

## **SUMMARY**

- PMO, Department and Team Leadership
  - Executive and Senior Leadership Reporting
  - Hiring, retention and development of high performers
  - Project execution and delivery guidance and support
  - 15+ years of Program and Project Management
  - Portfolio financial and vendor management
  - PMO governance and process management
  - Multi-org and cross functional Communication
- PMP, SANS, SCRUM and ISC<sup>2</sup> certified Georgia Tech MBA-Management of Technology graduate.
  - Leader of a team of 12 project management professionals and a global portfolio of \$250M that included complex projects with multiple work streams like: O365 cloud migration, Global WAN refreshes, SAP Upgrade, Service Now deployment, and Follow-The-Sun service desk deployment among others.
  - Director of healthcare operational units with 100+ team members, 24-hour coverage and \$10M operational budget
  - Delivery of cyber security projects like ransomware and malware protection, data encryption and protection, automated identity access management tool deployment, risk treatment plans among others
  - Equally capable in application development/deployment and infrastructure project execution or oversight.
  - Proficient in waterfall or agile methodologies with stand-alone or web-based tools like Pivotal Tracker, MS Project, ServiceNow, Plan View, Slack and SharePoint among others.
  - Over 15 years of experience executing projects in large organizations.
  - Progressed from executing medium sized domestic projects under \$1M to large global projects over \$1M.

## **RESULTS**

- Led efforts to establish a security program based on the NIST CSF for large healthcare organization to improve maturity from 1.8 to 2.5.
- Improved low PMO customer confidence from 70% - 88% for an established PMO through relationship building, improved feedback facilitation, value and risk analysis and subsequent service optimization based on customer needs.
- Increased PMO effectiveness in meeting budget and timeline within SLA from 80% - 85% for a team of 12 project management professionals by establishing trust, improving team communication, and fostering knowledge sharing and collaboration.
- Improved PMO maturity from 2.5 – 3.1 by aligning PMO strategy with organizational strategy and customer demand for an established PMO using a strategic plan that involved a PMO maturity assessment, benchmarking, and customer confidence evaluation.
- Improved the PMO performance measuring process for an IT field support group that used a subjective unstandardized method of measurement by developing and implementing a quantitative KPI balanced scorecard.
- Optimized resource allocation and portfolio structure for a new PMO by using the organization's IT strategy; project needs, complexity, priority; and resource availability to complete business process mapping, end state analysis and road mapping.
- Optimized 2 inefficient processes of an operational unit by leveraging team capability and addressing knowledge gaps with training based on performance plans.

## **NOTABLE PROJECTS**

SailPoint, Epic and Active Directory automated provisioning  
Privileged Access Management tool deployment  
Global data center moves - Singapore  
Global O365 cloud migrations 65K Users  
Global Concur Deployment  
POS PCI-DSS Standardization  
SIEM, DLP, IDS/IPS, Scanning Tools

Ransomware Protection  
Risk Treatment Plan development  
HITRUST, Meaningful Use and MIPS Audits  
Global ServiceNow deployment  
Follow-the-Sun Global Service Desk  
Health Touch Application Deployment  
VMWare NSX Micro-segmentation

## EXPERIENCE

### **The Home Depot** – Atlanta

2018 - Present

#### **Manager, Delivery Management, CyberSecurity**

- Lead and provide oversight and guidance to a team of cybersecurity project managers and business analysts that support the Network Security Operations and Security Architecture services.
- Provide governance guidelines, best practice approaches for project management activities from ideation to delivery to project managers and business analysts executing and delivering projects within the CyberSecurity portfolio.
- Contribute to and support CyberSecurity portfolio strategy through resource, financial, vendor, technology and tool management and optimization.
- Hire, retain and develop top talent for effective portfolio project/program, financial, risk, issue, stakeholder management and reporting.
- Collaborate across cyber organizations and IT functional groups to align on optimal approaches to deliver projects/programs that utilize and impact across multiple orgs.
- Provide valuable information via status reporting to support decision making and benefit and ROI measurement.

#### **Project Manager, CyberSecurity**

- Led efforts for tool and strategy implementation for Network Security team, to include NSX segmentation, Campus fw migrations, ERN core upgrades, SD-WAN facilitation via Equinix among others.
- Facilitate operations support training and handover of solutions post implementation
- Source and manage vendor resources, contractors and consultants
- Communicate project activities and progress and escalate issues to multiple levels of the organization.

