Aaron S. Kjosa

10 Stone Gate North, Longwood FL 32779

**askjosa@gmail.com • (407) 408-6623**

## Management Profile

## *Technology Leadership • Strategic Leadership • PMO Leadership • Architecture Leadership • Vendor Management • Solutions Delivery • Lean/Agile Transformation*

Highly accomplished Technology, Agile Transformation and Delivery Leader with experience leading multiple technology domains in digital transformation, technology integration and solutions delivery. Offer leading-edge process improvement, program, portfolio and project management, and team and organizational leadership skills to facilitate positive change and drive organizational results.

Expert in team leadership, delivery leadership, client relationship management, service management, risk analysis, high-level project leadership and technology integration. Adept presenter, negotiator, and businessperson, forging solid relationships with strategic partners and building consensus across multiple organizational levels.

Core Competencies

|  |  |  |
| --- | --- | --- |
| * SAFe Certified
* Technology Leadership
* Solution Delivery
 | * PMO Leadership
* Architecture Leadership
* Business Process Improvement
 | * Agile Leadership
* Business Planning
* Mentoring and Coaching
 |

**Professional Experience**

**Universal Orlando –** Orlando, Florida

**Senior Manager – PMO Governance & Resource Management** 12/2020 – Present

*Server as the Senior Manager for the PMO Governance and Resource Management responsible for strategic resource management and program governance for a global, multi-site Agile / Waterfall Delivery and Project Management organization*

Manage the day to day tasks, schedules and resources of all Client Services Work Teams. Responsible for developing operational metrics and driving operational performance in support of excellent client service. Work with Senior Staff to create and integrate technology into the operational environment. Identify, develop and implement process improvements leading to improved client service delivery. Identify, plan and execute IT Projects related to key technology infrastructure and customer IT assets. ***Key Achievements:***

* Designed and Implemented a UPR wide process for Agile Portfolio Management
* Created metrics and reporting for Senior Leadership to have visibility into Scrum Team health and performance
* Sponsor/Owner of JIRA and Portfolio for JIRA roll out
* Standardized the process for contractor recruitment including request management, approval and recruitment standards
* Implemented Governance standards to educate leadership on CAP/EX targets and review MTD/YTD performance against the expected targets
* Created, upon request, recommendations for the restructuring of UPR IT into a skill based build/run organization

**Senior Manager – Architecture and Solutions Engineering** 6/2018 – 12/2020

*Serve as the Senior Manager for the UPR Enterprise and Solution Architecture organization responsible for the delivery to high-value solutions for digital capabilities in support of global experience transformation efforts.*

Manage the day to day tasks, schedules and resources of all Client Services Work Teams. Responsible for developing operational metrics and driving operational performance in support of excellent client service. Work with Senior Staff to create and integrate technology into the operational environment. Identify, develop and implement process improvements leading to improved client service delivery. Identify, plan and execute IT Projects related to key technology infrastructure and customer IT assets. ***Key Achievements:***

* Created a standardized process for Architectural Delivery
* Implemented a JIRA enabled Kanban Board to prioritize the work and manage the delivery of the solutions
* Standardized the artifacts that the Architecture team would provide for each solution (Swagger, Sequence Diagrams, Component Diagrams, Data Dictionaries)
* Facilitated the creation of UPR level standards for the technology delivery teams
* Transformed the UPR ESA team from a blocking organization to a leading organization for the UPR Delivery Organization

**Solutions Delivery Leader - Microservices** 12/2016 – 6/2018

*Serve as the Delivery Leader for the microservices team responsible for the design and delivery of the microservices supporting the global digital experience platform and associated applications.*

Manage the Sprint Activities supporting the delivery new and modified microservices aligned with prioritized solution delivery capabilities. Responsible for recruitment, delivery, development and performance management of the microservices team and associated contractors. ***Key Achievements:***

* Created a global forum to prioritize the microservices needs by sprint and PI in partnership with Product and Delivery Leadership
* Reduced defects and stories by 75% with strict adherence to the scrum ceremony cadence of Backlog Refinement, Sprint Planning, Sprint Demo’s and Sprint Retrospective
* Standardized the estimation practices of the microservice team by implementing agile estimation techniques
* Improved microservice delivery from a blocking team to an enabling team within 4 months
* Established Agile Transformation Team to drive agile adoption across Solutions Delivery

