

MELVIN L. WILLIAMS MBA, PMP

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EXPERIENCE SUMMARY

- Project Management
- Management Consulting
- Team Building / Leadership
- Organizational Change Management
- Mergers & Acquisitions
- Business Process Improvement
- Business Risk Management
- Multi-million Budget Management
- Strategic Planning
- IT Strategy/ Execution
- Systems Integration
- PMO Development
- RFP Development
- Quality Assurance Planning
- Capacity Planning
- Customer Focused Service Delivery
- B2C Market Strategy

EDUCATION

UNIVERSITY OF SOUTHERN CALIFORNIA, Marshall School of Business, Los Angeles, May 1996

Master of Business Administration, Concentration: Venture Management/Human Resources
1993 Andersen Consulting MBA Case Competition Winner
President, USC Venture Management Association

UNIVERSITY OF CALIFORNIA, at BERKELEY, CA, January 1991

Bachelor of Arts, Psychology - Organizational Behavior
Links Achiever Scholar

Certified Project Management Professional (PMP) September 24, 2005

EXPERIENCE

Equinox Consulting Partners, LLC

January 2003 to Present

Managing Partner

State of Maryland, Department of Budget and Management

11/07 to Current

Program Manager – Governs the delivery of a 3 year \$25 million HRIS program. Responsible for program strategy, budget management, RFP development, vendor management, content, execution and delivery through all phases of the project.

- Managed planning and delivery of 3 year \$25 million HRIS program

- Conducted Joint-Application Design (JAD) session & identify “As-Is” HR Processes
- Facilitated JAD session and documented “future state” HR Business Model Process
- Authored program Concept Proposal
- Developed Program Charter and set up Project Management Office
- Managed Program Risk and Issues Log
- Conduct Executive Steering Committee meeting and provide updates to Maryland

Amtrak

01/07 to 08/07

Senior Project Manager - SDLC Project Management and Process Improvement Development. Activities included scope planning and management, project control & execution, budget & cost analysis, vendor management, and requirements management for Train Communications Program.

- Managed planning and delivery of 5 year \$25 million Train Communications Program
- Analyzed existing Project Management processes
- Documented “future state” Project Management Process
- Developed Program Charter
- Developed Project Charter
- Managed Program Risk and Issues Log

Blue Cross/Blue Shield

06/06 to 11/06

Senior Project Manager – Defined Developed and Implemented Project Management Institute Standards and Procedures within the Business Analytics Division. Provided Program Management, project control & execution, budget & cost analysis, vendor management, scope management, and requirements management for infrastructure engagements.

- Analyzed existing Project Management processes
- Authored Concept of Operations Document
- Documented “future state” Project Management Process
- Developed MS Project Plan template
- Developed Issues/Risk Management Process and templates
- Managed \$200,000 hardware infrastructure implementation project through the newly created Project Initiation, Business Discovery, Solution Proposal, Plan & Design, Implementation & Test, and Deployment phases

Marriott Corporation

07/05 to 08/06

Senior Project Manager - Provided Program Management, project control & execution, budget & cost analysis, vendor management, scope management, and requirements management for infrastructure engagements for Shared Services organization

- PCI Logging Project - Managed 6 person UNIX engineering development team through the SDLC as part of a 12 mos. \$30 million organization wide Information System Security Application Software implementation. Activities included PMO representation, Budget Control, Requirements Gathering Facilitation, Risk Management, Capacity Planning and Analysis, Detail Design Meeting Facilitation, Project Planning, Meeting and Schedule Control, And Use Case Development.
- Maximizer Application Upgrade Project – Managed 7 member project team (including Sys. Architect, DBA, Business Analyst, Web Engineer, and Vendor Representative) through a 4 month \$5 million application upgrade. Duties included Cost Analysis,

- Requirements Analysis and Gathering, Team Development and meeting facilitation, Project Plan Development, Project/Schedule Control, Risk Management, Application Certification Review, Organizational Change management plan development.
- HR Transformation Project – As part of a transition to outsourced HR Services, managed network engineering team in executing the cutover of VPN to client organization. Activities included Legal/Policy team risk assessment and documentation, Security Engineering team requirements gathering, Cutover event team development, Cutover event planning.

VHA

11/04 to 07/05

Management Consultant - Provided strategic analysis, strategic planning, and strategic implementation planning for Federal healthcare delivery transformation project

- Researched and authored best practices documentation in the strategic use of technology in healthcare
- Facilitated VHA 14-person Executive/Physician team in strategic visioning sessions
- Identified Future of Care strategic objectives, enabling strategies and business capabilities for 12 year engagement
- Developed/ Authored 10 year \$2.3B Federal Healthcare transformation Strategic Plan
- Developed/ Authored Federal Healthcare transformation Master Action Plan
- Designed and facilitated the development of Key Performance Indicators for Federal Healthcare transformation
- Defined the roles, responsibilities, and component design for the Healthcare PMO for the implementation of the plan

AOL

04/03 to 11/04

Project Manager - SDLC Project Management and Process Improvement Development.

