

# Michael A. Collins

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## ◆ ABOUT ME

I am a self-starter with over 16 years of hands-on experience in leading software development of financial products, CRM systems, PPM systems, and ERP software. My extensive experience in delivery frameworks focused on agile and waterfall development methodologies pair well with my entrepreneurial spirit and ability to handle daily ambiguity. I possess strong organizational, influence, facilitation and problem solving skills. I work with my management sponsors to remove roadblocks, honor change control, ensure success, while slaying a few dragons along the way to meet our agreed upon project goals and timelines.

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## ◆ WORK HISTORY

**Gurnet Consulting, East Providence, RI** **June, 2017 – Current**

**Program Manager – Amica Life, PMO - Portfolio Rationalization**

- Implemented a Portfolio Dashboard for management team and organization visibility
- Created standard project status reporting to increase communication and measurement
- Created portfolio tracking tools for resource and portfolio dependency challenges
- Increased communication of the portfolio and its health by creating KPI's for the management team
- Performed project management organizational capabilities assessment
- Outlined next steps to mature organization project management delivery
- Suggested numerous governance and best practice methods to increase the maturity growth in the delivery organization
- Recommended vendor management techniques to increase communication and visibility

**Webster Consulting Group, Woburn, MA** **June, 2016 – February, 2017**

**Program Manager – Veolia North America, Sulfur Acquisition**

- Built and managed a project team that planned for constant change and frequent roadblocks that acquiring a company can provide on a consistent basis
- Delivered a multisite nation-wide merger and acquisition with SAP integration and dozens of chemical plant support software packages
- Initiated, procured, and managed vendor development teams and software contract negotiations
- Communicated at the highest level of the firm and ensuring our contractual delivery date was met on-time
- Led technology evaluation/discovery of SAP & non SAP applications through implementation for a .5 Billion chemical acquisition
- Created and support release governance and change control guidelines put in place to work as one team between business goals, vendor management challenges, and technology limitations
- Facilitated daily team scrum meetings and provide dashboard KPI's for executive awareness on an adhoc, daily, or weekly basis
- Implementation Planning: Created a plan & successfully executed a 15 person (3 teams), two weeks, 7 plants, multi nationwide sites of SAP & 64 support software packaged for an on time go live cut over.

**Fidelity Investments, Smithfield, RI** **April, 2012 – May, 2016**

**Director Program Management - Portfolio Delivery Execution, Agile Coach, and Product Management**

- \* Responsible for the successful delivery and execution of an annual 50 million dollar Retail Managed Accounts product roadmap across two dozen technology partners
- \* Directly managed workforce planning responsibility and daily direction for 27 employees. Responsible for all components of talent acquisition and management as it relates to the delivery teams I am responsible for.
- \* Distributed agile effort across 8 time zones, four locations and three companies. Scrum Master/Agile Coach (Personal Investing)
- \* Relationship manager responsibilities for several Fidelity partners consisting of outside technology vendors and staffing firms

- \* Trained, organized and launched two agile release trains and six agile teams
- \* Disrupted pre-existing scrum development process to increase team productivity and quality
- \* Mentored participants, in all roles, at the portfolio, value stream, program and team levels
- \* Evaluated existing agile maturity of scrum teams on the project, built growth plan per team (six on project)
- \* Challenged with new scrum teams that were failing iteration goals, restructured iteration size, length, and backlog grooming process to increase velocity and success
- \* Adjusted estimation sessions to include the full scrum team, not just some development resources
- \* Increased visibility on the backlog with frequent grooming sessions ensuring proper epics and stories existed
- \* Partnered with Product Owners to be trained and understand their role in how to interact with the team better
- \* Collaborated and partnered with internal and external technology and business teams daily on the application of new technologies, methods, and concepts to recommend applicability to the business operation
- \* Influenced, navigate, and work across multiple business and technology units
- \* Provided Agile SDLC and Project Management methodology leadership across multiple project teams
- \* Negotiated contracts and service level agreements with these firms, while ensuring all commitments are followed
- \* Facilitated business alignment as a senior representative and relationship manager to business partners as well as external vendors
- \* Participated in ongoing strategic organizational and financial planning
- \* Provided technical, methodological, and leadership guidance, training and coaching to other team members for performance and career development
- \* Consulted and coached others on effective project risk management practices, tools and techniques based on project complexity and size.

**Natixis Global Asset Management, Boston, MA –**

**June, 2010 – April, 2012**

**Assistant Vice President -PMO Office, Agile Coach, & IT Governance Implementation and Management**

- \* Provided leadership and direction in a developing PMO office using Agile Methodologies
- \* Shaped the Mobile Strategy for CRM applications and their mobile implementation
- \* Coached Development teams to create a backlog and scrum dynamics for marketing technology work
- \* Program Managed CRM and literature application for the iPad with scrum development methodology
- \* Consistently managed relationships and varying needs between internal and external stakeholders; internal and external executive management, IT, QA, professional services teams, and development
- \* Championed firm wide ITIL V3 standards in Change, Incident, and Release Management processes
- \* Product Management experience in defining product roadmap and manage resources in delivering the scope items within designated timelines
- \* Lead senior management in the Implementation across their departments of successful project management best practices and tools
- \* Audit liaison for technology application, trading, and process audits
- \* Responsible for IT Governance with a focus on implementing sustainable Asset Management and IT Governance policies
- \* Initiated and lead project life cycle collaboration amongst the senior staff for the IT portfolio

**Fidelity Investments, Smithfield, RI- February, 2001 – June, 2010**

**Senior Project Manager / Release Manager**

- Managed implementation of a 25 million dollar wall street initiative to support new Option Symbology for Fidelity:
  - Provide Daily Triage and resolve for key issues with the project across multiple organizational facets
  - Facilitate weekly updates to Senior Leadership teams across the firm on progress and status
  - Manage over 180+ installations of software code into production (2009 numbers)
  - Analyze cross project dependencies, application changes, and project drivers for software releases
- Managed offshore resources both in India & Ireland during ~400k projects
- Oversaw scrum team implementations for monthly installs
- Senior Member of the FIIS Project Management Best Practice committee to foster Agile in our teams

- SIPM Mentoring program – mentor junior associates
- Used influential collaboration skills to consult with business partners, direct development, and support team members in successful agile and waterfall methodologies for web and desktop software implementations
- Assessed project and software release risk and report to Sr. Management bi weekly reporting
- Created and support release governance meetings and implementation models for technology organization
- Established and maintained collaborative partnerships with offshore teams for accurate on-time deliverables
- Lead semi-annual internal and external Audit requests inquiries for critical web and mainframe platforms
- Facilitated and provide meeting materials for all weekly and daily release meetings (50+ participants average)

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◆ **EDUCATION**

**Bryant College**, Smithfield, RI - Bachelor of Science in Business Administration; May 2001  
Concentration: **Computer Information System**

**Boston University**, Boston, MA – Master of Science in Computer Information Systems; March 2015  
Concentration: **Cyber-Security**

◆ **CERTIFICATION / SKILLS /ACTIVITIES**

**Certifications:** Agile CSM, Project Management Institute Member, Mass Bay Chapter, PMP (1557166)

**Skill Highlights:** SAP ■ Jira ■ HP PPM ■ Service Now Configuration ■ All Windows Platforms ■ All Office Versions ■ Microsoft Project ■ Mavenlink ■ MS SharePoint ■ Business Objects Documentum ■ SharePoint ■ Ribbit (aka Jive) ■ Microsoft Access ■ DB Design ■ Various Security platforms