**Richard Sena Akakpo MSc., PMP, ITIL, PSM**

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**Career Summary**

* An accomplished Senior Project Manager/Scrum Master with 15+ years of experience
* Have continuously delivered projects leveraging the best Agile-Scrum practices such as iterative development, teamwork and meetings, continuous planning and estimates, backlog management, tracking and predicting as well as detailed engineering and quality assurance by putting together and serving development teams and providing them with the ability and knowledge to leverage the most common Agile tools like JIRA, Confluence, Asana, click-up, Rally, Azure DevOps etc. as well as legacy ITSM tools like Service Now, BMC Remedy and other numerous tools that are coming up
* As a financial and people manager I have also consistently used ServiceNow PPM, CA PPM (Clarity), Planview PPM, Microsoft Projects not forgetting the numerous online tools available depending on the organization
* International experience on multiple continents around the world including The Americas, Europe, Asia and Africa
* Experienced in managing teams (Remote and on-site) of up to 50+ members including 24/7 Infrastructure support teams
* Proven expertise in gathering requirements and developing various Project documentations including Project Charter, Business Case, Project Plans (Inc. Gantt-Charts, Road maps etc), Change Requests, Status Reports, Statement of Work, Service Level Agreements (ITIL v4 based), Charter Financials etc.
* Clear and concise communication skills from colleagues through to C-level executives
* Have a track record of providing leadership and technical expertise on ICT staff recruiting, training and restructuring across multiple technology domains
* Demonstrated expertise in working with both internal and external stakeholders including vendors and contractors
* Proven track record managing/leading complex software development, cloud migration/build of IT infrastructure and security initiatives throughout its lifecycle
* Have in depth knowledge of routing protocols and network security design and implementations for BGP, OSPF, EIGRP, MPLSS, (D)(S)NAT/PAT, IDS/IPS, IPSEC tunnels, VPN, zScaler, Netskope, FHRP, STP, PVST, RSTP, split tunneling, underlay/overlay routing etc.
* Have managed medium to large scale enterprise programs/projects with budgets of up to 20M+ USD
* Result oriented, excellent organizational skills and a self-motivated individual
* Proven track record of managing teams for complex Bigdata projects related to Hadoop, Kafka, ETL, Spark, Master Data Management, Current and Expected Credit Loss, Data Lakes both in Cloud (Leveraging mainly AWS (Inc Outpost and Landing Zone) infrastructure Redshift, RDS, S3, Glue etc and Azure HD Insight) and on Prem

**Education, Professional Qualifications and Training**

* MSc. Telecommunications Engineering, GTUC, 2010
* BSc. Geomatic Engineering, KNUST, 2005
* PMI Certified Project Management Professional, PMP (***PMP No. 1938093*)**
* Professional Scrum Master I (***PSM)***
* ITIL v3 Foundation Certificate in IT Service Management (***GR750369349RA)***
* Six Sigma Yellow Belt Professional (***Cert ID 586800***)
* Introduction to Agile SAFe 5.0
* Cisco CCNA (Expired)

**Personal Details**

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| **Work Authorization:**  **Languages:** | TN Visa  English, Ewe and Twi |

**As a Scrum Master**

I have consistently

* Used Agile tools such as Jira, Azure DevOps, Confluence, Rally, ClickUp, Asana etc. to enhance team productivity by creating lean workflow cutting down meeting and reporting time significantly
* Collaborated and negotiated with Product Owners, Stakeholders, Customers and guiding the Team members for a continuous and incremental delivery of MVP at the end of each Sprint Cycle and subsequently leading into a successful project delivery at the end of the Release
* Coached multiple Teams, Product Owners, Internal Customers, Upper-level management in the best use of Agile practices/ concepts and migrated the organization into Agile framework from legacy Waterfall model
* Tracked team progress by creating sprint burndown charts and Release burndown charts
* Performed sprint retrospectives to capture lessons learned and what can be improved in next sprint
* Tracked and communicated team velocity and sprint/release progress and other metrics
* Created and published weekly status reports and weekly dashboards
* Worked on SAFe and LeSS framework with other scrum teams, Attended Scrum of Scrums to coordinate dependencies across various other scrum teams in Agile Release train, worked with Release Train Engineer, System Architects and system Team for Infrastructure requirements and to support integration testing

