

## JACK CROWLEY, PMP

15724 Fire Light Place • Moseley, Virginia • 23120 • 804-245-0689 • [jack@jackcrowley.com](mailto:jack@jackcrowley.com)

---

### SENIOR PROGRAM MANAGEMENT PROFILE

---

Senior level program manager with over fifteen years experience in operations, portfolio, program and project management. Scope has spanned business, governance, compliance, security, call centers, business continuity, disaster recovery and information technology disciplines. Industries include financial, insurance, manufacturing, transportation, healthcare, government, telecommunications and retail. My expertise is bringing together competing needs across multiple divisions and or companies/governmental agencies, defining and then delivering the solution.

Speaker, trainer and mentor of Project Management Institute, Software Engineering Institute, and multiple maturity models at symposiums and specific clients. Participated on PMI's Organizational Project Management Maturity Model, OPM3, review board.

- |  |   |
|--|---|
| <ul style="list-style-type: none"><li>➤ <b>Management</b><ul style="list-style-type: none"><li>○ <b>Executive Governance</b></li><li>○ <b>Standards Implementation</b></li><li>○ <b>Business Process Re-engineering</b></li><li>○ <b>Management Controls</b></li><li>○ <b>Associate Growth &amp; Development</b></li><li>○ <b>Customer Relationship Management</b></li><li>○ <b>Organizational Change Management</b></li></ul></li></ul> | <ul style="list-style-type: none"><li>➤ <b>Project &amp; Program Management</b><ul style="list-style-type: none"><li>○ <b>PMI-PMBOK &amp; Program Mgmt Standards</b></li><li>○ <b>Technical Change Management</b></li><li>○ <b>Security &amp; Compliance</b></li><li>○ <b>IT System &amp; Software Process Development</b></li><li>○ <b>SEI, CMMi, IEEE, &amp; ISO Standards</b></li><li>○ <b>Vendor Management</b></li></ul></li></ul> |
|--|---|

---

### EMPLOYMENT WITH KEY ACCOMPLISHMENTS

CIBER: Principal Consultant, Senior Program Manager - February 2010 to February 2011

Completed a one year statement of work implementing Lawson's Human Capital Management and Payroll system to the existing Lawson Financials and Procurement application for University of North Carolina Health Care. Completed Solution Design phase on time and 1% under budget. Contract completed.

- Staff 36: CIBER team-3, Core Team (VP, Directors, Managers)-16, Executive Governance-5
- Program Budget: Confidential
- Program on schedule and 1% under budget
- [Blogspot on the Project](#)

COMSYS: Consultant, Senior Program Manager May 2007 to January 2010

*City of Richmond*: MUNIS Tax System: Brought in to save a program gone wrong. Richmond was replacing its set of internal tax financial applications with Tyler Technology's MUNIS solution. Scope was six tax (Real Estate, Personal Property, Business License, Parking Tickets, Animal License and Tyler Cashiering POS) supported by four cross functional modules integrated with existing legacy general ledger. Completed contract renegotiation, Real Estate Tax module, program approach, plan and schedule on-time. Parking Tickets and Animal License were dropped based on lack of functionality. Business License and Personal property were deployed in the summer and winter of 2010.

- Core Team- 8, Sponsors-7, SME teams vary 5-15, Executive Governance-8
- Program Budget: \$3M
- [City Audit Report](#) – I am the project manager mentioned on page 4, 3<sup>rd</sup> bullet of the report.
- Current Status: System fully implemented

*City of Richmond*: ERP Request for Proposal: In early 2009, I was asked to put together an Enterprise Resource Planning RFP to replace the City's mainframe financial, procurement, budget, human resource and payroll systems, plus a few other minor systems. The RFP was issued during the first quarter of 2010 and awarded in November 2010.

*City of Richmond*: [Stimulus Spending Tracker](#): In July 2009, I was asked to step in and coordinate the resources to develop and implement the policies, procedures, and develop a home grown system to track and report stimulus spending to the federal government. Not only did this team finish early, the IT team found errors in the Federal application and helped them fix it!

- Core Team: 6, Sponsors 3, 7 Component until Presidents, 8 Executive Governance

*Kentucky Farm Bureau:* Urban Market Development Program: Planned and executed the opening of 12 out of 23 new urban offices across multiple counties in Kentucky. The scope of this program included: Renovation or new construction of offices, hiring, training and licensing of staff, extensive business process changes and IT system enhancements to split the various books of business and coordination with two other large projects. In a nut shell, I worked my way out of a job.

