Organizational Change Manager

PROFESSIONAL SYNOPSIS

Momentum is staffed with an Organizational Change Manager with many of years of experience in both the public and private sectors. As a certified Change Management Professional, this individual can lead organizations successfully through incremental and radical changes. They integrate their knowledge and experience of project management, business analysis, organizational change, training development and instruction to achieve significant success in the realization of operational and organizational improvements, defining success factors according to senior leadership and business needs, operational metrics and other success indicators.

KEY SKILLS

- Stakeholder Management
- Business Relationship Management
- Training Management
- Training Content Development
- Training Delivery

- Project Management
- Business Analysis
- Electronic Learning Management System Implementation
- Facilitation

Education:

- *Master of Science (MS) Human Relations and Business,* Amber University (Now Amberton University)
- *Bachelor of Science (BS) Child Development,* University of Tennessee

Training and Certifications:

- Certified Kaizen Facilitaror (CFK)™ - 2018
- Certified SAFe® Agilist - 2016
- Certified ScrumMaster® - 2016
- Prosci® Certified Change Practioner - 2013
- Information Technology Infrastructure Library (ITILv.3) Foundation - 2012
- Qualification to administer Skillscope – a 360 assessment from the Center for Creative Leadership - 2013

Master Training and Trainer Certifications from:

- Achieve Global
- Center for Creative

RELEVANT EXPERIENCE

Lead Business Analyst   06/2018 – 11/2018
PA Department of Transportation (PennDOT)

Environmental Commitment and Mitigation Tracking System (ECMTS) Project

This individual served as the Lead Business Analyst in analyzing the ECMTS current state and defining the future state in preparation for the automation of environmental commitments and mitigations from project planning to post-construction maintenance and monitoring. This automation will include capturing needed commitments, tracking and monitoring mitigations, and transferring responsibilities through project phases. For the Current State Analysis, the Business Analysis Team researched federal and state environmental regulations and policies, interviewed designated PennDOT district stakeholders, documented discussions, created ECMTS policy diagrams, identified and described district-level interpretations of the ECMTS policy, and defined ECMTS roles. For the Future State Analysis, the Business Analysis Team is documenting how the future system will bridge documentation and tracking requirements with existing data and information sources while respecting district-level needs.

Project Manager/Business Analyst   01/2018 – 04/2018
PA Turnpike Commission   **Stormwater Application Project**

The Organizational Change Manager served as a Project Manager and Business Analyst in defining high-level requirements and assessing solution options for stormwater asset management for the Pennsylvania Turnpike roadway and facilities. With the need to also support mandatory annual and ad hoc reporting to both the state and federal governments, the project required regulatory research, document reviews, alignment with related projects, stakeholder interviews, documentation and validation of needs, and assessment of solution options against approved requirements.

Leadership
- Development Dimensions International
- Forum Corporation
- The Ken Blanchard Companies
- Partners In Change

Software/Technology:

- MS Office Suite
  - Excel
  - Outlook
  - PowerPoint
  - Project
  - Visio
  - Word
- Learning Management Systems

Project Manager/Business Analyst   **06/2017 – 10/2017**
PA Turnpike Commission   **Fleet Telematics Project**

This individual served in a dual Project Manager and Business Analyst role on a project designed to define current capabilities and future opportunities for the use of fleet telematics by the Pennsylvania Turnpike Commission (PTC). The project included identifying business, stakeholder, and solution requirements that will lead to optimizing telematics within the business priorities of PTC. Also, the project identified vehicle and fleet connectivity capabilities across the PTC fleet, current and emerging vehicle and fleet connectivity capabilities, best practices in state government, metrics, sustainment roles and descriptions, and other related information.

Development and Learning Coordinator   **08/2013 – 06/2018**
Momentum, Inc.

The Organizational Change Manager is responsible for development and renewal of courseware according to the standards that sustain Momentum, Inc. as a Registered Education Provider (R.E.P.) with the Project Management Institute (PMI) and an Endorsed Education Provider (E.E.P.) with the International Institute of Business Analysis (IIBA). This individual coordinates and schedules instructional resources in response to client consultations. They also serve as an instructor for business analysis. organizational change management, and related topics.

Project Manager   **10/2012 – 06/2017**
Pennsylvania Liquor Control Board   **RAMP eLMS**

This individual served as the Project Manager for the implementation and sustainment of an Electronic Learning Management System (eLMS) and web-based training for Pennsylvania Liquor Control Board (PLCB) licensees. They managed stakeholders and business partners who provided the eLMS, web interface, and hosting services while also documenting and managing requirements, managing user acceptance testing, assessing readiness for system implementations/upgrades, managing system sustainment activities, and more. Through the eLMS, the PLCB received 13,305 training completion records from 11,952 users. Additionally, this individual provided Business Relationship Management duties by helping to maintain confident, loyal relationships between the client and partner, Meridian, as well as translating opportunities into creative solutions.

Cutover Specialist/Business Analyst   **02/2011 – 09/2012**
Navy Supply Systems Command (NAVSUP)   **ERP Cutover Team**

Shifting from the Training Team to the Cutover Team, the Organizational Change Manager performed several of the broad range of responsibilities required to transition operations from legacy systems to Navy ERP. In this role, this individual validated requirements, documenting and institutionalizing lessons learned during the cutover processes. They also served as a project scheduler during periods of data hard outage, supported training for legacy

staff at the forefront of transition, and performed various War Room tasks during cutover practice and production.

