

CONNIE ANNE SPEAR

PROFESSIONAL SUMMARY

Expertise: SDLC & PMLC Processes | Agile & Waterfall methodologies | Data Warehouse & Business analytics | Technical Infrastructure | Systems Architecture | Process Engineering | Program Management | Clarity & JIRA systems

- **Experienced Senior-level IT Project/Program Manager/Scrum Master offering over 20 years of success leading all phases of diverse technology projects;** PMP and Microsoft Certified. Scrum Master experienced. Bachelor Degree in Accounting/Finance and Computer Sciences.
- **Business strategist;** Plan and manage multi-million dollar projects aligning business goals with technology solutions to drive process improvements, competitive advantage and bottom-line gains.
- **Excellent communicator;** leverage technical, business and financial acumen to communicate effectively with client executives and their respective teams.
- **Expert in PMI, SDLC, and Scrum implementation methodologies.** Able to manage large project teams; known for high-quality deliverables that meet or exceed schedule and budgetary targets.

APPLICATION/INFRASTRUCTURE/NETWORK EXPERTISE (TOP AREAS)

- Solid understanding regarding architecture topologies including network, server configurations for virtual or physical instances, software operating systems, middleware, core business applications
- Expert level in MS Office suite, MS Access, MS Project, MS Visio
- Experienced in business analytics developing in Business Objects and Tableau applications
- Experienced developer in Clarity enterprise project management system
- Experienced JIRA user

SKILLS SUMMARY

- Top skill: I am known for creative technical solutions for complex problems. I am un-relentless when it comes to problem-solving; driving teams through successful risk mitigation and issue resolution
- Data Warehouse (ETL/Teradata) implementations
- Business Analytics systems integration
- Dashboard and Report development and implementation (Business Objects, Tableau) e-commerce implementations, iSeries implementations
- Core Business processes/systems implementations (Financial, Accounting, Procurement, AP, AR, GL, Inventory Management, Cash Management, Collections, Customer Orders, Sales, Pricing, etc.)
- Infrastructure and application hosting implementations
- Document Management system implementations
- Project intake management (Business Case, Solution Proposal, Vision & Scope, Customer Requirements) Scrum Framework (Certified Scrum Master)
- Project Management; Expertise in waterfall (SDLC), agile and hybrid implementation approach.
- Business value: ROI, NPV, IRR
- Functional & Technical Requirements development & analysis, Project Estimation, Budgeting, Forecasting, Project Scheduling, Earned Value Management
- Testing & Validation, Training, Go-Live, Transition to Operations, Warranty Management, Formal project closure

PROGRAM LEVEL

- Program Management
- Portfolio Management
- Strategic Roadmap Management
- Intake to Execution Management
- Resource Management/Capacity Planning
- Dashboard & Metrics Management
- Cross-Functional Supervision
- Team Building & Mentoring
- Client Relations & Presentations

