LENORA C. MCMILLIAN

CSSGB, LSSBB, ITIL, CSM, SAFe Agilist

(571) 239-1910 | LENORA_34@YAHOO.COM | Current DoD Clearance

Highly accomplished analytical and results-driven professional with **18 years** of public and private sector experience in project management, business systems analysis, and process improvement. Completes projects on time and within resource and budget constraints. Expertise in enterprise architecture analysis, design, planning, and implementation to create user-centered services and systems. Employs agile delivery methods to build or enhance platforms and implements Lean Six Sigma process methods to drive organizational change. Recognized for leadership, work ethic, teamwork, problem-solving and successful project delivery. Trusted advisor to the C-level community, effective communicator across the organization, and leads on-site/remote and off-shore teams.

CORE COMPETENCIES

- ❖ Strategic Planning & Performance Metrics
- ❖ Project Management & Risk Mitigation
- ❖ Requirements Gathering & Gap Analysis
- ❖ Business Process Model Notation (BPMN)

- ❖ Operational Improvement & Change Management
- ❖ Agile Scrum/Kanban/Waterfall SDLC Methodology
- ❖ Team Building & Thought Leadership
- ❖ Data Modeling & Data Governance

- ❖ Test Plan Development & UAT
- ❖ Logistics & Supply Chain Management
- ❖ Contract SOW & Task Order Management
- ❖ Training Development & Delivery

PROFESSIONAL EXPERIENCE

PROJECT MANAGER/BUSINESS ANALYST   02/2021 - Present
Texas Department of Transportation (TxDOT)   *Houston, TX*

Led a short-term strategic initiative to establish a contract data management and governance framework that will optimize supply chain processes, increase accuracy and transparency of enterprise level reporting that incorporates internal policy and federal and state regulatory compliance, e.g., Senate Bill 20.
- Actively participate with Directors and the Executives in aligning corporate goals with strategic and tactical initiatives to implement ECLM successfully.
- Lead scrum teams consisting of systems owners, data custodians and end-users, gathered requirements and developed acceptance criteria to streamline data collection, management and reporting across **31** disparate systems.
- Enhanced usability by capturing 'As/To Be' process mapping. Applying Lean Six Sigma tools to model optimized business processes, system workflows and system interfaces to create wireframes and mockups.
- Coordinate, execute, document, and report on test activities required to support the integration and system interfaces in a ServiceNow environment.

PRINCIPAL CONSULTANT   06/2018 - 02/2021
Enterprise Management Consulting International, LLC   *Houston, TX*

Provides business consulting services specializing in setting and aligning strategies to build organizational capabilities that deliver value-added results.
- Executed viable recommendations that increased membership **18%** and profitability **38%** within 4 months for a non-profit community organization.
- Devised branding and marketing strategies that grew social media presence resulting in 144+ performances and gained international recognition.
- Contributed to strategy development targeting cloud computing infrastructure and operations to support **$1.7B** NYC airport renovation project.

BUSINESS PROCESS IMPROVEMENT ANALYST III   02/2017 - 03/2018
Maryland Transportation Authority & Police Headquarters   *Baltimore, MD*

Led COTS and custom software development projects and enhancements to construct and maintain E-Z Pass toll facilities and operations; acquire and deploy law enforcement cloud infrastructure and technology; and optimize processes serving 1,600 state personnel and the public.
- Managed scope of strategic initiatives. Identified business/technical requirements, conducted Use Case analysis, and developed User Stories in JIRA.
- Reduced invoice cycle/processing time **16 days** by developing an OpenText cloud portal with Procure to Pay (P2P) capabilities and SOX best practices.
- Increased public utilities ticket processing **26%+** by deploying internet devices and implementing Salesforce CRM cloud-based solution to access real-time.
- Led contract renewal and transition from ACS to Cobblestone CLM through key stages: initiation, authoring, process and workflow, negotiation and approval, and execution. Established metrics to support on-going management and compliance.
- **Praised by C-level staff** for leading an inter-agency enterprise-level state government contract renewal process to replace toll infrastructure with NextGen system and service operations (10-Year $272M award).