**NCI Inc. –** Orlando, Florida

**Senior IT Manager Client Services/Project Director** 2/2012 – 12/2016

*Serve as the Manager for all Client Facing Teams (Technical Support, Asset Management, Help Desk, IT Service Desk and IT Training Serves) responsible for the achievement of key operational performance activities and the delivery IT Operational Project initiatives.*

Manage the day to day tasks, schedules and resources of all Client Services Work Teams. Responsible for developing operational metrics and driving operational performance in support of excellent client service. Work with Senior Staff to create and integrate technology into the operational environment. Identify, develop and implement process improvements leading to improved client service delivery. Identify, plan and execute IT Projects related to key technology infrastructure and customer IT assets. ***Key Achievements:***

* Created operational processes and procedures for Technical Support, Help Desk, Training Services and Asset Management
* Managed an inventory valued at over 8 Million
* Identified, recommended and implemented solutions for technological upgrades to the Client Services Infrastructure
* Delivered training to over 300 users across multiple training initiatives
* Created a shared knowledge management document repository to improve Help Desk and Technical Support performance resulting in improved 1st call closure rates and reduced service call timelines
* Successfully delivered IT Operations Projects
	+ Windows 7 upgrade to over 700 client workstations
	+ Computer refresh of 500 devices without user interruption
	+ Replacement of entire Printer infrastructure (Hardware, Software and Footprint)
	+ Upgrade of Blackberry Infrastructure (BEZ, Devices)
	+ Customer Request Application – lead efforts to identify requirements and deliver solutions for the total replacement and enhancement of the existing request management environment

**Software Development Manager/Project Director** 2/2010 – 2/2012

*Serve as the Manager for the Software Development team responsible for the development of software solutions to business opportunities and Project Manager of software development projects for the US Army’s Program Executive Office for Simulation, Training and Instrumentation (PEO STRI).*

Manage the day to day tasks, assignments and resources related to all software development efforts. Ensure that all software projects adhere to the defined SDLC and are completed on time and on budget. Work directly with senior leaders to facilitate understanding of all business objectives, develop information technology strategy and increase the integration of technology into day to day business activities.

Contribute to the development of the Project Management Office (PMO) and all supporting tools and templates. Manage assigned projects while adhering to the defined methodology and delivering on time and on budget. Mentor employees in support of organizational objectives and personal career goals. Mentor associate Project Directors on project management methods and tools to ensure consistency across all organizational project activities. ***Key Achievements:***

* Created tools and templates to ensure team adherence to SDLC
* Delivered prototype HR system that lead to successful new business capture
* Initiated transition from CMMI to SCRUM Agile based Software Development and Project Management
* Implemented processes that lead to increased integration between organizational teams
* Identified and implemented improvements to the PMO leading to on-time and on-budget improvements

**Good 2 Go Event Management Inc. –** Orlando, Florida 6/2009 – 2/2010

**Senior Analyst – Financial Systems**

*Serve as expert resource providing systems support, strategic guidance and implementation planning and integration to the US. Army’s Program Executive Office for Simulation, Training and Instrumentation (PEO STR).*

Review and makes recommendations to Program/Product Managers regarding the financial efforts of the project team so that the proposed efforts are consistent with program cost, schedule, and performance requirements. Provide financial input to Program/Product Managers regarding critical program decisions. Ascertain the financial status of projects, identify difficulties being encountered, and recommend solutions. Review periodic financial reports from Project Directors to maintain current status of projects. Document the results from program reviews to assist in identifying program cost, schedule and performance risks.

Provide information and data to respond to ad hoc requests from Government personnel. Develop financial plans including supporting documentation. Review program contract documentation to support acquisition strategies and plans, statements of work, and system operational performance requirements documents. ***Key Achievements:***

* Develop the project and change management model to support the successful implementation of the Army mandated enterprise suite of applications
* Identify business process opportunities and implement changes to meet future state business process requirements
* Develop policies for financial system controls that protect PII information and are in alignment with DOD and Army policies
.

**American Water –** Voorhees, New Jersey 10/2008 – 4/2009

**Manager Business Process**

*Serve as the Manager of the Business Process group responsible for the development and maturation of core IT processes including: SDLC, Problem and Incident Management, Enhancement and Delivery.*

Provide guidance and expertise in the creation of core IT business processes to ensure the alignment of IT and core business initiatives. Develop and mature the SDLC model to ensure IT solutions are delivered to target specific needs and are within time and budgetary commitments. Identify key areas of alignment, systems and processes in scope of the process improvement efforts and drive the creation and delivery of improvements that provide measurable business value with reduced time, cost and increased savings to business operations.

