
OPERATIONS EXECUTIVE / TRANSFORMATION LEADER

High performing results-oriented executive with over 15 years of experience leading all aspects of operations, programs and projects in both public and private sector, during high-growth, turn-around, merger and acquisition. Demonstrated ability to manage multiple functions and projects and solve complex problems in a timely and cost effective manner. Adept at understanding the needs of an organization, with proven success delivering solutions that serve both employees and customers, and drive dollars to the bottom line.

Professional Qualifications

Strategic & Operations Planning
Risk Assessment & Mitigation
Customer Service & Support
Team Building & Training
Organizational Development

Profit & Loss Responsibility
Financial & Management Reporting
Budgeting & Forecasting
Business & Market Development
M&A Integration

Product Development & Delivery
IT & Business Consulting
Project Planning & Management
Quality & Productivity Improvement
Process & Procedures Best Practices

Professional Achievements

STRATEGY & TRANSFORMATION – play key role in directing the Serco Americas “*Journey to Excellence*” program which aligns corporate vision and strategy with annual transformation objectives focused on achieving strategic, operational and organizational excellence. **RESULTS:** program delivered key outcomes in 2009 that set the foundation for sustaining high-growth; 2009 employee survey found 75% of employees now understand the company vision and overall business aims, up 7% from 2009 – direct impact of program communications.

ACQUISITION PLANNING & INTEGRATION – played key role in developing and managing the due diligence, transition and integration program for the SI International Inc. acquisition, the largest deal to date for Serco, creating a \$1.4B Americas division. Worked closely with stakeholders in each functional area – sales, contracts, finance, HR and IT – to deliver their planned objectives and synergies. **RESULTS:** well exceeded the investment case for cost synergies and was selected as one of the best deals of 2008 by Washington Technology.

CUSTOMER ADVOCACY – developed programs at multiple companies to address the desire for improved customer transparency and the need to better understand real customer satisfaction levels. Programs focused on formal outreach and engagement, for both top tier and other key customers, and on the development of standard feedback tools and satisfaction reporting systems. **RESULTS:** programs increased awareness of real customer needs and concerns, and at SGT contributed to the company’s first 100% contract award fee score.

REVENUE GROWTH – drove expansion of product and services offering for MICROS Systems in both existing and new markets and several distribution channels through 30+ major accounts, 10 corporate office locations and 90+ value added resellers. Led multiple new product introduction teams and product launches in multiple industry segments – from research and development through to pilot and full product release. **RESULTS:** grew service revenues 20% and increased customer base while reducing business unit overhead costs by 25%.

BUDGETING & COST CONTROL – played key role at Serco Americas supporting the CEO and CFO on the preparation and analysis of budgets and forecasts at the company level and worked with the business development organization to map those financial forecasts to the sales pipeline. Led quarterly forecasting to include action plans to expand EBIT margins, improve labor utilization and reduce overhead budgets. **RESULTS:** identified over \$5M of annual indirect savings – key to achieving division financial commitments.

QUALITY & PROCESS IMPROVEMENT – led implementation of quality and process improvement at multiple companies using a Lean approach – focused on preserving value with less work. **RESULTS:** at MICROS Systems spearheaded supply chain improvements reducing order entry time 40% and reducing product returns 25%; at SGT led development and deployment of new practices and processes in software development, systems engineering and project management – company attained CMMI ML 2 on-time and on-budget in under 1-year.

PROGRAM & PROJECT MANAGEMENT – developed standard methodology and a set of best practices for Serco Americas called the “Serco Way” based on key phases (Gates 0-9) within a business lifecycle framework from business development, through to project transition and ongoing operations. **RESULTS:** provides a service delivery model that focuses on the customer, standardizes practices, improves resource utilization – increasing productivity, and in the end provides a real competitive advantage for Serco in the marketplace.

LEARNING & DEVELOPMENT – developed training programs at multiple companies aimed at standardizing the orientation and induction process, as well as focused on improving the overall knowledge and skills of staff at all levels across the organization. **RESULTS:** worked closely with Serco HR team to develop a global corporate university using the SkillsSoft Learning Management System platform with over 3,000 online courses with almost 40% of workforce taking at least one or more courses 6 months after launch.