BUSINESS PROCESS IMPROVEMENT LEAD   01/2015 - 01/2017
U.S. Social Security Administration (Northrop Grumman ITSSC)   *Baltimore, MD*

Promoted to drive IT systems modernization and Capital Planning & Investment Control (CPIC) process transformation that resulted in acute cost accounting, enhanced OMB 53/300 reporting, increased agency program performance, and visibility across the agency and Federal IT Dashboard.
- Designed, developed and documented workflows and implementation activities to deliver business solutions within scope of business/agency strategies.
- Optimized business processes to overcome challenges. Applied various modeling techniques (e.g., BPMN, UML, Data Flow diagrams, etc.) and presented visual designs using Visio that mapped to requirements maintained in VersionOne.
- Guided **18+** meta-SCRUM team of application developers. Facilitated Agile ceremonies and governed the Product Backlog and release schedule.
- Authored and conducted ILT and CBT workshops for **2,800+** users. Configured Clarity PPM Knowledge Management tool that increased adoption.
- Increased product quality and customer acceptance by transitioning from waterfall to Agile Scrum/Kanban SDLC model as a change agent.
- **Recognized by Commissioner** for outstanding program and team leadership. Recipient of Agile Transformation and Kanban Leadership medals.

PROJECT MANAGER   09/2013 - 01/2015
Inovalon Incorporated   *Bowie, MD*

Implemented IoT solutions and services to boost operational efficiency and transform their business models. Spearhead a portfolio of systems engineering, software and database development, and enterprise projects resulting in reduced operating costs and increased market share for Inovalon's pre-IPO strategy.
- Led key initiative to develop and launch the award-winning Inovalon One® Software-as-a-Service (SaaS) dashboard delivering comparative risk and effectiveness research analytics for HEDIS/STARS critical quality healthcare that served **1,600+** healthcare organizations and providers.
- Single-handedly procured and implemented Revitas enterprise CLM solution from scope definition and requirements capture; vendor/product evaluation, selection and procurement; configuration, testing and training in **9 months**. Coded and migrated **3,800+** legal contracts.
- Overhauled IT service management processes and services using Remedy ITIL framework to streamline service delivery and improve SLAs.

- Gained $1.2M cost savings reengineering Quote to Cash (Q2C) supply chain transaction processes using SalesForce and K2 Pearl.
- Facilitated Agile activities, e.g., sprint planning, daily Scrums, demos, and retrospectives. Managed PBIs, tracked and reported metrics to executive leaders.
- **Award Recipient** for significant contributions toward InovalonOne® flagship product development launch.

PROJECT MANAGER/BUSINESS ANALYST   01/2013 - 06/2013
T. Rowe Price Global Business & Human Resources Division   *Baltimore, MD*

Recruited for a short-term engagement to turnaround failing projects encompassing software engineering and upgrades, systems administration, data management, and security for TRP investment management products and services.

- Quickly gained project control, reduced risks and completed critical path projects including: transitioned from PeopleSoft to Workday HRMS, upgraded eComp compensation software, and decomposed and created a site map for T. Rowe Price HR benefits intranet sites.

BUSINESS PROCESS ANALYST LEAD   04/2010 - 12/2012
U.S. Social Security Administration (Lockheed Martin AWSSC)   *Baltimore, MD*

Led the Disability Case Processing System (DCPS) Task Order-driven IT modernization program. Interfaced with contractor and client's Systems and Operations stakeholders to consolidate legacy mainframe systems and processes to develop the claims solution and rollout training to 54 agency offices.

- Collaborated with the COTR through CLM phases including Task Order Management and Quality Control activities for the Agency Wide Support Services Contract (AWSSC). Tracked contract metrics, and audited and documented findings in the Contract Summary Report.
- Defined Capability Maturity Model (CMM) methodology compliance metrics. Managed quality performance and operational improvement tasks through task-level reporting on Task Orders/Work Orders (i.e., Process Matrix, Project Plan, Requirements Baseline, Configuration Management Baseline, Summary Matrix). Managed other project artifacts, e.g., Business Requirements Document (BRD) and System Requirements Specifications (SRS).
- Received outstanding accolades for team leadership and administration of multiple Lockheed AWSS contract Task Orders.

SELECT CAREER ACCOMPLISHMENTS

BUSINESS PROCESS ANALYST III | SOCIAL SECURITY ADMINISTRATION, BALTIMORE, MD

- Met the Congressional mandate to enhance the Special Notice Options (SNO) for blind and legally blind individuals with 508 specifications.