- Staff: Direct-3, Indirect-45, Executive Governance-6
- Program Budget: Classified
- Current Status: Completed November 2008, one month ahead of schedule and under budget

*City of Richmond:* [311 Call Center Program](#): Planned, developed and implemented the City of Richmond's 311 Call Center, allowing citizens to call 311 and access any agency in the City of Richmond, other than emergencies. The scope of this project included: Call Center facility construction, training development and delivery for 8 agencies, 32 Call Center staff and 3 management staff, Cisco interactive voice response system, over 12 City, State and Federal Systems, Verizon 311 hard and software, and multiple local exchange carrier coordination.

- Staff: Operators-32, Management-3, Administrative Assistant-1, Executive Governance-2
- Program Budget: \$400K
- Program completed on schedule and under budget

MARKEL CORPORATION: Consultant, PMO Director, November 2006 to May 2007

Developed and implemented Portfolio Management Office for Markel Corporation; focus on implementing IT Governance for project prioritization and resource utilization across 7 independent lines of business. This group approves/rejects and prioritizes work to ensure alignment with the highest value business and regulatory needs. Oversaw the ongoing: Records Management Program, CRM, Security Hardening and Payment Card Industry Program, Regulated & Non-Regulated insurance project, and implementation of MS Project Server 2007 project.

- Staff: Senior Project Managers-2, Project Manager-1, Business Analysts-2, Applications Analysts-2, Executive Governance-9
- Budget: \$1.5MM
- Project completed on schedule (no budget assigned)

CIRCUIT CITY: Director, June 2005 to November 2006

In one year, developed and implemented the Enterprise Portfolio Management Office in partnership with each line of business, operations and our vendors. Rolled out new policies, methods, tools, training to support Circuit City's transformation.

- Staff : Core EPMO Functions-25, Risk Management-25, Executive Governance-11
- Directly managed a portfolio of 30 projects (\$15MM) to support our merchandising transformation, maintaining green status, department budget: \$7.2MM
- Created and implemented Enterprise Portfolio Management Governance to select the right projects based on cross business priorities
- Risk Management functions: Technical Change Control, Business Continuity Management, Compliance
- Company closed

CAPITAL ONE: Director (Tier 5 Level 22), December 2001 to June 2005

As the overall program and project manager, translated Capital One's vision and strategy into specific objectives that team leaders and performers implement. Directly led and drove business and IT process improvements and document management initiatives to meet critical business objectives.

- Staff: Associates-30, Contractors-5, Executive Governance-5
- Budget: \$15MM
- Improved ability to deliver business solutions better, faster and cheaper, influenced the CIO and directs to allow me to initiate, plan, develop, and implement the solution delivery method program.
  - Over a 3 year period: reduced average time to market from 575 days to 310 days for large projects
  - Increased policy compliance to 97%
  - Increased time entry-financial charge backs to 100%
  - Reduced production defects by 60%
  - Reduced major system failures from 7/year to > 1/year
  - Increased projects on schedule and budget from 5% to 45%.

- Stepped up to plan, develop and implement an IT wide document management solution to meet Sarbanes Oxley and other regulatory requirements. Business units also adopted the solution.
  - Exceeded goals by reducing annual risk exposure from 180K to <1K per year, four months ahead of schedule and \$50K under budget
  - Obtained “satisfactory” rating on all IT documents from federal examiners
  - Closed department

INFORMATION TECHNOLOGY PROGRAM MANAGEMENT CONSULTING: February 1997 to December 2001

*Telcordia Technologies:* Program Management Director, Program Management Office and Business Process Re-engineering Practice

Helped develop, implement, drive and finally lead new solution delivery and PMO consulting practice. Drove vision and strategy into specific sales and delivery objectives that team leaders and performers implemented. Marketed and sold six contracts to various industries to mature their ability to develop and deliver solutions better, faster and cheaper.

