



Tammy Foss

Senior Program Manager

MBA, CCMP, PMP, Prosci

Seeking roles in Change Management, Project Management, Communications, Employee Training, Learning and Development, and Business Operations. My values are inclusivity, transparency, and respect.

CERTIFICATIONS

Certified Change Manager, CCMP, ACMP - Global Standard Change Management Certification, 06/2020

Certified Prosci Practitioner - Prosci, 05/2020

Certified Project Management Professional, PMP, PMI - Global Standard Project Management Certification, 10/2019

Certified Scrum Master, CSM - Scrum Alliance, 09/2019

EDUCATION

MBA Project Management - Indiana Wesleyan University, 12/2021

Graduate Certificate Organizational Behavior (with I/O Psychology) - Harvard University, 05/2020

BA Communications, Pepperdine University, 04/1996

CAREER SUMMARY

I am a Master Project Manager developing scope, schedules, charters, driving workstreams, managing vendors and resources, tracking risks, and leading teams for excellent delivery. I specialize in managing strategic corporate initiatives that involve highly visible stakeholders across complexed matrixed organizations. I have led IT Programs, Data Programs, Branding, Communications, Employee/User Training Development, Knowledge Management Projects, and Operational Process Improvements. I have exceptional experience in leading projects and programs involving system procurement, integrations, rollouts, and training for Office 365, Netsuite, Mavenlink, Salesforce, and Workday. I lead the analysis of current businesses processes identifying system, role and process gaps, leverage change management skills and experience to work with stakeholders to develop new processes within new and existing systems. I have positive references from C-Suite Leaders, VPs, and Senior Directors.

I get involved at every level, adding thought leadership to the organization's process, systems, and operations, while leading organizational change through stakeholder management, strategic project planning, and delivery. I build relationships with diverse partners and organizations across midsize and enterprise companies. I demonstrate a genuine spirit of outreach, tact, and collaboration with various levels of staff. My prowess is being recognized for excellent problem solving, synthesis of information, written communication, and presentations. I have the keen ability to transition from strategic planning to tactical project support while improving process along the way.

LEADERSHIP SKILLS:

- Team Management of 13 Directs, Department Budget Management (\$6.5 million), Capacity Planning and Resourcing
- Program Budget Management (\$22 million)
- Project Methodology and Process Governance
- Change Management for IS Tools, Systems, Operations, Process, and Culture
- Tools Migrations, Sunsetting, Onboarding, Training, and User Experience
- Presentation (PPT) development for executives and project teams

TOOLS

Microsoft Office 365: Outlook, Word, Excel, Teams, Forms, Planner, Visio, PowerPoint, Project, and SharePoint **PM & IT Tools:** Jira, Asana, Basecamp, Mavenlink, Wrike, Smartsheet, Trello, Starteam, ServiceNow **Design Tools:** WordPress, Adobe Photoshop, InDesign, Premier, Kaltura **Comms Tools:** Zoom, Slack, Teams, Webex **HR Tools:** 15Five, Lattice, Reflective, Success Factors **CRM:** Salesforce, Mailchimp **ERP:** Netsuite, Intacct, Workday

INDUSTRIES

Pharmaceutical, Healthcare, Data, Technology, Financial, Marketing, Learning & Development, and Banking

EMPLOYMENT HISTORY



University of Washington, Organizational Change Manager, Finance Transformation, 11/2022-07/2023

Type of Employment: 10-Month Contract

Project Name: Workday ERP Rollout, 5-year initiative, 800 side-system remediation and retirement

Role: Individual contributor reporting to the Change Readiness Lead, Jason Kalivas

Responsibility: Led ERP Workday Data Integration, Current State Process Assessment, Future State (ToBe) Process Development, Readiness Analysis, Stakeholder Training, and Internal Communications. Led the day-to-day change management activities for 6 University Academy organizations including College of Arts and Sciences, Student Life, Housing and Food Services, Undergraduate Academic Affairs, Graduate School, and the Office of Minority Affairs and Diversity, collaborating with 13 directors in support of achieving program and organizational goals.

Activities/Successes:

- Managed the program scope and schedule for my assigned 6 units
- Managed status meetings, escalations, triaging data integration issues
- Assessed change impacts and managed expectations around changes in process and role responsibilities
- Conducted survey data analysis and presented results and customized recommendations to Unit Leaders
- Provided coaching to Unit Leaders and their staff
- Facilitated informational and educational sessions, cascaded program communications



Astellas U.S. Pharmaceutical, Senior Manager, Stakeholder Engagement, 06/2021-11/2022

Type of Employment: 6-month contract with successful conversion to FTE

Role: Individual contributor reporting to the Director of Change Management and Communications, and the Director of Business Process and Quality

Responsibility: Led the project delivery for a variety of strategic workstreams across analytics, communications, real word data and evidence, and transformation teams. Managed workstream activity tracking, deadlines, and status reporting across 5 portfolios of 30+ workstreams for executives and senior directors across timezones U.S., Japan, and UK.