Lessons Learned:

The Organizational Change Manager began capturing lessons and 17 corresponding factors during cutover production for the first of four go-live segments in Phase 2 with the goal to institutionalize lessons learned for subsequent segments. With 650 lessons identified over four go-lives, this individual continued to follow-up, updating, verifying and integrating those 17 factors throughout the project.

War Room for Cutover Practice and Production

The Organizational Change Manager performed a variety of tasks to normalize the War Room during intense and active periods of practice and production. In addition to the capture of lessons, tasks included the capture of ad hoc graphics and flow charts using MS Office products (used subsequently for training, reference, and communications), solving access issues for War Room members, and support for the Cutover Lead.

Training Developer   **03/2008 – 02/2011**
Navy Supply Systems Command (NAVSUP)   **ERP Training Program**

The implementation of Navy ERP within NAVSUP required the training of end-users throughout its global operations. Training was required for end-user qualifications and the subsequent role activation needed for job tasks to be performed in SAP.

Training Lead Support:

The Organizational Change Manager was responsible for sustainment tasks that included curriculum localization, a learning management system, enterprise master course schedule, training clients, end-of-course evaluations, ongoing improvement, and other training tasks. With the NAVSUP ERP Training Lead, this individual led the development of training sustainment strategy and analyzed role mapping, attrition, and end-user training data to project global training demands and resources needed for sustainment. They devised training sustainment alternatives, including risks, benefits, costs, and other information for presentation to Senior Leadership, and developed the Master Trainer strategy. This individual led development of the Training Sustainment Plan and Business Rules; documentation of work flows, communication plans, lessons learned, and more, and led the creation of strategy for instructor-led training through Defense Connect Online, providing a means for imparting end-user qualifications and role activation without travel. The Organizational Change Manager created the DCO Guide to support the enterprise effort and drafted the Master Trainer Training Plan, the POA&M and other documents for solidifying the transfer of training sustainment.

Lead for Course Materials Inventory and Evaluations Support:

The Organizational Change Manager led a team that created an inventory management process to track materials on-hand, forecast needed materials, and track future materials**.** This individual performed business analysis tasks, gathering and documenting requirements while investigating and reporting

discrepancies in course materials between NAVSUP and Navy ERP-designated materials. They managed the team schedule to ensure availability of materials and supplies to training participants before, during and after scheduled classes. This individual worked with the team to learn and test designated course evaluation tools, including evaluation design and extraction of data. They also worked with the team to create, audit, and distribute online course evaluations and report results throughout Train-the-Trainer and End-User Training.

Soft Skills Training Support:

The Organizational Change Manager incorporated content from seven soft skills courses as well as feedback from designated reviewers. They facilitated the pilot and collected and reported feedback on a daily basis. With Training Leads, this individual prioritized feedback and incorporated for end-user training. They worked with two trainers new to soft skills instruction to ensure consistency in training delivery and outcomes and tri-facilitated the first scheduled class. After the class, this individual provided feedback and calibrated content delivery for future classes to be conducted by each single, soft skills instructor. The Organizational Change Manager developed the policy for local self-sustainment of soft skills trainers.

Chief, Human Resource Development Division   **03/2000 – 10/2007**
Commonwealth of Pennsylvania

As part of the Governor's Executive Offices, the Human Resource Development (HRD) Division had twelve delineated responsibilities as defined by Management Directive 535.1. These responsibilities encompassed support for the Governor's mission and goals as applicable for executives, management, supervisors, training officers, adjunct faculty and others. The HRD Division was responsible for statewide training and development programs and issues, establishing training standards, coordinating interagency sharing of training knowledge and activities, directing out-service training, determining training impact, and ensuring quality of training for all agencies, boards, and commissions under the governor's jurisdiction. This Organizational Change Manager:

- Jointly designed and facilitated training skills development sessions for ERP trainers.
- Designed and facilitated learning sessions to targeted groups such as participants in the Pennsylvania Management Associate Program, the Leadership Development Institute, and agency training officers. Topics ranged from overviews of Pennsylvania government to integrating value-add in processes and end products.
- Designed and delivered training sessions to general audiences on leadership skills and a variety of other topics.

Director, Human Resource Development – EMEA   **04/1981 – 04/1999**
Director, Global Supervisory Development – Americas
AMP Incorporated

The Organizational Change Manager was responsible for maximizing training resources and providing training solutions across Europe, the Middle East, and Africa (EMEA) region. This required understanding resources, capacities, and

needs within each country while building partnerships and considering the capabilities and the languages of employees and training materials. This individual was responsible for standardizing fundamental supervisory training and developed and piloted a program that reinforced corporate expectations, values, and operations.

The Organizational Change Manager streamlined training operations to align with short cycle times of business units, enabling Human Resource Development (HRD) to provide value to the bottom line of the business units. This individual developed consultative training capability that prioritized training needs based on client organizational metrics, processes, personnel and more. They sponsored sharing of knowledge across the organization and managed a diverse staff of 34, including engineering, manufacturing, product, and sales subject matter experts plus training designer, developers and instructors.