**Experience**

**02/2021 – 05/2023 Senior Scrum Master TD Bank**

* Engage stakeholders at various stages of agile process to finalize Project Vision, Product Roadmap, Plan Increments, Releases, Sprints, refine/estimate/size User Stories as well as review Sprint, host Sprint Retrospective, Scrum of Scrum and PI planning sessions in a scaled agile factory in the bank
* Scrum master for 2 major Network Security PODs responsible for Palo Alto Firewall currency and Security Service Edge (SSE) introduction to the bank
* Initiate Epics in the agile factory from RFP through to vendor shortlisting, POC testing and vendor selection
* Consistently worked with high profile Network Security vendors including but not limited to zScaler, Netskope, Palo Alto, Cisco, Fortinet, Arista, Checkpoint, Guardicore, Akamai
* Lead teams that deployed SDWAN, SD-LAN and WAN optimization technologies for efficient delivery of data across LAN and WAN with Viptela\
* Scrum Master for Wealth and Asset management POD that deployed infrastructure for Charles River Application as well us updating existing Charles River deployments/development, some of the activities undertaken by the team includes migrating older versions of CR-IMS GUI forms and CRD databases to ensure no data loses before and after upgrades and improving CRD’s data import interface using Bloomberg’s data feeds interface for enriching security data
* Lead teams in the migration of Palo Alto Firewalls that supports Viptela SDWAN infrastructure
* Worked closely with the Release Train Engineer in coordinating dependencies between various scrum teams
* Tracked team progress by creating sprint burndown charts and Release burndown charts
* Perform sprint retrospectives to capture lessons learned and what can be improved in next sprint

**11/2019 – 12/2020 Senior Scrum Master Silicon Valley Bank (Through Cognizant), Tempe, AZ, USA**

* Engage stakeholders at various stages of agile process to finalize Project Vision, Product Roadmap, Plan Increments, Releases, Sprints, refine/estimate/size User Stories as well as review Sprint, host Sprint Retrospective, Scrum of Scrum and PI planning sessions
* Work with all Agile players including Product Managers and stakeholders external to the scrum team to ensure product artifacts are clearly defined, documented and accessible to all in confluence and Jira
* As a servant leader I resolved impediments by using the various means available for agile teams, including solution focused conversations, increasing understanding, engaging in personal coaching/mentoring (including setting the scene, good relationship with team members, treating them calmly and politely, building mutual respect and most importantly listening very carefully and acting accordingly)
* Provided vision and direction to the Agile development team as well as stakeholders during requirements development and throughout the project
* Migration of the business team from Jira to Asana
* Create, manage and own agile boards and ensure Scrum/Kanban team members understood what has been agreed on in the various ceremonies leading to epic/feature/user story/task development
* Work with stakeholders to develop product vision and roadmaps as appropriate
* Plan and prioritize product backlogs and development as agreed during sprint planning or any related ceremony
* Assess value, develop user stories and prioritize as agreed to ensure work focuses on what brings maximum value for what the sprint promises to deliver
* Collaborate with all stakeholders to prepare Project Charters, Business Requirements Documents, Business Cases, and other Project Artifacts required during project initiation
* Attended PI planning workshops and facilitated system demo, inspect, and adapt workshops for future PIs and Release Management meetings
* Worked closely with the Release Train Engineer in coordinating dependencies between various scrum teams
* Tracked team progress by creating sprint burndown charts and Release burndown charts
* Perform sprint retrospectives to capture lessons learned and what can be improved in next sprint
* Worked on SAFe framework with other scrum teams, Attended Scrum of Scrums to coordinate dependencies across various other scrum teams in Agile Release train, worked with Release Train Engineer, System Architects and system Team for Infrastructure requirements and to support integration testing
* Work on various agile PODs (Infrastructure and DevOps) related to Master Data Management (MDM), Current and Expect Credit Loss (CECL), Collibra, Data lake in AWS (Redshift) (Inc data source injections, Pitchbook, UBS, Miser etc), Data Governance with Collibra (Inc Key Data Element (KDE) Definitions, Data Quality (DQ) Rules, Data Controls Definition and overall build of DQ Dashboards), Informatica PowerCenter (Inc Informatica Data Quality IDQ)
* Interact, collaborate with Global Business Process Consultants and other clients/ stakeholders to influence and ensure alignment on standards and processes impacting data quality
* Measure and improve continuously the effectiveness of data quality framework and processes through Operational Excellence techniques
* Work with data Product Owners and other stakeholders to identify, define and track benefits (IRR, ROI, NPV) related to data products and pitch to Executive Management/Sponsorship why these initiatives are relevant during presentation of Business Cases for funding ask, and maintain trackers to demonstrate business benefits are being indeed delivered over the stipulated period