### **Brooksource - WellStar Healthcare System** – Atlanta

#### **Project Manager Contractor, IT Security**

2017 – 2018

- Led projects to implement security tools and processes for data loss protection; intrusion prevention and detection; logging and monitoring; role-based access; vulnerability scanning, pen testing and wireless security.
- Respond to external risk assessment findings and develop and track corrective action plan.
- Lead vendor selection process for SOC outsourcing and SIEM solution.

### **CHILDREN'S HEALTHCARE OF ATLANTA** – Atlanta

#### **Senior Project Manager, Information Security**

2016 – 2017

- Led cross-functional teams on identity access management, cybersecurity and governance projects in a pediatric healthcare environment.
- Managed vendor sourcing, contract execution, vendor resource management, invoicing and accounts payable processes.
- Facilitated team meetings, led daily stand-ups, communicated project plan and status as well as escalated to multiple levels of the organization.
- Utilized MS Project (ePM) and Share Point for project documentation, budget, decision, action item, defect, risk and issue tracking and bi-weekly automated project status reporting.

### **KOCH BUSINESS SOLUTIONS** - Atlanta

#### **Manager, PMO**

2014 – 2016

- Provided direction and oversight to team of 12 project management professionals; monitored team portfolio performance and held staff accountable for project execution according to established standards.
- Facilitated PMO demand management by maintaining appropriate staffing levels and capability through talent recruiting, hiring, training, and contracting utilizing a web-based demand management tool.
- Exceeded operational objectives for establishing and maintaining internal and external customer relationships using stakeholder analysis and customer feedback to develop individual customer or stakeholder engagement plans; fostered

collaborative partnerships with other functional areas; and contributed to cross-functional improvement and change teams.

- Met financial objectives by analyzing and presenting PMO financial performance to executive staff for visibility and informed decision making on multi-million-dollar portfolio.

### **KOCH BUSINESS SOLUTIONS** - Atlanta

#### **Project Manager**

2014

- Led global cross-functional teams on large global enterprise mergers, acquisitions, and divestitures; internal and external infrastructure and technology; and application deployment projects and programs with budgets upwards to >\$1M. Used ERP financial tools (SAP and Oracle based) MS Project, Excel, and Visio among other tools for ROI based financial performance analysis and reporting.
- Constructed business case documents for internal projects and Statement of Work documents for external projects; directed project cost estimation across multiple functional groups; led funding approval process; planned, executed and analyzed project according to timeline and budget; managed change, user acceptance and transition to operations; completed lessons learned processes and documented impact on ROI.
- Educated, advised, and supported customers in project management and associated organizational change processes as well as promoted project management methodologies.
- Directed client and organizational change efforts to include end user training, business process change management, change board submissions and tracking, change communication planning and delivery.
- Managed service delivery projects via ITIL Service Lifecycle working with Solutions Architects to design the solution and establish a strategy for service delivery and transition, and upon user acceptance, transitioned it to operations with agreed upon SLAs, performance monitoring and ongoing support and engagement.

### **SODEXO** - Atlanta

1999 – 2014

#### **Senior Business Technology Analyst/Project Manager**

- Managed SDLC delivery of \$600,000 portfolio of multiple Health Touch application deployments at client hospitals. Health Touch is an SQL based patient dining application that requires HL7 transaction interface builds for EPIC, STAR, Cerner and other, admission/discharge/transfer (ADT) and order entry (OE) systems.
- Managed delivery of multiple network infrastructure projects to include new physical network design and installs; and existing network upgrades to support PCI-DSS compliant Point of Sale systems in hospitals, office buildings, college campuses and leisure enterprises.
- Developed project plans, built WBSs, determined dependencies and critical paths, coordinated project team activities, managed risks, resolved issues and reported status to stakeholders and senior/executive leadership
- Directed client and organizational change efforts to include end user training, business process change management, change board submissions and tracking, change communication planning and delivery.

## **EDUCATION**

- **MBA, Management of Technology**  
Georgia Tech – Atlanta, GA - Gamma Beta Phi Honor Society – Ga Tech Chapter
- **Certificate, Global Leadership – Conducting Business in China**  
京邮电大学电信和, Beijing University of Posts and Telecommunication - Beijing, China
- **Certificate, Lean Six Sigma**  
Sodexo
- **Certificate, Strategic Leadership - Emerging Leaders Cohort 4**  
Sodexo
- **BS, Medical Dietetics**  
Howard University – Washington, DC
- **Certifications, Training and Professional Organizations**  
PMP, GISF, HCISPP, ITIL, Security+, CSM, PSM **PRIOR:** CCNA, MCSA/MCSE 2003: Security; Project+