

LARRY A. COLLIER, MITM, MCPM, CBAP, PMP, ASM

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SKILLS HIGHLIGHT

- A visionary with over twenty-two years of Information Technology experience working with organizations to conceptualize, idealize, energize, document, design, develop, test, rollout and support COTS (Custom Off the Shelf) and Non-COTS solutions.
- A strategic and tactical resource with over twenty years of service across Government, Retail, Healthcare (Insurer, Provider), Pharmaceutical, Financial Services, Telecommunications and Consulting Services sectors
- Over twenty-one years of enterprise, business, functional, systems, technical, integration and infrastructure analysis experience in addition to solid requirements, change and process management capabilities
- Over Thirteen years of solid and current process engineering skills across enterprises (business, information, technology, application and data) working to deliver relevant artifacts (logical views/designs, scope documents, problem statements, project charter, business cases, use cases, road maps, as-is, to-be, reference models, current & future state diagrams etc.) leveraging industry and sector frameworks as applicable i.e. Business Process Model Notation (BPMN) Frameworks, Unified Modeling Language (UML), Objected Oriented Design (OOD/OOA), Software Oriented Architectures (SOA), TOGAF, Zachman and Federal Enterprise Architecture (FEA) frameworks.
- Over Thirteen years of experience leading and managing business process management implementations (strategy, discovery, design, analysis & delivery), developing KPIs & leveraging various tools including lean, six sigma, kaizen, SIPOC, DMAIC, RACI, VOC etc.
- Over Twelve years of solid financial services experience working within retail banking, foreign investments, life insurance, wealth management, pension & annuities
- Over Twelve years of enterprise and project risk / management experience; identifying, monitoring, executing and controlling project (product, requirements, solutions and change) risks.
- Over Twelve years of experience managing project budget, schedules and end-to-end project plan across multiple responsible parties (project internal, external stakeholders including & party vendors)
- Over Twelve years of quality assurance experience; developing, executing and managing test strategies, test scripts & test scenarios/conditions)
- Over Ten years' experience coordinating analysis activities, estimating efforts, managing resources, recommending solution options, documenting /developing business cases, business strategy, process improvement opportunities including facilitating and the managing of vendor selection processes for buy options (RFP, RFQ, RFP, RFI).
- Over Ten years of information security experience leveraging industry, state and federal regulations to improve security outcomes for enterprises (Identity & Access Management, HR, Physical, Integration, Application etc.)
- Over Nine years of experience identifying and expanding business opportunities, building and leveraging strategic relationships, structuring partnerships, and creating winning solutions.
- Over Nine years of contributing to and developing GRC (Governance, Risk Management and Compliance) frameworks across enterprises; resulting in alignment of IT services through resource optimizations and effective integration of processes & platforms
- Over seven years of Functional INGENIUM (Life Insurance Administration System) experience in the areas of policy administration, taxation, agency compensation, new business, underwriting and re-insurance.
- Over seven years of core analytics, business intelligence and data warehouse experience working with numerous backend solutions such as Access, MS SQL Server, Oracle, IBM and MicroStrategy tools

- Over eight years of data collection, aggregation, analysis, decomposition and mapping experience leveraging industry and global data governing standards.
- Over seven years managing consulting and non-consulting resources across geographically dispersed locations
- Almost six (6) years' experience implementing healthcare & pharmaceutical based solutions (supporting health care services providers, payors & state government entities/agencies) .
- Over six (6) years' of Cloud migration experience (analysis, assessments, projects)
- Almost five (5) years' experience working on and delivering BSA/AML Compliance projects
- Over 4years working within retail and delivering broad based retail capabilities including shopper traffic management/analytics, logistics and warehouse replenishments, reporting and omni-channel integrations.
- Over two years' experience designing and implementing SAP Success Factors Learning Management solutions
- Experienced tracking projects leveraging several project tracking tools including JIRA v5/6.4, Serena ALM, HP ALM amongst others
- Almost Six (6) years working on and delivering SCRUM/Agile/DevOps related projects (working as a Scrum team member, Scrum Master and Product Owner)
- Knowledgeable and experienced working through/delivering cloud infrastructure and related projects (AWS & Azure)
- Overall, a result oriented, customer centric and highly motivated individual with excellent communications and interpersonal skills

