

Robert A. Hyland, PMP

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CAREER SUMMARY

Highly successful, energetic Project, Program & Portfolio Manager with a demonstrated ability to implement technologies while realizing overall cost savings. Driven to achieve results by:

- Recovering struggling projects (“Fixing Broken Projects”) to improve overall service levels
 - Balancing program resources to deliver results that exceed expectations
 - Managing detailed project estimates, work plans and resource plans
 - Instilling consistent Portfolio, Program and Project Management practices
 - Establishing Governance Processes that enable transparency and control
 - Utilizing standard tools & methodologies to measure & report portfolio performance
 - Mentoring future leaders in recognized Portfolio Management Best Practices
 - Aligning Information Technology practices with identified business strategies
- ⇒ Coauthor PMI PMOSIG Accord (book): a PMO Best-Practices Guide for Practitioners (July 2008)
⇒ Committee member PMI Organizational Project Management Maturity Model, OPM3[®], 2nd edition
⇒ 2-Term **Vice President** of Membership, for the Project Management Institute (**PMI**) St. Louis chapter

Enterprise Portfolio Management	Program Management Office (PMO)	Risk Management
On-Shore / Off-shore Resources	Financial Transparency	Agile Software Development
Business Intelligence Solutions	Data Warehousing / Data Mining	Healthcare & Pharmaceuticals
Fulfillment Processes	Full Project Life Cycle (SDLC)	Change Management
Insurance / Reinsurance	Sarbanes Oxley (SOX) Compliance	Vendor Management

PROFESSIONAL EXPERIENCE AND SELECTED ACCOMPLISHMENTS

Clinical Lab Partners – Integrations and Implementation (PMO) Manager 2008-2009

Working for the Chief Information Officer, managed the development and interface implementations teams, managed the portfolio of interfaces to connect CLP to our clients.

- Reprioritized a backlog of 48 stalled projects (aged between 6 months to over 1 year) to deliver the results in the shortest timeframe to meet the organization’s strategic goals. The goal is a maximum 3-month queue.
- Managed staff, and performed performance reviews and evaluations.
- Oversaw the testing of delivered systems to confirm that the business objectives had been met.
- Established and managed vendor relationships to interface CLP systems with additional clients.
- Advised the CIO on strategically important events and recommended organizational and policy changes.
- Developed the Change Management practices to effectively track and manage the portfolio of interfaces.
- Reported directly to Senior Leadership (CIO, CFO and the CEO) on interfaces status and progress.
- Implemented policies that enabled time tracking to specific project phases, enabling 50% capitalization.

Result: Delivered 21 interfaces in the first 3 months, reducing the interface backlog to a 2 month queue.

AfterHoursIT.com – Director of Project and Portfolio Management 2003-2008

- Managed international project teams to 121 people, with budgets exceeding \$36MM for clients such as:
 - MasterCard International
 - NextWave Broadband
 - Nestle Waters
 - MetLife
 - Northeast Utilities
 - Reinsurance Group of America
- Managed on-shore and off-shore resources within matrixed environments.
- Developed, managed and utilized data warehouses to deliver business intelligence solutions.
- Managed scope, issues and risks with adherence to a documented Change Management process.

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- Standardized program management practices within PMO's & mentored PM resources.

MasterCard International – Portfolio Manager – 2008

Working for the Vice President for MasterCard's Center of Excellence for Mobile, developed Business Intelligence solutions to identify and track Mobile Commerce activity using the MasterCard data warehouse.

- Clearly identified project goals and documented the project scope in collaboration with project stakeholders.
- Oversaw the testing of delivered systems to confirm that the business objectives had been met.
- Utilized on-shore & off-shore resources to deliver the research and analysis.
- Using the established SDLC, gathered and developed the requirements for projects to identify and track Mobile Commerce activity from the data warehouse.
- Utilized the data warehouse to deliver business intelligence solutions for the Mobile Center of Excellence.
- Evaluated proposed initiatives to determine alignment with corporate strategic objectives.

Result: Delivered the business intelligence solutions on-time and on-budget.

MetLife – Portfolio Manager – 2007

Working as a Management consultant to the Vice President-PMO in charge of Portfolio Management, implemented a new Portfolio management tool, rebalanced LOB Portfolios and helped standardize PMO processes.

- Aligned portfolio priorities with corporate strategic goals.
- Managed On-shore and Near-shore resources to customize the implementation.
- Rebalanced the Portfolios for Auto and Home, Institutional, Individual Business and Global Applications (Investments, International and Corporate Services).
- Delivered business intelligence solutions to help evaluate portfolio performance.
- Coordinated and managed Joint Application Development (JAD) requirements gathering sessions in collaboration with project stakeholders.
- Reevaluated business objectives for projects under each LOB.
- Mentored project management resources.

Result: Customized Portfolio Management tool was implemented on-time & on-budget.

NextWave Broadband – Portfolio Manager – 2005 - 2006

Working as the Portfolio Manager for a \$26 MM portfolio, managed the staff, and oversaw the Oracle Financials ERP implementation.

- Modules included General Ledger, Project Costing, Project Billing, Purchasing and Internet Procurement, Accounts Receivable, Project Intelligence, Project Management, Time and Labor, iExpense, Human Resource and Fixed Assets.
- Implemented the Oracle Financials ERP system and customized the applications using the existing SDLC.
- Improved processes to optimize performance and value over time.

Result: The customized ERP package and business intelligence solutions were delivered on-time & on-budget.