SENIOR PROJECT MANAGER | NetApp Incorporated, McLean, VA

- Deployed SAN/NAS solutions in government data centers from pre-sales design to customer acceptance and account maintenance.
- Instituted PMO best practices and tracked performance metrics that reduced execution risks, increased delivery quality and customer satisfaction.

BUSINESS SYSTEMS ANALYST LEAD | Fannie Mae, Reston, VA

- Integrated Oracle Identity Manager and Single Sign-On in a multi-platform environment that enhanced corporate governance, security, risk management and compliance.
- Oversee test and defect activities in HP Quality Center. Authored and maintained Oracle Identity Manager configuration management and user guides.

PROJECT MANAGER/SENIOR BUSINESS ANALYST | ManTech International, U.S. and Germany

Led a myriad of integrated engineering, business operations, and logistics projects on the $40M Force XXI CECOM DoD contract.

- Achieved DCAA DoD contract audit compliance optimizing the Peoplesoft Financials & Supply Chain Management solution workflow process.
- Directed foreign and U.S. engineering team to upgrade SIPRNet/NIPRNet infrastructure in the U.S. Army Corps of Engineers SCIF (Wiesbaden).

PROJECT MANAGER | U.S. Department of Homeland Security (DHS)/Transportation Security Administration, Arlington, VA

- Led **14** airport carrier terminal design-build renovations, conveyor upgrades and expansions, and Explosive Trace Detection (ETD)/Explosive Detection System (EDS) integration projects. Met Electronic Baggage Screening Program (EBSP) congressional-mandated compliance.
- Collaborated with Deputy Administrator to formulate $2.1B Spend Plan; administered budget adjustments via the PPBE resource allocation process.
- Developed GFE DB providing real-time data for GAO inquiries on fiscal/budgetary operations, and Congressional budget submission to the House and Senate.
- Contributed to OMB 300 development targeting enhanced NextGen security technology, e.g., backscatter X-ray screening, and RFID technologies.

PROFESSIONAL DEVELOPMENT

Business Administration courses (online), American InterContinental University, Schaumburg, IL; 2009-2010

Certificate, Applied Project Management; Villanova University, PA; 2007-2000

Certified Scaled Agile Framework (SAFe) Agilist 4.0	Certified IT Infrastructure Library (ITIL) v3
Certified Professional Scrum Master (PSM)	Certificate, Certified Business Analyst Professional (CBAP)
Certified Lean Six Sigma Black Belt (LSSBB)	10 Certificates, Clarity CA PPM 14.x Business Analyst Program
Certified Six Sigma Green Belt (CSSGB)	Certificate, Cybersecurity Program: CompTIA Network+ course

TECHNOLOGY EXPOSURE

Business Productivity	Microsoft 365/Office 10 (Access, Excel, Outlook, OneNote, PowerPoint, Word), Microsoft Teams, Video/Web Conferencing
Software Engineering	Application Lifecycle Management	JIRA	RequisitePro	Team Foundation Server (TFS)	VersionOne	DOORS
ERP Solutions	ACS Technologies	Fieldglass Vendor Manager	Broadcom (CA Clarity) Identity Manager	Microsoft Dynamics SL	SAP SD and MM	OpenText	Oracle Identity Manager	Peoplesoft Financials &Supply Chain Management	Peoplesoft Human Resource Management (HRM) |Peoplesoft Customer Relationship Management (CRM)	Siebel	Workday Human Capital Management (HCM)| SAP SuccessFactors Human Capital Management (HCM)
Content Development	Adobe Captivate	Broadcom (CA Clarity) Productivity Accelerator (CAPA)
Document Management	Microsoft SharePoint	ProjectSolve	ProjectWise	Mortice Kern System (MKS)
Finance Management	Deltek Costpoint	eComp Enterprise Compensation Manager	Revitas Contract Manager
IT Service Management	ServiceNow	Broadcom (CA Clarity) Service Desk	Footprints Service Desk	IBM BMC Remedy
Modeling/Prototyping	ArchiMate	Microsoft Azure	Balsamiq	Bizagi Modeler	ERwin Data Modeler	K2 Black Pearl	Microsoft Visio
Project Management	Broadcom Project & Portfolio Manager (CA Clarity PPM)	Microsoft Project	Open Workbench
QA/Test & Validation	HP Quality Center	HP LoadRunner	JIRA
Business Intelligence	Business Objects	Crystal Reports	Jaspersoft	Tableau