SUMMARY OF SELECTED ACCOMPLISHMENTS

- Re-engineered business processes for various departments within top financial services institutions in North America (RBC Canada, CIBC Canada, GWL Canada, Woodmen of the World Omaha, Knights of Columbus) reducing process redundancies and increasing process efficiencies thus saving these organizations in excess of \$100M across departments that include; Client service delivery, Underwriting, New Business, Taxation, Annuity Services, Policy change, Membership Services, Certificate Accounting, Policy Administration, Claims, Global Services, Fund Management, Risk Management, Banking, Life and Auto Insurance reducing redundancies and increasing business process efficiencies.
- Established best practices by implementing global business processes, templates, requirement artifacts that were sharable & reusable through BPM/Share point servers that are secured and collaborative saving hundreds of thousands employee man hours.
- Established and re-enforced BA Competency practices across participating organizations thus elevating BA resource proficiency levels by an average of about 70% and thus contributing to their success at CBAP & CCBA exams
- Helped to identify numerous process limitations/bottlenecks as well as made recommendations that improved overall system's performances by 15%, increased market share by 20%, improved team productivity by almost 30%, reduced project expenses by 35% thus resulting in a solution that was greatly optimized, leaner and expanded these organizations competitiveness
- Managed over 165 successful projects, 350 BA resources as well as over 7500 project resources across geographically dispersed locations.
- Delivered in excess of 700 BRDs, 200 FRDs, 150 TRD, over 10 SOPs and several thousand use cases, user stories, epics/features, test cases and test script artifacts
- Led and delivered RCSA workshops (Risk Control Self Assessments for Fund Administration, Risk Management, Travel Support, Store Systems, Loss Prevention) & BCP's that resulted in quick identification and mitigation of risk factors thus saving organizations in excess of \$300M
- Held various titles and worked in numerous capacities on projects i.e. Project Manager, Business Analyst, Systems Analyst, Developer, Product Owner, Designer, Consultant, IT Delivery specialist, Quality Assurance Officer, Compliance Office, Database Analyst, Risk Officer, Investment Analyst, Mentor, Requirements Manager, Team Lead etc.
- Developed USE cases, Business Requirements, User Stories, Risk Profiles, Entity Diagrams, Application Models, Relationship models, Domain models, Technical Specifications, User Manuals, Test Plans, Test

Matrices, Test Strategy, Test Conditions, Business Cases, Project Charters, Release Notes, Implementation Strategy, Requirement Management Plans, Project Management Plans, Features, Functional and Systems Specifications

- Developed best practices around UML, Object oriented analysis, JAD sessions, Facilitation, Structured Walkthroughs, Executing, Monitoring and controlling the dynamics of the projects.
- Developed strategies to ensure compliance with both local and international business market standards through the coordination of related activities between Client Service Managers, Global Custodian Administrators, systems' staff and the trade services group leading to tax savings in excess of CAD \$10M.
- Experienced in managing conflicts and interfacing between the developers and the business community ensuring that requirements documented are clearly understood and interpreted in development.
- Strong technical knowledge using a variety of software and operating systems such as UNIX, DOS, WIN NT4.0, WIN XP, WIN ME, MS Office Suite, Lotus Suite, Client Management System (CMS), Document Management System (DMS-FileNet, OnBase, Enterprise Content Management), Learning Management System (LMS/LCMS), Database systems, Visio and Adobe Photoshop; Excellent knowledge of Web technologies, databases and Mainframe systems.
- Delivered numerous data reporting, visualization and workflow projects plus artifacts that include: project schedules, charters, plans, strategies, cost benefit analysis, project risk matrices, reports etc.
- Developed an In-house HRIS and a PCIS application based on a Client / Server architecture
- Designed, tested and implemented OKTA SSO platform
- Designed, tested and implemented a global SAP SF LMS solution
- Basic knowledge of operational and application support for AML, CTR Monitoring including case management workflows supporting BSA/AML Operations for SAR and CTR filing.

EDUCATION

- Agile Scrum Master (ASM)
- PMI-ACI training completed
- Masters' in Information Technology Management (Concentration: Data & Information Security Management)
- Masters Certificate in Financial Management
- Certificate in SIX SIGMA "Green Belt"
- Certificate in Program Management
- Certified Business Analyst Professional (CBAP)
- Certified Project Management Professional (PMP)
- Scrum Fundamentals Certified (SFC)
- Masters Certificate in Project Management (MCPM)
- B.Sc. (Combined Honors) in Computer Science & Economics

COMPLETED COURSES AND TOOLS (CERTIFICATIONS)

- AWS Concepts & Cloud Essentials (CompTIA)
- DevOps Essentials
- Business Intelligence Tools (SAS, MicroStrategy), Power BI, Tableau and Essbase
- ERP Tools (Oracle, SAP Sales & Distribution, NetSuite, Microsoft Dynamics AX)
- SAP Success Factors Learning & Workforce Modules
- Quality Compliance Management Systems including CAPA & Deviation Management (Track wise), Change Management
- Insurance Administrative Systems (INGENIUM, Trinidad Associates Inc. – Life Reinsurance System, Field Administration and Tracking Systems – Sales Compensation System), DB2, Life 70, Life Suite, Life map, Capsil, Passport, Sygma, BEDROCK, Mainframes and Client Server Systems)
- Backend Systems include: Oracle, SQL Server, PL SQL, Sybase, MySQL
- E-Business and Oracle Databases – An Implementation for Distributed Systems
- Advanced Programming Techniques including COBOL, OODD, C++, Visual Studio, .NET
- Methodology: SDLC, ASAP, PLC, OOA, AD & Structured Methodology
- Process Engineering Tools include: MS Visio, HOLOSOFX BPM Suite & IBM MQ Series Workflow,

WebSphere, UML, Enterprise Architect, Mind Maps, Business Integration Modeler V5.1/5.1.2

- Project Management: MS Project, Team Play, Time Control, Clarity, SharePoint, SharePoint, TFS, JIRA
- Requirements Elicitation and Management: Caliber RM and RDM, Blueprint, Irise, Requisite PRO, Rational DOORS, Axure RP
- Versioning & CASE Tools: Visio, Rational Rose, Requisite Pro, CVS and ClearCase
- Reporting Tools: Crystal, Oracle reports and Business Objects
- Web Designing & Development Tools : Dreamweaver, Adobe Photoshop, EDI & Internet tools (FrontPage 2000, HTML 4.0)
- General Tools: Microsoft Office Suite, Lotus Suite, Lotus Notes, Corel Draw, UNIX, IBM
- Quantitative Analysis

PROFESSIONAL EXPERIENCE

Cal State Teachers Retirement Systems Lead Business Analyst/PM December 2018 – Present

The California State Teachers' Retirement System provides retirement, disability and survivor benefits for California's 950,000 prekindergarten through community college educators and their families. CalSTRS is part of the State of California's Government Operations Agency.