**Diane Miller & Associates –** Orlando, Florida 9/2007 – 10/2008

**Consultant**

*Serve as a Consulting Project Manager of a Large Vacation Ownership provider with $4 Billion in annual revenue that is a subsidiary of a leader in the hospitality industry.*

Provide project management of an enterprise compliance effort. Provide project leadership to developers, business analysts and business partners. Identify all key business practices, systems and process in need of remediation. Create the plan and drive the completion of project deliverables that lead to the achievement of organizational compliance to industry regulations. ***Key Achievements:***

* Led the project for the development of Wyndham Vacations solution to the storage and protection of PCI data across the organizations suite of applications

**Pulte Homes, Inc.** – Orlando, Florida 11/2004 – 9/2007

**Business Process Analyst/Area Director Business Process Integration – Interim for the Southeast and Florida Areas**

*Serve as Business Process Analyst of a national-top three residential home builder and Fortune 200 company with $14 billion in annual revenue.*

Deliver daily support and guidance in the integration of people, business practice and process, and available tools. Provide senior leadership with analysis and recommendations to support long-term operational excellence, reduced costs, and increased efficiency. Lead and Manage Business Analyst Team of 6 Individuals in the day to day integration of technology and the development and improvement of division and area level business process. Direct project teams of 10-25 employees to support process and technology integration.

Implement enterprise applications to support sales, purchasing, customer relations, construction scheduling, planning, and regional finance teams. Track system utilization and accuracy. Train employees on new systems and processes. ***Key Achievements:***

* Developed a New Community Start-Up process for all divisions
* Created a standardized process to capture organization wide system enhancements and prioritize nationally approved enhancements for business adoption and release management
* Enhanced the construction schedule management process
* Lead the development and implementation of a suite of enterprise applications to support construction scheduling, purchasing, sales and customer relations integrated with the corporate financial system environment supporting 10 operating divisions responsible for the delivery of 5000 homes annually.
* Developed end-to-end business processes, and successfully implemented new enterprise applications by proactively seeking area and division-level leadership buy-in, identifying opportunities, and developing business process solutions to support organizational needs.
* Streamlined the number of building options to homeowners by 75% resulting in increased standardization across products and elimination non-profitable options from the product catalog.
* Successfully integrated an acquired entity into the operating and systems environment.
* Led team of business analysts to support option and margin pricing strategy recommendations for division leadership.
* Led Area and Market Sales Leadership in the deployment of a national sales process and the supporting CRM solution to 14 operating divisions across 5 states
* Developed future state processes in support of the selection of a next generation scheduling solution for construction

**JDA Software** – Orlando, Florida 8/1999 – 11/2004

**Senior Consultant**

Supported clients in the development of processes and practices that successfully utilized the analytical solutions purchased and delivered desired organizational improvements for Retailers with revenues over 300 million dollars. Provided recommendations to leadership to support the continued growth and development of the analytical solution portfolio.

Successfully led project teams in the design and implementation of analytical process and supporting solutions. Served as functional liaison between sales, marketing, analytical solutions, and the customer. Presented best practice processes to user councils and key customer leadership. Developed customized training materials for each client around the solution deployed. Performed post-implementation checks at client sites and documented improvements and opportunities. ***Key Achievements:***

* Gained senior-level experience in the deployment of JDA Rapid Solution Sets and served as the organization’s expert for the JDA Intellect Advanced Forecasting Tool Set. Trained internal associates on advanced forecasting solutions.
* Successfully implemented solutions at numerous national and international retailers ranging in size from $200 million to several billion in annual revenues resulting in enhanced management of inventories and increased profitability. Trained management and user teams of 15-30 members on new business process and analytical solutions.
* Served as project manager on 8 to 12 member consulting engagement teams in Fortune 500 organizations overseeing project scheduling, budgeting, and implementation, delivering technology-based solutions for business processes and supply-chain improvements.

Education and Credentials

**Post Graduate Studies in Organizational Learning**  • George Mason University, Fairfax, Virginia

**Bachelor of Arts in Psychology** •University of Central Florida, Orlando, Florida