- Business & IT Planning
- Vendor Management

HIGHLIGHTS OF SPECIFIC SKILLS

- **Database:** Advanced working knowledge in database development and applications (Microsoft Access, DataEase, and Lotus Notes).
- **Business Intelligence:** Expert level in DSS/SAP Business Objects and ZABO. Solid background in data warehouse concepts, technologies and methodologies. Have some experience coding in SAS. Working experience with EDW data structure related to health plan industry.
- **Flowcharting/Diagrams:** Expert level in MS Visio and CorelDraw.
- **Document Imaging/Retrieval/Storage/Workflow:** Mid-level expertise for ImageNOW application including application development. Medium level experience with Maces application. Adobe Acrobat XPro expert level expertise. Scanner configuration expert level.
- **Presentation/Communication:** Expert working knowledge in Word, Outlook mail, PowerPoint, Lotus notes mail, SharePoint team site development.
- **Project Management Tools:** Advanced experienced in MS Project & Clarity.
- **Servers & OS:** Proficient in Windows Server functions and technology. Possess MCSE (Microsoft Certified Systems Engineering) certification. Knowledgeable in other Microsoft BackOffice products (SQL server, MS exchange server, SharePoint Server, etc.). Working knowledge of Windows Server Group Policies, Active Directory, SW distribution methods.
- **Networking:** Good understanding of networking components/technology (routers, hubs, IP addressing, firewalls & security). Knowledgeable in PC and server configurations. Familiar with network topologies.
- **Software applications:** Ability to install, configure and troubleshoot hardware and many software applications. Ability to learn and apply programming languages and application software quickly.
- **Vendor/Procurement Management:** Experienced in RFP/RFI and contract development & award processes.
- **Web Development:** Experienced in web development, web hosting setup, configuration, publishing, ftp protocol, http/https transport protocol, shopping cart setup, retail backend credit setup and processing. Have developed several retail sites, business websites, and personal websites. Advanced working knowledge of MS Frontpage and SharePoint Designer.
- **Financial:** Advanced skills in cost modeling to determine point-of-sale and profitability of product lines, individual deals and business units. Computing profit and loss, budget/forecast, variance analysis, balance sheet, centers of responsibility structuring. Determining IRR, NPV, Cash flow, Contribution, Profit margin, Payback. Lease versus buy scenarios.
- **Leadership/People Care:** Experienced leading large teams of (100+ resources both in matrix & projectized organization). Experienced at developing and communicating the "vision" to the team. Ability to lead and motivate teams for the purpose of accomplishing goals and objectives. Ability to form strong working relationships and bring a team together. Seasoned in preparing & executing executive level proposals/presentations. Experienced in formal people care/management; conducting performance reviews, establishing career objectives, hiring, firing, development, conflict resolution, organizing reporting units. Possess strong work ethics and commitment. Strong follow-through skills and highly responsive.
- **Program/Project Management/Process Consulting:** Competent in leading large complex IT technical projects. Including managing multiple Project Managers. Formal PMLC & SDLC techniques and methodologies are incorporated into my Project Management practices. I am acknowledged in my industry (IT) as a process engineer consultant. Responsible as senior project manager to drive projects to successful completion within approved project baseline (scope/schedule/cost). Work within the Project Management Institute framework for project management (PMI certified). Experienced in Program Management for acquisitions/transitions. Experienced in PMO maturity development. Have performed lead role in PMO development activities for many years.

EDUCATION AND CERTIFICATIONS

- **Bachelor of Business Administration (BBA). GPA 3.92/4.0**
Major concentration in Accounting & Finance, Minor concentration in Computer Sciences. Graduated Summa cum Laude on 03/01/1999
- **Microsoft Certified Systems Engineer (MCSE)**
Certificate obtained in 12/13/1999. Microsoft Certified Professional ID: 1472657 (Active)
- **Project Management Professional (PMP)**
Certificate obtained in 7/28/2000. Re-certified on 7/1/14. PMI Certification Number: 1727392 (Active)
- **Certified Scrum Master (CSM)**
Certificate obtained 7/19/18 from Scrum Alliance. Certificate ID: 000810087 (Active)

- **ISO-9001:2000 Internal Auditor**
Certification obtained 09/14/2000

WORK EXPERIENCE

FROM	TO	Job Title
6/2014	Present	Senior IT Project Manager/Scrum Master

CuraScript Specialty Distribution, Lake Mary, FL

Industry Type: Specialty Pharmacy Distribution

As *Senior IT Project Manager/Senior Scrum Manager*, I am responsible for delivering medium to large multi-million dollar IT projects using both waterfall and agile methodologies. I am responsible to coach and manage development and quality assurance resources/teams with expertise in iSeries, .Net, Java, EDI and infrastructure technologies.