- Leading, coordinating and implementing multiple roll out phases of Office (0365) product offerings
- Working with teams to design and launch the Data Center/Disaster Recovery RFO/RFP
- Working with teams to develop integrated project schedules whilst maintaining global risks and issue logs
- Works with Leadership to define project delivery success, identify best team compositions and delivery appropriate status/communication reports
- Working with teams to implement an enterprise wide information asset management system
- Worked with project teams to implement numerous cloud security control tools i.e. CASB, Bitglass, Zscaler, Okta, Azure IP etc.
- Worked with teams to implement numerous cloud migration initiatives including Microsoft's (Pro-plus, Exchange, OdfB, SharePoint, Skype and Teams) and enterprise DR/BC DCM initiatives.
- Reviews and contributes to business processes, technical processes, technical evaluations/assessments, business planning, architecture and testing strategies.
- Worked with project teams to deliver a new Enterprise Information Management Solution (Find, Control point, Content Manager)
- Contributed to discussions around continuous integration/continuous delivery (CI/CD) pipelines approach

SLK America/Regions Bank – Lead Business Analyst/Product Owner/PM June 2018 – Nov. 2018

SLK is a global Business Process Management/Consultancy firm offering a range of integrated solutions and products for Financial Services, Manufacturing and other industries.

- Supporting agile transformation initiatives within BSA/AML Compliance groups throughout the Bank
- Conducts needs, gaps, processes and preliminary cost benefit analysis
- Conducts risk assessments, developed risk profiles and documented epics, user stories, PI objectives, enablers, features & solution capability options
- Assessed, Evaluated & refined (where applicable) procedures, processes, charts, product backlogs, SOWs, Discovery documents, DFDs, Data maps, Acceptance criteria etc.
- Reviewed & Analyzed existing (out of the box/custom) BSA/AML SAS scenarios supporting Loans, Capital Markets, ACH/Wires, Mortgages & CTR
- Delivered an agile transformation "pilot" lessons learned artifact
- Review and contributes to requirements, test plans/scripts, implementation plans, and communications.
- Contributed to discussions around continuous integration/continuous delivery (CI/CD) pipelines approach
- Serve as coach and mentor across disciplines (agile, scrum master, product ownership)

Atrium Innovations/Nestle – Lead Business Process Analyst/QA/PM

Jan. –June 2018

Present

Atrium Innovations is recognized around the world as an innovative leader in the development, manufacturing,

and commercialization of science-based nutritional health products.

- Supporting the implementation of an eCommerce initiative, managing 3rd party vendor engagements, providing technical leadership, and supporting interface and data migration/conversion needs.
- Worked with teams to define, develop and implement test strategy for Magento R2 implementation with Pardot, Salesforce and Artifi integration components amongst others.
- Contributing to the development of business rules and process engineering models
- Worked with teams to evaluate, analyze, update and approve over 40 business and technical processes
- Contributed to the identification of key KPIs and documentation of applicable process measures and controls
- Delivered business requirement, use cases, technical, process and traceability templates

Ascena Retail – Lead BSA/PM Security Consultant (GRSC)

Nov. 2017 – Dec. 2017

Ascena retail group, Inc. (NASDAQ: ASNA) is a leading national specialty retailer offering apparel, shoes, and accessories for women under the Ann Taylor, LOFT, Lou & Grey, Lane Bryant, Maurice's, dress barn and Catherine's brands, and for tween girls under the Justice brand.

- Worked with teams to improve the quality of reporting queries for execution by stakeholders (Oracle database reporting)
- Contributed to the development and delivery of cyber security plans and tools
- Worked with teams to deliver project initiation and resource allocation processes, customer service engagement models, SDLC workflows as well as other process driven artifacts within GRSC
- Worked with teams to deliver business, functional and technical requirement specification documents
- Assisted with the development of compliance documentation and maintenance of standard operating procedures (SOPs) and training documentation and materials.
- Worked with teams monitoring and evaluating process quality with a keen eye for spotting areas of redundancies, bottlenecks and inefficiencies; documenting quality gaps and key improvement measures (i.e. identifies and recommends quality standards)

OTS LLC –Freelance Coach, Mentor & Practice Lead (BA/PM)

May 2017 – Oct. 2017

Opportunities Technology Services is an Information Technology based service delivery platform that is primary focused on delivering high quality, extremely talented technology resources & capabilities.