Activities included scope planning and management, project control & execution, budget & cost analysis, vendor management, and requirements management

- Premium Services Upgrade Project – Provided PMO Planning and Managed 23 person Revenue Systems development team in the execution of 8 individual projects as part of an 18 month \$97 million international engagement. Activities included Executive Reporting, Requirements Management, Facilitation of Technology Design Reviews, Facilitation of Detailed Design Reviews, Schedule development, Schedule execution, Change Management initiation, Test Development, and Release Management
- Level 3 CMMI Program Implementation Project - Designed, developed, and implemented Level 3 CMMI SQA Process and Program pilot. Activities included; Managed a 4-person team in the review of current Revenue Systems organizational project management process; Provided departmental performance measurement utilizing Balanced Score Card and conducted process reengineering; Defined SQA requirements for AOL; Developed the SQA future state Process Document; Developed SQA Process Guides; Developed SQA Checklist templates; Implemented SQA process pilot in Premium Services Upgrade Project.

Freddie Mac

01/03 to 04/03

Project Manager - Developed and implemented Project Management Institute (PMI) project management standards & policies for Finance Technology Group. Ensured process for SOX compliance. Piloted process/tools in Finance Technology organization.

- Conducted best practices/benchmark study
- Developed and designed Scheduling, Budget, and Requirements templates
- Developed Executive Reporting Program Dashboard template
- Facilitated process training to 12 department team leads

Sapient Corp.

02/03

Project Manager - \$35million Proposal Development and RFP Presentation for AMDOCS testing project.

- Facilitated Application Training session to proposal team
- Completed SOW and facilitated RFP presentation

Cap Gemini Ernst & Young, Baltimore, MD**June 2000 to Dec. 2002**

Senior Management Consultant

Telecommunications, Media, and Networks

Cap Gemini Ernst & Young (Internal Responsibilities):

- Training Facilitation and Methodology Development
- Authored technology best practices study in eLearning, Recruiting, Benefits, HR Technology, and Performance Management
- Developed organization change management approach and engagement methodology for eHR transformation initiatives
- Developed and executed Leadership Development Program including 360 Feedback, needs assessment, gap analysis, & training
- Designed, developed, and led the implementation of diversity management programs

Visteon Corp

- Provided PMO project planning, scheduling, risk management, and training for 24 month successful full-cycle \$100 million SAP implementation

Nextel

- 24 Month \$250 million AMDOCS/ENSEMBLE Implementation
- Facilitated instructor training of AMDOCS Ensemble Billing System for Fortune 500 Wireless Company (trained over 300 users company wide)
- Designed, developed, and managed AMDOCS Knowledge Management database and knowledge transfer process
- Provided company wide support as application Subject Matter Expert

Bank of Bermuda

- Provided project planning, resource allocation, budget mgmt, and technical assistance for Finance dept. reengineering project

- Provided project planning, training strategy, testing & quality assurance for Peoplesoft HRMS implementation

Johnson & Johnson

- Conducted needs assessment, requirements research, and business case analysis as Project Manager for Consumer product design project

CSC CONSULTING, El Segundo, CA

June 1998 to June 2000

Consultant, Team Lead

Catholic Healthcare West

- Managed 2 year \$175 million Y2K PMO business contingency plan development training, vendor management, quality assurance, and Client review
- Responsible for Business Plans for 4 of the 23 location hospital system
- Facilitated contingency planning session with department heads and physicians
- Facilitated integration with municipal contingency plans
- Managed 5 person technical writing team
- Reported progress to PMO Representatives
- Managed, defined, tested, and implemented process & infrastructure design of enterprise Communication Command Center
- Led the development and planning of B2C market strategy and product design as Project Manager for e-Commerce client

Starwood Hotels

- Designed non-cash recognition program as part of a strategically aligned sales incentive plan for hotel & hospitality firm

Boeing

- Authored best practices manual in recruiting and strategic staffing using technology for a client undergoing transformation

PRICE WATERHOUSE LLP, Arlington, VA

May 1996 to June 1998

Management Consultant, Center for Performance Improvement

IBM

- Managed full-cycle 18 month \$75 million SAP R/3 systems training, change management, & client knowledge transfer process as Project Manager
- Developed and conducted corporate-wide SAP R/3 modular training strategy and delivery for Fortune 50 High Tech company

Foremost Farms

- Managed 6 month Oracle/GEMMS implementation planning, matrix management, training, and deliverable assurance for Manufacturing PMO
- Led 12 person project team in supply-chain organization production work-flow analysis, process mapping, and reengineering

Fluor Daniel

- Provided strategy clarification, competency identification, and organization capability analysis for Fortune 500 clients
- Led HR dept. policy/program inventory and HR department process reengineering for consumer products company

CONSULTANT CLIENT LIST: Amtrak, Marriott International, VHA, EDS, AOLTW, Nextel Communications, US Department of Energy, Foremost Farms, Boeing, Johnson & Johnson, Visteon, IBM, Warner Music Group, Catholic Healthcare West, Fluor Daniel, Aventis Pharmaceuticals, Starwood Hotels, Bank of Bermuda, Freddie Mac

TECHNICAL SKILLS

SAP R/3, Oracle/GEMMS, PeopleSoft 8.0
AMDOCS Ensemble 1.2, MS Project, Primavision
J2EE, PlumTree Web Portals, Siebel-CRM
Mercury Test Director, MS Office, MS Access
JavaScript, UNIX, Windows NT
T.O.A.D. SQL, HTML, XML
FrontPage 2002, Dreamweaver4, .NET