Project: Global Intranet Program, consolidate 35 intranets into 1

Role: IT Program Manager responsible for delivery

Activities/Successes:

- Developed the vision deck, project charter, and roadshow to steering committee members across the global offices
- Built the program schedule and managed workstreams across the IT, Communications, and Knowledge Management teams
- Managed identification of impacted stakeholders, vendor selection, and onboarded project team members
- Managed requirements gathering and user experience research

Project: M&A Cloud Integration IT Process Development and Optimization for Astellas Institute for Regenerative Medicine

Role: IT Program Manager responsible for delivery

Activities:

- Led multiple group and 1:1 workshops with stakeholders to identify process gaps and pain points, capturing current state process diagrams and flows for bringing lab equipment online
- Led the creation of future state process flow and final approval, working with 15 stakeholders in AIRM research, facilities, manufacturing and development, as well as stakeholders in Astellas Global IT and Cloud teams

- Developed the project charter and managed status reporting to the Global Senior Director of Project Delivery
- Developed a communication plan for those impacted by the new process

Project: Office 365 Teams Sites Setup, Training, and Sharepoint Redesign

Role: Program Lead for Change Management, Design, and Training

Activities:

- Developed the Scope and Schedule for a Sharepoint redesign
- Managed budget and invoicing of the design vendor
- Led the project team through activities including wireframe, content development, and migration of content
- Created the vision deck, project charter, and managed status reporting to leaders
- Managed user training across the 5 DEI teams and the 80 user AIA division
- Led 12 Enterprise Communities of Practice rollouts on SharePoint Teamsites including the design and build of each site, training the leads on how to use the technology, served as a SME for the Microsoft 365 applications

Project: AIA Division, Asana Adoption

Role: Systems Administration and Adoption Manager

Activities:

- Managed user adoption, training, and communication
- Assigned new members to the tool and managed security access
- Served as the System SME triaging questions
- Designed requirements documentation for the future migration to Service Now PPM
- Increased adoption across the division by 30%
- Trained a Scrum team how to use the tool for Sprint Cycles, I designed the templates for them to use and linked projects together for better control, view, and reporting

Project: Real World Data & Evidence Data Hub

Role: Program Scrum Master

Activities:

- Led team of 20 tasked with developing new formulas that calculate the cost of mortality and morbidity by disease area to help inform investment strategies and to build a searchable data hub to house this important and growing clinical and real world evidence data.
- Developed the scope and schedule, managed weekly standups, sprint cycles, managed a Kanban Board and assignments

Project: Data & Analytics Culture Change

Role: Change Manager

Activities:

- Led change management efforts in change impact assessment, stakeholder impact assessment
- CoLed Workshops with Stakeholders to identify current process and establish future state needs
- Managed communication planning and messaging with editorial calendars, playbooks, and content development

Project: Agile Training for Clinical Researchers

Role: Workshop Developer

Activities:

- Worked with stakeholder leaders to understand the objective and the audience
- Designed the workshop and wrote all the content leveraging years of experience and agile training
- Created the Powerpoint for the Workshop



Providence Health Marketing & Data Platforms, Senior Program Manager, 10/2019-10/2020

Type of Employment: 12-month Contract via AIM Consulting

Project Name: Patient Data Marketing Platform Development and Integration

Role: Senior Program Manager, reporting to the Senior Director of Marketing Data Platforms and Technology, Madelyn Mills

Responsibility: Led the Customer Data Platform integration workstreams (5 project leads) across Azure Dev Ops, IT infrastructure, Health Intelligence, Data and Analytics, and Marketing from Initial Discovery through Release 1 and Release 2 planning

Activities:

- Managed the stakeholder register, activity tracker, Dev Ops ticket management, project schedule, and status reporting
- Managed RedPoint Global vendor and Healthways vendor relationships and scope
- Managed all Workstreams overseeing project managers in each area
- Collaborated with data architects, collected requirements, documented processes
- Single point of contact for project escalations



MediaPRO Boeing Learning and Development, Business Operations & Delivery Director, 05/2018-08/2019

Type of Employment: 3-month Contract with successful conversion to FTE.

Project Name: Boeing Client Success Manager

Role: Team Manager and Account Manager reporting to the VP of Customer Success, Jerome Gotz

Responsibility: Manage 10 direct reports, manage client relationship and client requests, department resourcing and reporting

Activities:

- Developed SOW, Scopes of Work, Estimated Costs and Prices of Projects, Improved Pricing Model
- Reported Weekly to Boeing on budgets, hours burned, and project delivery progress
- Conducted employee performance reviews
- Managed resource utilization to department targets
- Managed QBRs with client
- Managed the response to the Boeing RFP

Project Name: Netsuite Rollout

Role: IT Program Manager, Tool Architect, Change Manager

Responsibility: Ensure that Netsuite PPM module is setup for our processes and needs while also meeting Boeing's requirements for reporting. This was an opportunity to improve our contract and business operations processes. Chartered with operations improvements, onboarding of ERP Netsuite, StarTeam and QA processes

Activities:

- Learned the Netsuite, developed a new template and fields
- Changed the process of time tracking and SOW development to be within the tool for more seamless operations
- Integrated the Netsuite fields with Boeing's reporting tool
- Trained the teams on the new process and how to use the tool