- Worked with business analysis teams to develop talents, competencies and approaches while assisting to increase service delivery efficiencies and process optimizations
- Provided hands on coaching, training and mentoring of new, junior and experienced business/IS analysts
- Introducing and helping to establish agile/scrum framework across organizations, delivering agile/scrum artifacts include user stories, themes, product backlogs, traceability matrices, test cases; while working with agile task delivery, management and documentation tools that include; JIRA, wikiNotes, share net/SharePoint etc.
- Supporting processes and developing value stream maps (RACI charts, SIPOC definitions etc.)
- Provided on-going support to teams and partners

Biogen – Snr. Implementation Consultant (SAP Success Factors Learning-LMS)

Mar. 2015 – April 2017

At Biogen, we develop, market and manufacture therapies for people living with serious neurological, autoimmune and rare diseases. Biogen is focused on areas where we can have the greatest impact and benefit for patients worldwide.

- Worked with program managers to manage and support overall release planning & staffing
- Participating in incident/crisis management to identify/assess business impacts, determine/facilitate work-around (cloud, cyber and project)
- Worked with teams to define RFP questionnaire and to identify/select LMS system integrators
- Lead a team of business analysts to elicit and document application, reporting, integration and migration requirements and downstream artifacts
- Led and facilitated configuration workshop design sessions, UAT strategy and execution workshops
- Worked with teams in the delivery of business processes, procedures, quality risk assessments, trace matrices, test artifacts (test cases, test data sheet, test plans, test summary etc.), SOPs and DR/BCPs
- Led a team of system integrators, vendor and IT resources to deliver successfully SAP SF Learning

- Management Solution after almost 18 months of project planning, executing, management and controls
- Led the delivery and successful implementation of SF Learning 1608 enhancements while helping to develop a standard of care for Biogen
 - Assessing and analyzing existing client's business/data processes, technical architecture and systems requirements
 - Articulated project goals and scope, translate business needs into technical specifications, delivered detailed "WBS", managed scope creep, tracked milestone achievements, facilitated lessons learned sessions and delivered project status artifacts.
 - Contributing to incident, change & resolution management processes (issue identification, problem management, configuration management, change management, availability management, service continuity management, capacity management & IT security management)
 - Leveraged JIRA in tracking and managing project issues and tasks
 - Coach team members on agile principles and provided guidance on methodology as needed
 - Delivered 3rd party/vendor management & HR global learning risk assessment profiles as well as appropriate enterprise security controls

National Heritage Academies – Senior Implementation Consultant Sept. 2014 – Feb. 2015

National Heritage Academies (NHA) partner with local school boards to build and manage no-cost public charter schools – that is designed to eliminate the achievement gap and provide a public-school choice to families so that their children are prepared for success in high school, college, and beyond.

- Coaching, managing and developing BA talents through the successful implementation of a BACOE (Business Analysis Center of Excellence) as a composite of the PMO (project management office) with an ultimate goal to improve efficiency of project teams
- Assessing and analyzing existing client's business processes, assets, technical architecture and systems requirements
- Designing, developing and implementing new UI (Usability) standards helping to improve the quality and usability of web-based solutions.
- Contributing to incident, change & resolution management processes (issue identification, problem management, configuration management, change management, availability management, service continuity management, capacity management & IT security management)
- Developing and implementing refined enterprise business process workflow processes and data flow models
- Delivering (epics/user stories, themes & issues), business, functional, non-functional and technical requirements for student services, master scheduling, system's administration, household administration, curriculum and caseload management ERP solutions
- Implemented a quality assurance strategy that ensured test cases/requirements alignment as well as optimal resource optimizations
- Helping to initiate, conceptualize, design and implement an organic ERP (Enterprise Resource Planning) K-12 solution that is robust, adaptable and reliable
- Identifying, documenting and managing business expectations and cross functional project engagements
- Contributing to the stabilization of the project management and business analysis offices
- Helping to implement an enterprise wide quality assurance program that incorporates a holistic defect management strategy.
- Managed and maintained project product catalogues/backlogs and schedules
- Delivered several project level artifacts including business requirements, functional requirements, technical requirements, test strategies, test implementation plans, project plans, project charters, project risk management plans, requirement plans, defect summary artifacts, traceability matrices, process diagrams, entity diagrams, data maps, data definitions, UI idea boards, wireframes and prototypes etc..
- Leading and collaborating with cross functional and global teams of exceeding 35 resources.
- Collaborating with development teams on technical task management, database specification artifacts, code and unit test management/delivery
- Initiated and participated in the delivery of functional solution training through seminars, workshops and

product demonstrations

- Leveraged JIRA in tracking and managing project issues and tasks
- Contributed to project/sprint planning, reviews, demos, velocity and sprint release progress
- Worked closely with assigned product owners in documenting vision, epics, themes, risks as well as ensuring that spring is tracking as expected.
- Delivered a learning organization risk assessment profile as well as appropriate enterprise security controls

SOM Lansing MI – Snr. Consultant Enterprise Architecture/Technical Analysis Jan. 2014 – Sep. 2014
State of Michigan – DTMB - Department of Technology, Management and Budget, working with other agencies across the state to make 'SOM' one of the most innovative, efficient and responsive governments in the world