- As a *Senior Scrum Master* using Agile, I conduct daily scrums/standups, PI & sprint planning, user story grooming, retrospective and ongoing communications with the team to promote removal of roadblocks, issue resolution and risk mitigation.
- As *Senior IT Project Manager*, I am responsible for execution and delivery of waterfall projects utilizing PMI & Software Development Life Cycle (SDLC) processes. I use best in class toolset of templates, processes, playbooks to manage successful delivery of a quality product according to approved scope within budget, and according to schedule. I am an expert using SDLC methodology and mentoring others on best practices including SDLC technical artifacts; Solution Proposal, Solution Design Architecture, Technical Requirements Design, Development Specifications, Test Scenarios, Test Cases, Test Results, Unit Testing, Integration Testing, System Testing, Regression Testing, Performance Testing, Security/Penetration Testing, User Acceptance Testing, Defect triage and resolution, Go-No/Go, Release event, Transition to Operations, Warranty management, formal project closure.

Projects implemented:

- **Membership & Pricing project.** Current managing a multi-year, multi-million budget project to restructure and re-architect high priority high benefit pricing engine system. In my role as *Senior Scrum Master*, I am conducting daily scrums, managing our JIRA board, calculating and managing team capacity, leading grooming sessions, planning sessions, retrospectives and coaching the team on Agile practices. I also prepare senior level presentations to communicate and report progress. I help define and manage our product backlog with the Product Manager. The new pricing engine provides significant value to sales staff including the ability to produce various scenarios prior to contracting. It also provides expanded details that make up the contribution margin/gross profit to help analyze where areas for improvement reside to maximize profit. iSeries, .NET, IBM Sterling Integrator developers are part of the Scrum Team supporting these initiatives.
- **EDI enhancements.** Currently managing several medium size EDI improvement initiatives/projects. In my role as *Senior Scrum Master*, I am executing Agile Scrum activities as described above. The EDI improvements are focused around areas of Membership & Pricing (I845), Procurement (o850/i855), Orders (i850/o855), and Chargebacks (o844/849). Solutions focus on consuming incoming data for data quality improvement or providing outgoing data to meet contractual obligation. Solutions are also developed for error trap when erroneous or ambiguous data comes in that requires further handling. iSeries, .NET, IBM Sterling Integrator developers are part of the Scrum Team supporting these initiatives.
- **Enterprise Information Warehouse improvement project.** As *Senior IT Project Manager*, this completed project included executing under waterfall methodology using PMLC & SDLC processes managing Data Warehouse architects, Data Modelers, ETL & Informatica resources to expand existing data tables and develop new data tables to be used by analytics tools including Business Objects and Tableau.
- **Tableau Server & Tableau desktop project.** As *Senior IT Project Manager*, I managed implementation for Tableau Enterprise Server and Tableau developer licenses. This included obtaining hardware, licensing and coordinating training. This was a complex infrastructure project due to various security constraints and required diligent risk mitigation and issue resolution. This was a highly visible project for both internal & external analytics/visualization.
- **E-commerce (.net) project.** As *Senior IT Project Manager*, I managed the solution development and implementation for remote order processing (for Specialty drugs). This solution enabled orders to be processed by clients from their pharmaceutical cabinet either automatic based on inventory or manually through their portal. Further it enabled automatic order processing or the ability to drop the order into pending carts for further management and disposition. This was a highly visible project as it required developing several services to call in middle layer between .Net and iSeries to assure all product controls were in place according to order management for drugs. This solution interfaced with a 3rd party cabinet solution that is deployed to health care facilities for drug management.
- **Business Rules engine project.** As *Senior IT Project Manager*, I managed a highly visible/high value business rules engine project to manage intricate purchasing and shipment rules for CuraScriptSD customers. This is a customized solution

that was built on the iSeries. The project spanned 2 years with an approved multi-million dollar budget. This project was delivered under 3 phases and were all on time and within budget.

- **Clarity project:** As *Senior IT Project Manager*, I managed Clarity implementation for CuraScriptSD. This included migration and reconciliation from old system to new system, training resources and project managers on roles and responsibilities, reporting functions. I continue as resident expert for Clarity post-implementation.