**04/2019 – 11/2019 Senior Scrum Master**

**PricewaterhouseCoopers (PwC) (Through TCS), Tampa, Florida, USA**

* Scrum Master for a complex and high-risk Next Generation cloud migration initiative related to migration and modernization of Azure, AWS and GCP cloud related cloud infrastructure and applications as well as for development teams working on complex Infrastructure as-a-code (HashiCorp Terraform) modules, cloud secret/access management (Vault, CyberArk, RBAC, SPN), Puppet and Ansible code, Python, PowerShell automation, group policy implementation etc for ServiceNow Cloud orchestration and ServiceNow Cloud Portal enablement
* Facilitated Sprint Planning meetings, Daily scrum, sprint review, product backlog refinement meetings and sprint retrospective meetings
* As a servant leader I resolved project impediments by using the various means available for agile teams
* Project reporting and resource/financial management using ServiceNow PPM and Azure DevOps (Formerly VSTS)
* Work with all Agile players including Product Managers and stakeholders external to the scrum team to ensure product artifacts are clearly defined, documented and accessible to all in ServiceNow
* Provide vision and direction to the Agile development team as well as stakeholders during requirements development and throughout the initiative

**11/2018 – 05/2019 Senior Scrum Master ToldoIT Limited**

* Created and maintained a program backlog, product backlog, sprint backlog, roadmaps, prioritize the new request which came from the business partner/product owner for complex Software Development Solutions using Java/JavaScript technologies (Angular/Ionic, Node.js, React, Vue.js etc), Python and PHP (Laravel Code igniter etc), Web technologies (HTML, CSS)
* Assisted the Product Owner with backlog maintenance and grooming.
* As a servant leader I resolved impediments by using the various means available for agile teams, including solution focused conversations, increasing understanding, engaging in personal coaching/mentoring (including setting the scene, good relationship with team members, treating them calmly and politely, building mutual respect and most importantly listening very carefully and acting accordingly)
* Mentor Scrum Masters, Developers and Cloud Solutions architects developing complex Software as a Service (SaaS) solution to serve the Healthcare, Legal, Education and Accounting sectors in North America, Asia, Europe and Sub Saharan Africa
* Advocate on behalf of clients to ensure features came together to achieve a product that strictly meets their expectations
* Attended PI planning workshops and facilitated system demo, inspect and adapt workshops for future PIs and Release Management meetings
* Work with various Product Managers concurrently to establish and review team and operational specific metrics designed to improve team and program performance as a whole