- Assess and analyze the impacts of business vision, strategies and direction on existing and future business processes and technology
- Evaluate new concepts, technologies and solutions through POC Validations
- Deliver enterprise architecture and data modeling artifacts such as dictionaries, business rules, workflows, maps, specifications etc.
- Created and delivered a performance metrics report for the SDT team utilizing excel macros, pivot tables, vlookups, graphs etc.
- Contributed to the overall improvement of existing service delivery models for 'SOM' enterprise solutions (service availability, security, incident tracking, configuration management and overall ITSM)
- Work with key stakeholders to identify business drivers, key capabilities, application, data, business and infrastructure architectures required to deliver tactical, strategic and operational requirements across the enterprise.
- Contribute to technical leadership, guidance and direction that lead to overall SOM DCH/Medicaid platform stabilization & improvements – member of the enterprise architecture review board
- Work with business and technical subject matter experts to assess business needs, establish business priorities and determine options, risks, and cost benefit for recommended solutions
- Lead, participate and contribute to the success of requirement review, alternative analysis, recommendation review, ad-hoc issue review and design definition sessions delivering appropriate artifacts
- Organized and facilitated sprint planning, daily stand up meetings, reviews and other scrum related meetings
- Assisted teams in agile estimation techniques and advocated for continuous process improvement leveraging agile/scrum framework
- Delivered 3rd party/vendor management & cloud risk assessment profiles as well as appropriate enterprise IT security controls for state of Michigan.

TJX INC. Framingham MA – Senior Managing Consultant (June 2011 – Nov. 2013)

TJX Companies, Inc. is the leading off-price retailer of apparel and home fashions in the USA and worldwide.

- Execute and deliver requirement artifacts on complex projects and program initiatives including BA Plans, Requirement Management Plans, Requirements Change Management Plans, BRDs, FRS, TRDs, Gaps and Impact Analysis Docs etc.
- Execute and deliver process artifacts on numerous projects including; AS-IS, TO-BE, Data, Application, Business and Technology models
- Delivered/worked in a team to deliver: Customer Loyalty and Reward programs, Order Delivery Management (eCommerce/Stores), Payment Gateways & Fulfilment solutions amongst others.
- Trained, mentored, coached and supported Business Analyst, Enterprise Analyst and Process Architect resources to meet/exceed Enterprise 'BAO' objectives – Thus establishing best practices groups in business analysis, architecture, business intelligence & quality assurance
- Supported the delivery of numerous store systems related project initiatives (Store Operations, Loss Prevention, Customer Service, Enterprise data migration & remediation projects)
- Worked extensively with MS Excel to deliver various forms of reports for senior management and related IT/business depts. Leveraging pivot tables, formulas, data sorting & filtering functions

- Leveraged excels pivot tables to aggregate, evaluate and analyze store operations data across the enterprise
- Initiated, developed, maintained and executed overall Test Strategies (included smoke, functional, systems, regression, stress, integration & user acceptance tests); while managing overall test results
- Translate high-level business strategies into operational strategies and practical solutions
- Deliver problem statements, project plans, business cases, use cases, test cases as well as risk assessment artifacts
- Contributed to the development of an enterprise capabilities roadmap (tactical & operational) as well as improvements to the change management processes
- Worked with vendors to improve 3rd party vendor business analytics capabilities
- Delivered detailed project artifacts including detailed project plans, revised risk assessment and mitigation plans as well as ensured project stayed on schedule and within budget.
- Responsible for identifying and staffing teams while ensuring adequate resource allocation, staff optimization, requirements prioritization as well as appropriate change management.
- Leveraged JIRA in tracking and managing project issues and tasks
- Taught BA teams to create and document clear epics/user stories
- Delivered hundreds of SQL statements & queries as part of the analysis/development phases of projects
- Contributed to the improvement in capabilities of existing security incident event monitoring systems (cloud versus non-cloud based) & loss prevention systems

HEALTHWAYS INC. Nashville, TN – Lead IT PM/Business Systems Consultant (March 2010 – June 2011)

Healthways offers comprehensive solutions that improve well-being, decrease healthcare costs, enhance performance and generate economic value for our customers.

- Review and validate information, processes and designs while ensuring integration across programs/projects as a means to leveraging opportunities and managing risks
- Translate high-level business strategies into operational strategies and practical solutions
- Provide insights into operating vision that will ignite identification of capabilities necessary to deliver an effective enterprise solution
- Develop project charters, epics (user stories), migration plans (that includes risk, complexities, costs, efforts, degree of change, delivery schedule), benefit realization frameworks, business solution plans and other project artifacts.
- Managed and re-prioritized product backlogs using JIRA
- Participate in the review and development of work flows and business requirements to ensure the delivery of a quality product consumable by downstream users i.e. transforming business ideas into functional system concepts that are practical and testable resulting in improved member experiences, member wellbeing and overall customer satisfaction.
- Performed assessments (Business, Functional, System, Technology, Infrastructure, Product and Risks), managed scope creep, managed requirements, architecture, teams and projects.
- Organized business demos for sprint deliverables
- Led and managed the successful delivery of several challenging projects in consumer analytics, business intelligence and healthcare informatics
- Worked with cross functional teams to identify & determine causes and effects of delayed response times on electronic customer profile application
- Evaluated data gathered from multiple sources, reconciled data conflicts, decomposed high-level information into details, abstract up from low-level information to a general understanding, and distinguish user requests from the underlying true needs.
- Assisted clinical and IT staff in defining data elements and definitions (metadata) that will ultimately improve patient outcomes.
- Created data flow diagrams across the enterprise and delivered data maps that aligned with ICD-9, HL7 & EDI data transfer standards
- Conducted build versus buy analysis for the requirements management and survey engine tools
- Managed changes and defects – maintained a prioritized issues/risk catalogues while reviewing,