Core Senior Project Manager responsibilities:

- ✚ Develop project baseline including estimates, approved budget, scope, cost and schedule. Develop project management process to monitor and manage baseline.
- ✚ Mitigate risk factors through careful analysis of financial and statistical data. Anticipate and manage change effectively in rapidly evolving global business environments.
- ✚ Defined processes and tools best suited to each project. Moved between agile and waterfall approaches depending on project specifics and client goals, creating detailed project road maps, plans, schedules and work breakdown structures.
- ✚ Program and capability metrics management for delivery area. Including report out of project progress, earned value metrics, resource consumption, system capacity, business analyst survey results.

FROM	TO	Job Title
3/2013	6/2014	Senior IT Project Manager

Blue Cross and Blue Shield of New Mexico (Contractor) (Albuquerque, NM)

Industry Type: Health Care Insurance

Projects implemented: Specifically contracted to manage large project(s) in support of New Mexico Medicaid 2014 (Centennial Care) as part of Obama mandate to expand Medicaid.

- **Medicaid Centennial Care reporting project.** Responsible as *Senior IT Project Manager*, for development & delivery of 311 HSD state mandated reports. This project was managed under *PMI guidelines* using the *PMLC (Project Management Life Cycle)* (initiation, plan, execution, control, close) Engineered solution was delivered under waterfall methodology utilizing *SDLC (Software Development Life Cycle) process* (initiation, requirements, design, build, test, train, release, transition-to-operations and close) and formal templates with quality checkpoints. This highly visible project included managing over 50 stakeholders including technical & business resources, vendors and NM State & regulatory agencies. 15 months in duration, project expense project budget = \$1.1M, directly managing 10-12 resources across multiple capabilities & locations.
- **Electronic Visit Verification project.** Responsible as *Senior IT Project Manager*, for development & presentation of EVV proposal. This project encompassed formal vendor evaluation (RFI/RFQ/RFP) and selection process, vendor contracting process, management across 4 Managed Care Organizations (MCOs) for one solution in New Mexico. Worked with Senior Director(s) and legal department during contract process. Worked with HSD State leaders to communicate progress and solicit feedback. 15 months in duration, Project expense budget=\$.6M, managing up to 20 resources across multiple capabilities & locations.
- **Claims enhancement for Centennial Care (CC).** Responsible as *Senior IT Project Manager*, I managed under *PMLC & SDLC* process phases. My project team identified claims processing and data gaps for Medicaid Centennial Care. The project definition of done included assuring missing data was identified and remediated and origin and source systems identified. 6 months in duration, project expense budget=\$2M, managing, 15-20 resources across multiple capabilities & locations.

Core Senior Project Manager responsibilities:

- ✚ Responsible for establishing project performance baseline (Cost, Schedule, Scope), measuring and reporting variances, monitoring & controlling, implementing change requests for preventative & corrective actions to align project performance to baseline. Produced weekly status reports and presentations, actively managed risk and issue resolution.
- ✚ Responsible for project cost estimates using various techniques (analogous/top-down, parametric, 3-point estimating, bottom-up), cost modeling, budgeting, forecasting, variance tracking, project performance measurements & calculations (PV, EV, AC, BAC, CV, SV, VAC, CPI, SPI, EAC, ETC, TCPI), risk analysis & risk reserve calculations. Management reserve development & control.
- ✚ Responsible to manage and direct technical resources to develop tactical and strategic data warehouses, build & automate reports through reporting tools, identify data gaps & issues and bring to closure. Manage sub-contractor/vendor requirements for reporting needs. Complete process engineering, policy & procedure documentation training and transition. Management of contract requirements and State compliance for reporting.