Northeast Utilities – Senior Program Manager – 2004 - 2005

Managed 100+ person, \$16.5 MM program to update the existing Geospatial Information Systems (GIS) to accurately reflect the field assets.

- Target goal was 95% accuracy within the database. Exceeded expectations with a measured 98.5% accuracy.
- Clearly identified project goals and documented the project scope in collaboration with project stakeholders.
- Negotiated several change requests with the vendor suppliers to improve the data quality in the collection and in the QC processes.
- Worked closely with Senior Management and the Steering Committee to align program delivery with corporate strategies, which required several program modifications.
- Developed program governance policies for Sarbanes Oxley (SOX) compliance.

Result: Exceeded expectations by delivering on-time and on-budget while achieving 98.5% data accuracy.

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Nestle Waters – Senior Program Manager 2003 - 2004

Aligned Data Warehouse and business intelligence development with defined Business Strategies to cut operating costs and identify new customer segments.

- With Senior Management support, identified Key Performance Indicators (KPI's) that drive market segmentation and penetration strategies.
- Developed DW/BI work schedules, resource allocations, quality standards, and project oversight processes.

Result: Accelerated project status from Red (halted) status to Green (on track with no issues), on-time & on-budget.

Reinsurance Group of America – Senior Project Manager – 2003

Managed on-shore and off-shore resources to deploy a \$36 MM Reinsurance application development project to 5 continents using the defined SDLC practices.

- This initiative enabled RGA to extend their reinsurance service offerings to new markets.
- The server based application utilizes object oriented languages (WebLogic, Java, etc.).
- Helped RGA's PMO improve their project management excellence, work scheduling, resource allocation, and project oversight.

Result: Delivered the project to 5 continents and 20 time zones on-time and on-budget.

COMSYS Information Technology Services

1997 – 2002

Senior Project Manager / Business Solutions Manager – Managed and directed multiple major projects, mentored younger project managers, responsible for multi-million dollar budgets, managed teams of 5 to 25 with 3 to 6 project manager direct reports.

- **COMSYS:** Developed COMSYS' PMO capabilities by identifying subsidiaries' project management best practices and using these to develop COMSYS' internal project management methodology. Validated the project portfolio with PMO staff by evaluating each client's projects using the new standards. Brought projects into compliance, as needed, and communicated these standards to the rest of the COMSYS IT organization.
Result: Increased project management standardization and visibility into projects' details.
- **Express Scripts (Pharmaceuticals):** Integrated project management best practices from acquisitions into a coordinated PMO offering. **Result:** Increased project standardization and reporting.
- **Express Scripts (Pharmaceuticals):** Managed the supply chain management, inventory control and credit card process reengineering project that lowers the cost to fill prescriptions by maintaining tighter inventory control, increasing automation, and enabling better reporting. **Result:** Lowered operating costs by \$6 Million per year.
- **Edward Jones (Financial Services):** Managed infrastructure efforts to Build-out a new Data Center, distributed equipment to 3 countries, & developed International hardware standards. **Result:** Completed on-time/on-budget.
- **Edward Jones (Financial Services):** Took over a struggling data warehousing / data mining project that was 6 months behind schedule and at 193% of the original budget. Reset budget and time expectations, and refocused the project on the original requirements and goals. **Result:** The project was completed within the new expectations to the complete satisfaction of the client.

Maritz Performance Improvement Company

1993 – 1997

Senior Project Manager – Managed teams of between 5 and 40 people that developed a consumer products call center system. The system performed Order Entry, Order Processing, Lead Allocation, Dealer Locator, Call Tracking (CMS), Inventory Control and Fulfillment functions to help establish AT&T Wireless Services.

- Developed an Internet based system that paid users to read advertisements. The system budget was \$1,192,000. **Result:** Deployed on-time and 22.5% ahead of budget. This was one of the earliest commercial Internet sites.
- Took over failing project for a Fortune 5 automotive client that was losing customer confidence, replaced the Project Manager, worked with project team members to determine and implement the best courses of corrective action. **Result:** The product was delivered and deployed on schedule.
- Reengineered a test group to utilize an RDMS to track programs for clients. **Result:** Increased group efficiency by 23%. This model was replicated throughout Maritz.

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PROJECT MANAGEMENT / METHODOLOGIES

- Agile Methodology / Scrum (Iterative, RAD, Incremental)
 - Organizational Project Management Maturity Model (OPM3®)
 - Project Management Body of Knowledge (PMBOK®)
 - Information Technology Infrastructure Library (ITIL®)
 - Rational Unified Process (RUP)
 - Unified Modeling Language (UML)
 - Oracle AIM (Applications Implementation Methodology)
 - Earned Value Analysis (EVA)
 - Method/1 (Waterfall)
 - Microsoft Solutions Framework (MSF)
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PROJECT, PROGRAM AND PORTFOLIO MANAGEMENT TOOLS

- Microsoft Project Server
 - CA Clarity
 - Planview Enterprise
 - Primavera
 - AutoPlan / AutoTeam
 - Teamwork
 - Niku
 - Project Workbench
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EDUCATION / CERTIFICATIONS

Certified Project Management Professional (PMP), 2000 – Project Management Institute

Master of Arts, Philosophy, Saint Louis University, Course Work Completed, 1993

Bachelor of Science, Saint Meinrad College, 1990

Microsoft Certified Professional (MCP) – MS SQL Server Administrator & Server Implementation