Professional Experience

Director, Strategic Programs, Serco Americas, 2007 - Present

Established PMO within the office of the CEO to support leadership team, drive corporate transformation, develop and institutionalize best practices for the \$1.4B Americas division of this \$6B UK-based services provider to both commercial and government clients including the US Navy, US Army and US Postal Service.

- Led “*Journey to Excellence*” corporate transformation program to include working with key stakeholders to identify annual transformation objectives then created communications strategy and plan to include collateral and messages targeted to all 11,000 employees across the division.
- Managed agenda and content for monthly executive business forum focused on reporting business performance results and progress on transformation activities.
- Supported CFO to ensure corporate meet quarterly and year-end financial commitments to include maximizing cash flow and reducing DSO.
- Developed M&A transition/integration methodology that was adopted globally reducing planning time by 75%.
- Established PM training program to institutionalize leadership, financial and project management knowledge and skills; managed PMI PMP exam preparation course that trained over 300 PM's each year.
- Launched a PM Community of Practice for improved collaboration and sharing of information among over 500 PM's across the Americas division.
- Selected from over 70,000 employees for a global company award for “*making an exceptional impact*” to the company in 2009.

Manager, Business Operations, SGT, 2003 - 2006

Directed all aspects of business operations for \$25M business unit with 350 staff providing IT and PM services at 8 locations for this high-growth provider of services to government clients including NASA and NOAA. Key responsibilities included procurement, contract management, human resources, finance and accounting.

- Instituted improvements to operational practices to include accounting procedures, budgeting and forecasting; performed monthly operational and financial analysis with key business and operations leaders.
- Implemented an earned-value management system and reporting tool for a key contract.
- Worked with leadership team to complete a Baldrige-based quality assessment for which the company received a Maryland Quality Award for its commitment to performance excellence.

Director, Information Technology, Aether Systems, 2001 - 2003

Led staff of 25 with \$8M budget for this high-growth wireless products company with 1,500 employees.

- Managed IT due diligence and integration activities for 4 acquisitions.
- Led implementation of an enterprise architecture that included integration of Oracle ERP and Clarify CRM.
- Managed development of B2B and B2C solutions for key clients including Merrill Lynch, Sharp and AOL.
- Instituted service levels based on ITIL methods that improved IT services availability and reliability.
- Reduced IT expenses \$500K by consolidating locations and systems.

Director, Professional Services, MICROS Systems, 1997 - 2000

Led \$30M business unit with 110 staff providing sales, consulting, product management, account management, logistics, and product support, for this global manufacturer of hardware and software products to the retail and hospitality industries.

- Successfully delivered over 300 consulting projects for multiple clients including Subway, Burger King, Hyatt, and ARAMARK.
- Led troubled project reviews and turn-around by focusing on improved customer relationships, clarified expectations for service and product delivery and improved timing on staffing required workforce.
- Managed a 24/7 call center providing customer care, technical support and field service dispatch.
- Developed training and mentoring program for improved accountability and productivity; reduced staff turnover by 5%.

Director, Finance and Administration, Bullets Corporation of America, 1996 - 1997

Managed all aspects of corporate business and IT operations for this high-growth hospitality company voted 1997 "Hot Concept" winner from Nations Restaurant News magazine. Worked with franchise clients and multiple vendors to aggressively open 15 new locations across North America in 1 year.

Other Experience

President, MBA Student Government Association, University of Maryland	2005
Malcolm Baldrige Examiner & Team Lead, Maryland Senate Productivity and Quality Awards	2005
Panel Director, NASA Project Management Conference - Earned Value Management Track	2004
Panel Director, University of Maryland, CIO Forum Conference - Business Process Outsourcing Track	2004
Vice President, Special Projects, PMI Baltimore Chapter	2004
Contributing Author, Project Management Institute, Program & Portfolio Management Standard	2004
Program Manager, Marketing & Communications, PMI Washington DC Chapter	2003
Instructor, Community College of Baltimore County, Project Management Professional Exam Course	2003

Education

PhD Candidate, National University of Ireland Galway	Expected 2015
MBA, Smith School of Business, University of Maryland	2006
MS, Information Systems, University of Maryland	2006
BS Accounting, George Mason University	1996

Certification

ASQ Certified Quality Manager	2005
IEEE Software Development Professional	2004
Microsoft Certified Professional	2004
Certified Project Management Professional (PMP)	2002