- Led re-engineering business and information technology practices with cross functional teams, meeting strategic vision and goals, resulting in projected ROI up to 2.4:1 over two years
- Led, developed, planned and implemented strategic plans, aligning business and information technology organizations, achieving SW-CMM L2 goals within two years
- Led program management office: Responsible for the Program Management of Process Improvement and Portfolio/Program Office development practice, with six projects across the US, \$12.5M in revenue, leveraging our SW-CMM L5 processes
  - Industries included: Finance, Pharmaceutical, Insurance, Telecommunications and Manufacturing
- Exceeded \$10M annual sales goals by \$2.5M
- Realized \$7.5M in new revenue 2000-2001 during downturn and collected \$3.2M in bad debt
- Exceeded client corporate goals and vision by 20%, reducing costs an average of 12% per year, with a return on investment ranging 1.7 - 2.4:1 across the strategic projects
- Completed projects and accepted position with Capital One

*Matlen Silver Group:* Program Management Director, Finance Program Management Office For Merrill Lynch Private Client Group and Goldman Sachs

Created Program Management Office Governance to prioritize and drive business direction by applying a cross-business perspective; focused on strategic solutions, direction and financial management.

Additionally, managed teams of 18-6 people with varying budgets.

- Developed, implemented and achieved SW-CMM L3 off-shore (Trinidad) team
  - Managed four business projects and five IT maintenance efforts with sixty staff members. Three of the five delivered within time and budget requirements
- Sub responsibilities included business development, sales and marketing
- With cross-functional team, reduced production errors by 60% and business solution cycle time by 50%
- Industries included: Finance, Pharmaceutical and Manufacturing
- Solutions included: Business Program Office, Customer Relationship Management, Supply Chain
- Completed projects and accepted consulting offer from project partner, Telcordia Technologies

*Prudential Health Care:* Senior Project Manager

- Led their core health insurance claims system conversion project for Y2K; 20% (\$3M) under budget and one month ahead of schedule for healthcare business
  - Business realized financial benefits of \$24,000 per month three times faster, 6 to 18 months
  - Reduced project cycle time from 18 to 4 months with 30% less staff, 60% reduced maintenance costs
- Met Y2K project objectives paving the way to Aetna sale in December 1999

*Sapient Corporation:* Senior Project Manager

Carried out the implementation of business strategy through: Direct and indirect customer contact and service, managed tasks and outcomes, focused on execution of core business processes for the projects

- Led three ERP applications for international rollout in 12 countries planning, designing, testing, coordinating, and implementing strategic business systems focused on e-business

- Managed five development and two maintenance projects; ranging from four to thirty people per project, revenue responsibility of \$15M
- Led development of project management work stream of the Agile development method
- Facilitated several strategic business and IT direction sessions for investment banks Goldman Sachs and Merrill Lynch. Subjects included: (8 and 5 people respectively)
- Completed projects and was asked to take over a Y2K project at Prudential Healthcare

## **EDUCATION**

- New Jersey Institute of Technology, Newark, NJ - MS Information Systems, Summa Cum Laude, GPA 3.94/4.0., 1997-1999
- Kean University, Union, NJ - BS Management Science Finance, Summa Cum Laude; GPA 3.96/4.0, 1992-1996

## **CERTIFICATIONS AND HONORS**

- PMP, Project Manager Professional, Project Management Institute
- Masters Certificate in IT Project Management, George Washington University
- Six Sigma: Introduction, Statistical Process Control
- SEI SW-CMM Training: Introduction, Defining Software Processes, SCE Lead Evaluator Training

## **PROFESSIONAL ACTIVITIES**

- Founder and advisor - Greater Richmond Enterprise Portfolio Management Office Local Interest Group within the Central Virginia Chapter of the Project Management Institute
- Project Management Institute (PMI) – Presenter, Financial, Risk Management and Portfolio Management Special Interest Group Member
- Project Management Institute – Organizational PM Maturity Model team member
- Software Engineering Institute (SEI) – SEI Member and Presenter

## **OTHER ACTIVITIES**

- Board of Directors and President Emeritus, Richmond Triathlon Club
- Board of Directors, Operations and Race Team, Richmond Multi Sports
- USA Triathlon Association
- National Ski Patrol
- Parkway Baptist Church Bible Study Group
- National Eagle Scout Association

## **REFERENCES**

- University of North Carolina Health Care System
- City of Richmond
- Kentucky Farm Bureau
- Markel
- Circuit City
- Capital One
- Additional references may be found at [www.jackcrowley.com](http://www.jackcrowley.com) and Linked In