FROM	TO	Job Title
12/2010	3/2013	Senior IT Project Manager

Lovelace Health Care (Lovelace Health Systems) (Employee)

Industry Type: Health Care Insurance

Projects Implemented:

- **NM State Exchange integration project.** Responsible to execute integration project to provide Lovelace Health Care offering as part of the New Mexico Health Care exchange. This project encompassed assessing rules, regulations and impacts to the Health Plan related to NM State Exchange. Manage project resources to implement 834/837/820 and other required interface & reporting. Works with departments to strategize approaches and recommendations to State for formulating state level regulations. Leveraged Medicaid & Medicare programs for efficiencies. 12 months in duration, project expense budget=\$2.1M, managing 30+ resources including internal & external State Exchange agency.
- **Telehealth System proposal project.** As *Senior Project Manager*, I managed the RFI, RFP, vendor demonstrations, vendor rankings, selection, contract development & award. 1 year in duration, project expense budget=\$1.2M, managing 4-5 resources through business case development, charter approval and contract solicitation/proposal (initiation & planning phase).
- **Out-of-Network cost savings evaluation proposal.** As *Senior Project Manager*, I managed business analytics resources to provide quality data used for assessment. I prepared and presented a proposal to negotiate targeted services for optimal cost savings. Specifically moving from current "wrap-network" provider to lower-cost, high quality provider.
- **Business Objects data analytics development for Health Plan Data Warehouse.** As *Senior Project Manager*, I managed business analytics resources for report development & stakeholder consumption. This included overseeing Process Engineering (SOPs/Job Aides). I have technical expertise in DSS/SAP Business Objects queries, reporting, tables/relationships & validation of data integrity against requirements.
- **ImageNow Applications.** ImageNow application development for workflow & document automation. I completed several projects as described below;
 - **ImageNow Application1:** As *Developer and Senior Project Manager*, I developed an automated workflow (for approval) and document storage & retrieval for vendor contracts. This was a 5-6 month project involving ~20 users and stakeholders. Benefit included saving 1FTE related to person who manually carried the paper documents from office to office obtaining all the physical signatures. Also, senior level people saved time for them by not having to filter through paper or hunt paper down-was all electronic with indexes (tags).
 - **ImageNow Application2:** As *Developer and Senior Project Manager*, I developed automated workflow (for approval) and document storage & retrieval for grievances & appeals. This was a 5-6 month project involving ~10 users and stakeholders. Benefit including saving .5FTE that was dedicated to scanning documents, attaching to emails, obtaining approvals via email and dealing with multiple versions from various users until final stage.
 - **ImageNow Application2.** As *Developer and Senior Project Manager*, I developed a document storage & retrieval for medical records. This was a 6 month project involving ~15 users and stakeholders. Benefit including clearing out an entire area filled with cabinets for patient medical information related to health plan. Reduced 1FTE permanently that was dedicated to filing and retrieving manual paper.
Responsible for producing business and technical requirements document. Created design document prior to development (stakeholder approvals obtained).
Coordinated stakeholder access to systems. Created forms, index field(s), views, and workflows with required business rules for scanned documents. Developed workflow queues and business rules for routing.
Instructed & trained users & admin on how to utilize the system including use of annotations, workflow routing, and index searches, exporting/reporting. Developed operational process document for operations (transitioned from project to operations). Developed internal application view and external web views. Configured scanners for automation to store scanned documents to shared drive locations.
Procured, installed, configured and trained resources to use Nitro8 and Adobe Acrobat X1 Pro for document automation functions. Project/Program/Back Office Activities;

Core Senior IT Project Manager responsibilities:

- ✚ Manage and support Health Care initiatives for Medicaid, Medicare, and Commercial LOBs through formal project management disciplines, templates, processes. Performs vendor evaluation & selection activities, evaluates solutions, develop business case and cost model for project acceptance, formalizes & presents capital expenditure request to corporate.
- ✚ Lead in Project Management Office (PMO) activities including enterprise resource management (FTEs), Project Portfolio Management, Business Case development, Finance & Budget integration, Strategic Plan Development and integration, Executive Reporting, Presentations, PM training development & rollout.
- ✚ Manage TriZetto (claims processing vendor) relationship for change orders related to Facets system. Including budgeting, forecasting, reconciling and validating accrual needs. Operational expense budget=\$24M annually.

- ✦ Develop, execute and manage test templates, processes, procedures, project milestones, engineering documents, requirements, deliverables, issues, risks.