**06/2018 – 11/2018 Senior Project Manager**

**TD Bank, Toronto, ON, Canada (Through IBM)**

**Experience**

* Manage IT Infrastructure and DevOps projects as part of an Enterprise-wide platform modernization project mainly related to migration of PEGA, WebSphere Application Server based Web Apps, Enterprise Service Bus (ESB), DataPower, IBM App Connect Enterprise and associated databases from AIX infrastructure to IBM Cloud, Azure and Z OS on IBM Mainframes
* Lead teams in custom development of system components on existing IBM infrastructure
* Hold meetings and work sessions as necessary to ensure that deliverables related to migration of Applications from AIX infrastructure are met, these includes helping in project planning, risk management/mitigation, issues management and chairing status meetings based on the core mandate of the Platform Modernization Program
* Ongoing communication of project status and completing of daily project status reports
* Tracking time and activities of projects and project resources in clarity (CA PPM)
* Engage Business Line Segment Leads, Senior Management/Technology Asset Owners, architects and developers to understand migration plans, progress and challenges and provide them with the needed support in terms of resources and funding that may be required from the Platform Modernization Program
* Deliver and own outcomes that are aligned to established cost, timing, deliverables and scope objectives
* Mentor junior project managers and help them get started with understanding PMI principles and applying them as well as educating them on how to get started with relevant Project Management knowledge alignment opportunities

**09/2017 – 06/2018 Scrum Master**

**Scotiabank, Toronto, ON, Canada**

**Experience**

* Work as a Scrum Master for various Infrastructure initiatives as part of an enterprise-wide Cloud first Migration project mainly related to migration from on-Prem VMware infrastructure to the public cloud mainly IBM Cloud, Azure/Office 365 and GCP as well as deployment of new Servers in Azure
* Managing project communications, including status reports, to all stakeholder
* Documentation and archiving of project activities and tools using SharePoint, Confluence and ServiceNow
* Serve on various PODs often involving multiple internal and external constituents and matrix partners with both infrastructure and software components
* As a Scrum Master for various infrastructure projects for Business Lines within the bank I resolved project impediments by using the various means available for agile teams
* Provide vision and direction to the Agile development team as well as stakeholders during requirements development and throughout the project
* Served a Wealth Management team in the deployment of infrastructure for Charles River Application as well updating existing Charles River deployments/development, some of the activities undertaken by the team includes migrating older versions of CR-IMS GUI forms and CRD databases to ensure no data loses before and after upgrades and improving CRD’s data import interface using Bloomberg’s data feeds interface for enriching security data
* Create, manage and owned agile boards and ensured Scrum/Kanban team members understood what has been agreed on in the various ceremonies leading to epic/feature/user story/task development using Jira

**08/2015 – 06/2017 Senior Scrum Master**

**Cantatus Systems Group, Surrey, BC, Canada**

**Experience**

* Serve as a Scrum Master for various IT infrastructure projects these Programs/Projects/Initiatives were mainly related to Software Development, Office 365/Exchange Server migration/build, Data Centre Build/Migrations in AWS, Azure, Big data projects (Kafka, Spark, Hadoop clustering, ETL, Python, MDM, Collibra etc), Storage system build/migration (Hitachi, HP, Dell, Veritas, Nimble, Nutanix), CRM/ERP systems (and other COTS Apps) build and migrations (Microsoft Dynamics, Salesforce etc), Contact Centre modernization
* Work with various scrum team members both internal and external to the organization for strategic planning, design and implementation of complex application development and infrastructure deployment/migration projects
* Assess value, develop user stories and prioritize as agreed to ensure work focuses on what brings maximum value to client release by release
* Provide vision and direction to the Agile development team as well as stakeholders during requirements development and throughout the project
* Create, managed and owned agile boards and ensured Scrum/Kanban team members understood what has been agreed on in the various ceremonies leading to epic/feature/user story/task development
* Engage stakeholders at various stages of agile process to finalize Project Vision, Product Roadmap, Plan Increments, Releases, Sprints, refine/estimate/size User Stories as well as review Sprint, host Sprint Retrospective, Scrum of Scrum and PI planning sessions
* Provide a high-level understanding of products available in our portfolio and tailored it to needs of prospective clients
* Plan and prioritized product backlogs and development as agreed during sprint planning or any related ceremony
* Engage major Vendors (Incl. HP Enterprise, Lenovo, Cisco, Polycom) and suppliers (incl. Tech Data, SYNNEX, Ingram Micro, D&H, RAN Distribution) in the identification of appropriate hardware and options available, with client needs and budget as the major guiding principle
* Ensure that the teams have the required resources (i.e., people and tools) necessary for success of the project and organized Agile/Scrum training workshops as needed for teams that were new to the agile revolution
* Train teams in Agile delivery frameworks as well as the most common tools that are been adopted for Agile projects