- analyzing, resolving and communicating results/changes/risks as necessary
- Managed a team of resources (BA, QA, Designers and Clients)
- Leveraged JIRA in tracking and managing project issues and tasks
- Worked with teams to initiate in-house development of a claims management software
- Delivered hundreds of SQL statements & queries as part of the analysis/development phases of projects
- Delivered an asset inventory management artifact
- Delivered 3rd party/vendor management, environmental and cloud risk assessment profiles as well as appropriate enterprise security controls

PFIZER INC. Groton, CT Snr. Enterprise Analysis Architect – BA Practice Mentor/Trainer (Jan. '10– March '10)

Pfizer Inc. is a pharmaceutical company that is dedicated to discovering and developing new, and better, ways to prevent and treat diseases and improve health and wellbeing for people around the world.

- Contributed to the establishment and successful daily operation of a PMO (project management Office) as a means of improving project relevance and delivery
- Contributed to the development of tools that tracked project benefits and effectiveness across the enterprise
- Led, coached, trained and mentored a team of engagement managers in defining acceptable solution framework standards, strategic goals, business process models, interface models, quality criteria and requirements across the enterprise.
- Authored and delivered several documents including; business, functional, systems, interface and technical requirements, business cases, use cases, test cases, UML diagrams, activity workflows, entity relationship models, class models, business models, technology models, mock up screens and reports.
- Developed and delivered relevant project artifacts related to scope, schedules, budgets, quality, risks amongst others while adhering to existing project management methodologies and insuring project success at every level.
- Worked with teams to develop competencies and BA/Architecture resource improvement opportunities leveraging BABOK, Zachman, FEA, TOGAF, COBIT, PMO, Six Sigma best practices, HL7, HIPPA, EDI and data standards/guidelines.

KOFC New Haven-CT, Snr. IT /PM Consultant (Financial & Insurance Sys) (Dec. '06-Dec. 2009)

Knights of Columbus is a fraternal benefits society that offers financial aid to members and the society. It is also common referred to as a fraternal insurance company that offers life insurance, long term care insurance and retirement products.

- Led and mentored process owners and stakeholder in process documentation and process improvement methodology while executing continuous process improvements through metrics monitoring and scorecard reporting.
- Performed stakeholder, process, system and enterprise wide analysis resulting in the identification of processes, their owners, metrics (operational & KPI), gaps and improvement opportunities while insuring alignment with organizational vision and strategies
- Responsible for quality and adherence to standards and best practices of BPM (Business Process Management) through the introduction of a technology 'SWAT' team as part of enterprise architecture services i.e. design in- depth .
- Designed, delivered and executed infrastructure assessment workshops resulting in effective technology asset & risk management
- Designed, tested and delivered historic and predictive reports while managing data validations and exceptions
- Evaluated existing limitations of the tax module within the insurance administration system and provided the support necessary to ensure modification of the module and delivery of a regulatory compliant application. (Functionalities delivered include withholding rules, 7 pay premium functions, agency compensation, billing, reporting, CSO mortality tables, policy administration and service functions etc.)
- Expanded the insurance admin system to be capable of supporting the sale, services and administration

- of insurance products across the globe (Life, Health, Wealth Management, Property and Casualty)
- Managed requirements, process improvement, Quality Assurance, Scope Creep and Projects across the organization
- Developed requirements to support revised claims processing (agency & user platforms)
- Worked with teams to enhance exiting claims management software (FACET)
- Developed implementation road maps and supported conversion efforts that required business data migration across several legacy IT platforms
- Developed requirements specification documents for Arcval system functionality modifications as well as data maps that exhibited system relationships (core life admin. Systems vs. Arcval)
- Delivered hundreds of SQL statements & queries as part of the analysis/development phases of projects
- Provided leadership, mentorship and training support across the enterprise.
- Monitored and reported team performances against group goals to management and project executives; also documented measures and counter measures.
- Worked with business stakeholders to identify, document and communicate Overall test strategy, test scope, test constraints, test environments, criteria for success, & test scripts/conditions.
- Conducted a daily testing status stand up meeting to identify, discuss & resolve any outstanding testing concerns i.e. test scenario modifications, test case result review etc.
- Managed a team of consulting resources (requirements, architecture and development)
- Developed an integrated project plan/schedule, managed critical path activities as well as successfully monitored project expenses against overall schedule and scope.

WOW Omaha-NE, Senior PM/Consultant Insurance System (Mar. 2006 – Nov. 2006)

Woodmen of the World is a fraternal financial services company; offering insurance, annuities and investment products to their members only.