Project Name: Learning & Development Content Production for Boeing

Role: Senior Project Manager

Responsibility: Manage the projects for content development of web-based training and instructor led trainings

Activities:

- Directed billings and projects of \$4.5 million in revenue as the primary procurement contact for Boeing (LLOC) Learning and Leadership
- Responsible for SOW intake, estimations, internal resourcing, and project health reporting



Accenture - Yesler, Agency Operations Director, 7/2015-3/2018

Type of Employment: FTE role, Promoted twice in 3 years

Project Name: Project Management Infrastructure Redesign

Role: IT Program Manager and Change Manager, reporting to the President and CFO, Managed 2 direct reports

Responsibility: Led the \$24 million agency through all change management activities for project management information system redesign

Activities:

- Identified waste in management layers and process, recommended organizational design and systems redesign
- Performed Stakeholder Assessments through interviews and surveys, managed communication resistance plans and execution, managed training plans and execution
- Managed requirements and execution of database integrations
- Managed redesign of the Salesforce contract template, fields, and trained the users
- Managed redesign of the Intacct time tracking module, fields, and trained the users
- Managed procurement, setup, piloting, and rollout of Mavenlink – a new ERP
- Successful in improving agency-wide processes in estimating, forecasting, reporting, resourcing, and scheduling
- Managed all systems workstreams across the agency requiring multiple cross functional task forces
- Managed a overhaul in the pricing model across all service offerings



Oracle Marketing Cloud, Senior Program Manager, 09/2012-05/2014

Type of Employment: FTE role, Earned Employee of the Month

Role: Individual contributor reporting to the Director/Associate Director of Customer Success

Activities:

- Managed project planning and delivery of \$5.5 million in digital content development and platform subscription services for multiple clients collaborating with cross-functional staff of designers, developers, writers, and platform architects
- Managed campaign strategy execution for dynamic loyalty programs, transactional programs, and retention programs
- Advised the customer to migrate away from an archaic, out of date, unbranded, non-personalized IT-focused solution
- Managed the ideation, design and build of a personalized-CRM focused transactional email program with hundreds of personalized digital modules using data integration, dynamic creative, and cross sell messaging, increasing revenue for Oracle from \$48,000 to \$760,000 over 2 years
- Clients: Verizon Wireless, See's Candies, and Nature's Made



Wunderman Thompson/Impact, Project Management Director, 09/2007-08/2012

Type of Employment: FTE role, Promoted three times in 5 years

Role: Group Project Director reporting to the Executive Director, managed 10 direct reports

Activities:

- Led the delivery of \$1.5 million in billable assets/year and directed the delivery excellence, status, and billing for the entire team's \$6.5 million/year
- Led the department over 5 years through scalable process changes, including documentation, communications and training
- Managed all estimate approvals, WIP reporting, resource balancing, studio scheduling, studio engagement, process evolution, documentation, and governance
- Clients: Microsoft Xbox, Microsoft Public Sector, Microsoft Central Marketing, Group Health, Tommy Bahama, T-Mobile

OTHER SKILLS:

Project Management Office Skills:

- **Project Delivery:** Manages a portfolio of creative and technical projects through their lifecycle, managing internal and external dependencies, schedules and budget consumption
- **Resource Management:** Manages work allocation, load balancing, utilization, and reporting
- **Contract Management:** Manages scoping, presentations, burn down, and reporting
- **Team Leadership:** Leads teams of project managers across departments ensuring appropriate methodologies.
- **Cross-Team Execution:** Facilitates collaboration among project managers within the program, ensuring visibility into their mutual dependencies.
- **Project Reporting/Communications:** Reports the status and progress of programs and projects to stakeholders.
- **Risk Management:** Leads identification and resolution of risks and issues, including escalation management when required.
- **Supplier Management:** Conducts research, CBA, Procurement, ongoing assessments, contract negotiation, and governance
- **Quality Management:** Ensures quality standards and procedures.

Organizational Change Management Skills:

- **Project Analysis:** Reviews company objectives to the changes proposed
- **Communication Planning:** Develops the WIITF messages, cadence, and responsible stakeholders
- **Change Planning:** Helps teams plan and implement organization-wide changes for faster and sustainable ROI
- **Operations Assessment:** Provides gap analysis on process, systems, tools, and staff
- **Stakeholder Analysis:** Produces a stakeholder resistance analysis
- **Sustainability Planning:** Leads strategic planning of the training and transfer of ownership
- **Learning and Development:** Manages the development of content for trainings and facilitates trainings

Business Operations and Soft Skills:

- **Financial:** Assesses operating expenses and staff utilization, manages dashboard and reports
- **Human Capital:** Manages job descriptions, recruitment, hiring, on-boarding, mentoring, and performance reviews.
- **Team Builder:** Creates open space for conversations, connects ideas, influences cooperation among team members.
- **Presenter:** Builds and delivers thoughtful and impactful presentations
- **Observer and Coach:** Identifies individual motivators and communication styles helping others to identify goals.