**12/2010 – 01/2015**  **Project Manager**

**Ericsson (Ghana/Congo/Botswana/Nigeria)**

**Experience:**

* Work with Project Sponsor to establish the scope project and manage the established scope till completion ensuring Project Change Notifications are raised and approved where necessary
* Utilized Agile Methodology to configure and develop process, standards, and procedures to create a Project Artifacts, Including Business Requirements Documents (BRD), Estimates, Statuses etc
* Lead an Ericsson Core Network infrastructure deployment and upgrades in multiple Ericsson operating countries. These core network teams were mainly responsible for deployment of MMEs for Telcos adopting 4G and upgrade of SSGs, MGWs, Juniper Core Routers (SSRs)
* Hold meetings and work sessions as necessary to ensure that project management deliverables are met i.e. project planning, risk management/mitigation, issue management, status meetings
* Manage and drive the resolution of incidence with BMC Remedy and ServiceNow
* Was accountable for the successful implementation of projects to customers in a professional manner and within the constraints of scope, quality, time and cost with a project budget exceeding USD 10M+ through Telinno Consulting an Ericsson partner
* Serve as an agile lead (scrum master) for a team of Microsoft SharePoint Designers responsible for customizing a variety of SharePoint Portals and related websites for internal and external users in agile software modification projects
* Responsible for compliance monitoring to ensure the right processes are followed in the execution of projects
* Manage and mentor a team of at least 20 Telecom Engineers that were responsible for daily Radio Frequency Optimization (Capacity monitoring and parameter optimization) for Ericsson 2G/3G/4G RAN nodes in Ghana, Burkina Faso, Niger and Sierra Leone for Airtel, MTN Africa
* Manage various complex data centre migration projects that involved server, data and application migration
* Manage all required documents including Project Charter, CR, Status Reports and Charter Financials
* Identify and manage overall project costs, budgets and resources using appropriate PPM (CA PPM and Planview PPM Pro) tools
* Motivate the project team and maintaining the momentum of the Project against background of changing and occasionally conflicting priorities

**07/2007 – 12/2010 Project Manager**

**Ministry of Defence, Ghana**

**Experience**

* Lead and managed projects for computerization of the General Headquarters Logistics to prepare the department for the adoption of the Government of Ghana E-governance project
* Managed complex infrastructure and application migration projects for various departments within the ministry
* Liaise with other responsible Information and Communications departments of the Ghana Armed Forces to determine the ICT infrastructure requirements of the General Headquarters (Logistics)
* Managed and mentored junior engineers for various IT projects that included Server/Network equipment deployment/virtualization, Active Directory/Exchange deployments/upgrades and mass software deployments and customization
* Participated on technical boards set up to recommend/implement and design Telecom facilities for the Ghana Armed Forces (GAF) as a rep from the General Headquarters (Logistics)

**12/2005 – 07/2007 Senior Engineer (IT)**

**Ministry of Defence, Ghana**

**Experience:**

* Designed, developed and maintained various IT infrastructure related to Servers, Storage, Networking and Telecommunication Radio equipment