FROM	TO	Job Title(s) – 20 years
4/1989	12/2009	Title: Program Manager/Senior IT Project Manager/Senior Financial Leader /Senior Process Engineer (Laid off on 12/21/2009 due to acquisition/merger)

Lovelace Health Care (Lovelace Health Systems) (Employee)

Industry Type: Health Care Insurance

Projects Implemented (in last 10 yrs.):

- **Loudcloud acquisition project:** As *Program Manager (and many other roles)*, Responsible to manage large acquisition on behalf of HP to transition purchase of Loudcloud Corporation and integrate into Hewlett Packard including developing new offering. Merged company located in San Jose, California. Post-acquisition; responsible to manage Program & Business Office activities related to Delivery Organization for Automated Operations Web Hosting product offering.
 - Accountable for profitability of \$35million in contract revenues across 25 high profile clients (i.e.; Blockbuster, Este Lauder, Nike, Intellinex, Glaxo-Smith Klein).
 - Manage to internal working contract (delivery team scope of work) as well as client contract/SLA (Service Level Agreement).
 - Responsible to establish Program/Project/Business guidelines policies, templates, processes using PMI and Six Sigma methodology. Responsible to establish, control, and train various resources on standards used. Develop Project Charter using six sigma methodologies define phase.
- **Laptop/Desktop migration:** As Senior IT Project Manager, responsible for management of multiple projects, project managers, and technical resources across various locations/product lines/sites. Largest project involved deployment/migration for over 3,500 laptops/desktops & over 200 user applications across multiple physical locations. Project expense budget=>\$30M, managing about 75 resources over 2 years in duration.

Core Senior (many roles) responsibilities:

- ✦ Responsible to find the best technical solution (within project constraints) to meet project requirements.
- ✦ Responsible to conduct Red Team reviews and milestone tollgate reviews.
- ✦ Responsible to acquire and manage hardware/software/people resources within project budget.
- ✦ Responsible to manage relationship with leveraged support/capabilities groups and to provide seamless integration during project planning and implementation.
- ✦ Responsible to work with multiple vendors to complete an integrated technology plan. Including vendor contract negotiation (RFP/RFI), coordinating engineering activities, testing activities, and product introduction (product life cycle)
- ✦ Responsible to assess and manage risk, issues, constraints, & assumptions including developing and communicating risk responses and contingency plans related to technical and business issues.
- ✦ Works directly with the sales team to establish wholesale and retail rates.
- ✦ Develops cost models to compute IRR, NPV, PV, Cash Flow, Contribution, Profit, ROI. Develops cost benefit analysis for new business and/or proposed investment.
- ✦ Responsible for cost & capital estimating, budget development & baseline, profit & loss forecasting & reporting, variance analysis, financial adjustments and financial monthly close activities. Including providing detailed explanations on financial walks; year-over-year variances, quarter-over-quarter variances, prior year versus current year variances, prior quarter versus current quarter variances, budget versus actual variances, target versus actual variances. Enforces and communicates financial policies and procedures to working financial team in support of monthly financial cycle. Supports, enforces, clarifies and communicates GAAP and Sarbanes Oxley compliance requirements.
- ✦ Develop metrics for reporting and control purposes that are meaningful to stakeholders around product line.
- ✦ Responsible for leadership functions around people care.
- ✦ Responsible for developing, negotiating and enforcing contract agreements prior to, during and post deployment.
- ✦ Responsible for Service Excellence "Dashboard". Reporting customer satisfaction index through measurement criteria.
- ✦ Provide Program and Project management methodologies and tools using best in class techniques and methodologies. (PMLC/SDLC/ PMBOK/Lean Six Sigma).
- ✦ Provide Technical and Business process engineering using best in class techniques and methodologies (BPM, Workflow, Swim lanes, RASIC matrix).
- ✦ Develop and communicate best practices for cost savings strategies.
- ✦ Asset and inventory responsibility including developing & promoting processes in support of best inventory practices.
- ✦ Responsible for technical support documentation training post implementation.
- ✦ Responsible for overall success of product line delivery.