green Belt in three Six Sigma teams (SSGB certified).
- Cut 4,500 team work item backlog to zero within 10 months and maintained zero backlog amid significant increase in processed transaction volume and double-digit workforce reduction.
- Ran the program that reduced discrepancy backlog from over 3,000 items to under 150 within 3 months, utilizing superior analysis skills to focus and apply effort efficiently and productively.
- Led the design, planning and launch of quality assurance (QA) program, spurring client issue identification and resolution rates from 95% to 99%.
- Boosted team management satisfaction rates from 43% to 86% within 10 months, resulting in highest scores among 5 management teams and consistently recognized with internal organizational awards.

Select Additional Experience:

- **ANGELICA CORPORATION**—*Service Manager, 2010-2011*: Managed 18 direct reports/60+clients for scale and delivery operations for laundry services, ~40 million lbs. linens processed annually
- **FIDELITY INVESTMENTS**—*Communications Associate, 2000-2002*: Developed outstanding client relationships between client organizations and integrated benefits department, aligning client service strategies to complete communication plans and execution from project inception through execution
- **FIDELITY INVESTMENTS**—*Senior Analyst, Health and Welfare, 1999-2000*: Remediated technical and operations issues, improving efficiency and moving client satisfaction from 82% to 98% in one year
- **FIDELITY INVESTMENTS**—*Team Leader, Customer Support Services, 1997-1999*: Serviced participants for all benefits questions for multiple LPS clients, taking participant calls as well as escalated situations and client-expert questions. Handled team call QA review and feedback responsibilities
- **A.G. EDWARDS & SONS**—*Registered Representative, 1995-1996*: Sold, developed and administered \$800,000 book of business. Held and applied Series 7/63 registrations

EDUCATION & CERTIFICATION

Bachelor of Arts, Plymouth State University, Plymouth, New Hampshire

Certified Project Management Professional (PMP)

Certified Six Sigma Green Belt (SSGB)