

# Charlie Hornback

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## PROFESSIONAL BACKGROUND

Charlie possesses over 15 years of experience implementing process improvement projects and business solutions across multiple industries. He leverages critical thinking, problem solving, organizational skills, and clear and concise communication to build long-term, successful relationships with stakeholders which have led to exemplary results. Charlie is a highly motivated, energetic, and results-oriented leader with experience leading cross-functional teams through challenging project implementations to achieve business objectives including increasing process efficiency, improving organizational structure, expanding operational capacity, reducing cost of goods sold, and improving overall financial performance. His experience includes defining scope, identifying business and technical requirements, developing and documenting project plans, executing test plans, creating training plans, and providing post-implementation support to ensure project implementation success. Additionally, Charlie leverages his clear thinking, strong communication skills, and ability to quickly adapt to change and competing business priorities to successfully engage with both client teams and all levels of management.

## SELECTION OF RELEVANT EXPERIENCE

### Project Manager

Charlie led an effort to refine the IT department-wide strategy. In this role Charlie worked with the senior leadership team to define the strategic initiatives, communicate the strategy to more than 1,000 employees, develop a multi-year implementation plan, drive and track progress, and regularly communicate updates to the larger organization. In addition to the strategy work, Charlie also stood up an IT communications team focused on communicating more effectively across the department. In this project Charlie defined the team's mission, implemented tools to increase communication efficiency, created and documented processes to ensure sustainability, and trained and supervised an FTE to transition this team to.

### Project Manager & Chief of Staff

Charlie provided direct support to the COO and CEO of a start-up company while launching a new product and online platform. Charlie created and managed project work streams across multiple teams to ensure the high-level program milestones were met. He partnered with the CEO and COO to create, modify, and finalized proposed organizational structure, including the implications of proposed changes to timelines and operating budget. Charlie managed relationships with several vendors to integrate the work of internal and external teams to provide acceptable deliverables. He also provided financial support by creating financial tools, forecasts, and analysis to manage initial start-up funding. Additionally, Charlie built and leveraged relationships across several vendors and functional teams to ensure all parties were communicating clearly and effectively delivering to meet the project demands.

### Office 365 Project Manager

Charlie led a project to deploy Office 365 as part of the organizations continued efforts to move to more cloud supported applications. This project scope included migrating existing on-premises content to SharePoint Online, Exchange Online, OneDrive, Skype, and the Desktop Client. Charlie partnered with Microsoft and other vendors to identify requirements, develop implementation milestones, and manage to the overall project plan to avoid delays. Charlie also served as the liaison between the technical teams and business associates to complete pre-migration testing and minimize the operation impact of these migrations.

### Industry Experience

- Healthcare
- Insurance
- Automotive Services
- Aviation
- Aviation Services
- Manufacturing
- Retail

### Functional Expertise

- Program/Project Management
- Change Management & Training
- Vendor Management
- Process Improvement
- Business Development
- Organizational Stand-up/Change
- Financial Analysis/Budgeting
- Supply Chain Finance
- Revenue Cycle Management

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## SELECTION OF RELEVANT EXPERIENCE

### Project Manager

Charlie led a variety of business line and IT projects across two and a half years (25 projects in total). The majority of IT projects consisted of infrastructure projects focusing on Active Directory integration, obsolete equipment remediation, and other merger related activities. The majority business line projects focused on implementing new systems, deploying a knowledge base tool, and optimizing usage of the existing footprint. Charlie's role across these projects required him to flex from project management to resource management to business analyst depending on project needs. He utilized strong communication and organization skills to deliver these projects on time and achieve outstanding results.

### Sr. Finance Leader

Charlie provided leadership and coordinated efforts across multiple divisions to ensure program operational and financial objectives were achieved during the new product introduction phase of the newest commercial jet engine. He led multiple projects which streamlined operations, improved cost and data accuracy, and enabled efficient reporting processes. Charlie also led a team of local and offsite resources to coordinate day-to-day operations required to execute commercial transactions timely and compliantly. Additionally, Charlie established successful working relationships with multiple international partners to reduce program risk and increase operational efficiency. Upon completion of Charlie's initiatives the program improved communication with international partners, established a clearer and more precise long-range forecast, and streamlined commercial and operational functions.

### Lead Product Cost Analyst

Charlie managed the reporting, annual forecasting, and overall management of product cost reductions for multiple commercial and military jet engines. Charlie coordinated and directed resources from Engineering, Supply Chain, and Finance departments to drive more than a 5% year-over-year reduction in product cost. He also developed and implemented a project plan to significantly streamline and improve the accuracy of specific year end processes. This led to a significant reduction of required manual effort, an increase in process first-time yield, sustainable and compliant processes, as well as unprecedented favorable financial performance. Additionally, Charlie created process documentation to simplify daily operations which was implemented across the team leading to a reduction in processing time and errors.

### Revenue Cycle Improvement Associate

Charlie was part of a large project team tasked with increasing client employee efficiency, identifying and implementing process improvements, and creating sustainable training and documentation tools to improve overall performance for a regional healthcare system in North Carolina. Charlie specifically led a team of more than 10 internal and client team members through a software implementation and led change management activities to increase efficiency with which customer screening was completed. He identified data requirements and developed an implementation plan to customize proprietary software to best fit the needs of the client. He evaluated current business practices to establish performance baseline metrics and define an appropriate project scope to ensure an optimal project outcome given time and budget constraints. Charlie led multiple client training sessions across the organization which enabled a successful implementation and led to measurable performance improvements across all metrics within the department.

### Technology Expertise

- ServiceNow
- Smartsheet
- SharePoint
- Jira
- Visio
- Teams
- TRAC
- ONTRAC

### Certifications

- Lean Six Sigma
- Professional Scrum Master I
- Professional Scrum Product Owner
- MBA

### Deliverables

- Executive Dashboards
- Project Summary Reports
- Program/Project Plans & Strategy
- Organizational Charts
- Budget Forecasts
- Communication Plans
- Roadmaps
- Test Strategies/Plans