- Translated end state business and technology models into architectural blueprints including recommendation of third-party components
- Led and facilitated business, technology and architecture brainstorming sessions.
- Assisted in identifying and prioritizing business information needs, and defining business benefit of data warehouse and data marts
- Designed and developed reports to align with business strategic and operational objectives
- Provided day-to-day project management services to ensure that project deliverables match customer expectations, ensure deliverables stay within defined scope, budget and schedule constraints
- Managed project financials and identified areas of risks across the program.
- Developed a benefit tracking framework that is relevant and usable across the enterprise.
- Responsible for managing release implementations, vendor selection and RFP process
- Instituted a lesson learned process as part of coaching, leading and mentoring framework
- Managed and assisted in setting direction for project, program and portfolio processes, programs and activities
- Wrote and revised SQL queries that helped in the quick review of mainframe database results
- Developed requirements to support revised claims processing business rules
- Managed User Acceptance Testing and contributed to the overall quality assurance processes

GWL CANADA, Senior Consultant Financial Systems (Aug. 2005 – Mar. 2006)

Great West life Assurance Company of Canada is a financial services company

- Managed the delivery and implementation of the business in-force reserve movement project which included; reports and functional improvement on the User Interface.
- Designed and delivery training and support for the implementation of the new reports and functionalities
- Evaluated and developed solution architectures, external interface directories, system models across reserve databases and systems (AH02, AH04, TAI, Oracle, INGENIUM)
- Delivered AS IS and To be models for some systems across specific models; Business and System use cases and Implementation strategies
- Performing feasibility studies, translating requirements into an appropriate design

- Developed Systems Integration & User Acceptance Test Cases and managed the overall tracking of test results across the enterprise

RBC INSURANCE Canada Business Delivery Lead (Jul 2003 – Aug. 2005)

RBC Insurance®, through its operating entities, provides a wide range of creditor, life, health, travel, home, auto and reinsurance products to more than five million North American customers. It is considered the largest Canadian bank-owned insurance organization and one of the fastest growing insurance companies in the country.

- Managed all aspects of projects; monitoring and reporting on project progress to project committee and senior level executives
- Developed a plan/deliver/ quality assurance and operate model for all projects
- Enhanced the policy issue and settle functionalities across several systems including; FASAT, Life suite, DAAD systems as well as supported conversions of data and business process models
- Reengineered several business processes and delivered several business process models as part of initiative to make the business entities more profitable and effective (revealing performance targets, process boundaries and the implied cost of a change)
- Developed impact analysis and financial models that support specific projects as well as traceability charts within and across projects.
- Led JAD sessions, structured walkthroughs and facilitated system design sessions.
- Worked with teams to enhance exiting claims management software (FAWCETT)
- Leveraged BABOK, PMBOK and Lean Six Sigma to validate assumptions related to process inefficiencies
- Developed and executed test cases, scripts, plans and procedures (manual and automated); leveraging HP QC to manage test results & defects
- Managed a team of ten resources (5BA's, 2 SA's and 3 Process Architects)

RBC IIS Canada, Business Analyst / DBA (June 2001 – July 2003)

RBC Institutional Investor Services is part of the RBC Financial Group; it is one of North America's leading diversified financial services companies, and provides personal and commercial banking, wealth management services, insurance, corporate and investment banking and transaction processing services on a global basis

- Defined data, information and process models including data dictionaries, context diagrams, impacts analysis
- Held several positions including Financial (Investment) Analyst, DBA Analyst, Data Analyst and Systems Analyst
- Coordinated and provided support activities to global custodian administrators, trade services group, client service managers and systems' staff.
- Analyzed investment portfolios using an array of investment solutions including MILVUS, CMS, and QTS; by determining the investment threshold for the individual clients and measured the performances of FII markets.
- Assisted with the design, implementation of databases including the development and tuning of complex SQL queries, procedures, packages and data while ensuring that the functional specifications address the business requirements and complied with architectural and technical constraints.
- Lead, established, and supported the database administration function that included database standards definition, data modeling, implementation strategies and management procedures.
- Evaluated and implemented software packages & tools for risk management, workforce optimization, budget, procurement, project & portfolio managements
- Managed all aspects of quality assurance including establishing metrics, applying industry best practices, and developing new tools and processes to ensure quality goals are met.

NORTH AMERICAN LEGAL SERVICES, Project Lead/Manager (Sept. 1999 – June 2001)

- Generated and recommended alternative approaches to meet Business units' needs – after gaps had been identified between the proposed systems' abilities and business requirements.
- Provided assistance with the preparation of documented test plans to support the release of new software version updates as provided by in-house programmed changes; executing data conversion activities and assisted with the preparation of implementation plans; participated in the investigation and resolution of

production problems; assisted with the production of system design documents; maintained the continued integrity of existing production systems; maintained an on-going dialogue with customers and acted as a liaison between internal customers and software vendors; assisted in the training of users and presented technology recommendations to improve the efficiency of programming operations by remaining abreast of new techniques and methodologies.

- Performed User Acceptance Testing including the development of a Test Plan/Strategy, Test scenarios/grid, and conducted paper/prototype testing, Functional, System, unit integration and regression testing.
- Managed a cross functional team of resources

GEONARD INSTITUTE London, Business Systems Development Lead (Mar. '97 – Aug.'99)

PROJECTS RECENTLY IMPLEMENTED

- Analyzed business developmental and delivery challenges; through the application of analytical and quantitative techniques including expert judgment in recommending strategic solution alternatives.
- Increased sales and company revenue by about 25% as a direct result of implementing a new sales and distribution strategy.
- Worked with the relationship director on an ongoing basis in assessing new product /service ideas/product changes and their impact on system requirements, processes, users and end clients.
- Managed and Coordinated several testing stages including UAT, Unit, Functional and Regression (using several testing solutions including HP Quality Center and Mercury Testing Solution).
- Developed functionalities that improved on an existing telecommunication application that tracked user information, billing, reporting and integration with an oracle backend.
- Worked in cross-functional platforms and operating systems and delivered training across the enterprise.
- Managed a cross functional team of resources

References: Available upon Request

List of On-going/Successfully Completed Projects

1. eCommerce platform integration & implementation
2. ERP: LMS SAP SF 16.08.01
3. OKTA SSO implementation
4. Michigan Identity Credentialing and Access Management Solution
5. Data Hub – Cancer & Death Registry
6. Next Generation Digital Infrastructure
7. Enterprise Fraud Detection System - SAS Business Analytics & Business Intelligence Software
8. Implemented a retail task management solution across 500+ stores
9. Implemented an integrated loss prevention system solution across a retail enterprise
10. Implementing a data center move project
11. Supported the Kronos Workforce Solution Enhancement Projects
12. Implemented well-being assessment reports at a member and an aggregated level (Time period defined reports)
13. Implemented several functionalities on the Electronic Customer Profile System (system allows for the configuration of specific business needs at a contract / org. unit level); includes WBA Campaign Events, Report Entities, Encounter and Intervention models.
14. Implemented several policy administrations, claims processing, underwriting , accounting, reporting and agency compensation functionalities including:
 - a) Implemented TAMRA and MEC functionalities to correct inconsistencies across KofC platform
 - b) Implemented modified regulatory requirements as it pertains to Tax Withholding
 - c) Modified how dividend distributions are handled for all termination processing
 - d) Modified Location Tax Withholding Rules Table to accommodate new regulatory requirements
 - e) Developed and Supported 'SUL' Survivorship Universal Life Location Tax Functionality
 - f) Implemented solution to correct the impact of surrender and surrender reversal processing on the ACB

- screen
- g) Implemented the solution to include supplementary premiums in the total premiums paid field in Canada
 - h) Implemented a solution to prevent the double counting of PUA Dividend CV for US surrenders
 - i) Recommended the implementation of an integrated systems testing tool [E-tester]
 - j) Implemented a solution that ensured the treatment of policy maturity as surrender for taxation purposes
 - k) Corrected the updates of total dispositions and previous dispositions fields
 - l) Implemented solutions to correct problems related to premium, dividend, surrender reversal processing
 - m) Loaded the approved 2001 CSO rates for all Non-Qualified Life Plans on INGENIUM, developed and executed related test plans/cases
 - n) Developed business, functional and technical requirements for ARCVL interface Reports
 - o) Implementation of US/Canada Tax Reporting System Interface
 - p) Implementation of numerous taxation related defects on INGENIUM i.e. accurate computation of location and federal withholding, PUA Internal withdrawal with Taxable Gain, Tax Override Codes
 - q) Modification of the Gain Calculation for Non-Modified Endowment Contracts
 - r) Modification of the US Distribution tax event codes
 - s) Modification of the display of Gain Calculation Formula
 - t) Modification of the Max Table Ratings Edit
 - u) Creation of 1099 R for face decreases on MECs with GAIN
 - v) Modification to the annual reports and statements for certificate holders
 - w) Modification to the policy holder statements i.e. exchange / surrender statements
 - x) Conversions
 - y) Modification of Transfer Certificates to field associates process
 - z) GIR Requirements tracking and letter generation
 - aa) Determine Replacement/Exchange rates - Perm Life to Perm or Term Life
 - bb) Synchronization of business in force and Reserve movement records on gross and ceded systems
 - cc) Generation of a data feed to the AHO2/AXIS systems from INGENIUM
 - dd) Generation of a Business Inforce Report from INGENIUM
 - ee) Generation of a Reconciliation Report from INGENIUM
 - ff) Business In-force Reporting ~ CL IIIP
 - gg) Modification of the year end processing on the administrative system (yearend taxation)
 - hh) Modification of the charge back rates and conditions on the admin and compensation systems
 - ii) Implementation of a Common Operating Environment for all the IS departments within RBC INSURANCE
 - jj) Modification to the existing E-APP Application process on Agent Laptops / Online
 - kk) Implementation of the In-force Illustration Software
 - ll) Implementation of INGENIUM 6.4/6.5 as part of the New Business and Underwriting Front End System
 - mm) Implementation of Online suite of insurance products i.e. Direct Critical Illness product
15. Implemented functional modifications to financial applications including:
- a) Modification of financial administrative system (RBCFG) to support ICF – Investment Credit Facility product
 - b) Implementation of the Automated Underwriting and Risk Analysis tool (AURA)
 - c) Implementation of the Anti-Money Laundry System (AML)
 - d) Implementation of INGENIUM 6.4/6.5 as part of the New Business and Underwriting Front End System
 - e) Implementation of the Document, Imaging, Printing and Distribution Systems
 - f) Process Re-engineering: Investment Credit Facility, Anti Money Laundering, New Business and Underwriting Front End System, Customer Service
 - g) Implemented Production Control Information System
 - h) Implemented Human Resources Information System
 - i) Implementation of Online Divorce / Legal forms
 - j) Implementation of a telecommunication software