

Dawn M. Drummond

221 Harrisonville Road • Swedesboro, NJ 08085

856/241-3923 (home) • 856/207-0767 (cell)

ddrummond3@verizon.net • www.linkedin.com/in/dawndrummond

Driving Performance Improvement

DAY & ZIMMERMANN, INC.

2004-2009

\$2.5 billion Company comprised of a diverse portfolio of service businesses including a staffing and technology companies and construction and engineering, nuclear and fossil fuel, validation and security services. Day & Zimmermann also manages munitions products and services for the US Government.

Standardize Operational Integration of Acquisitions

Business Driver: Integration of newly acquired businesses or joint ventures into the D&Z business operations was inconsistent, resulting in the data loss, inaccurate data conversion, or crucial business operational activities were overlooked or their significance downplayed.

Action: Foresaw the need for a standardize approach to integrate all aspects of business – not just focus on IT aspects. Initiated and led development of a methodology that identified all business areas and the key topics to be considered during integration projects. Presented the initial framework to Executive Management and advocated its use in future acquisitions.

Result: **Architected a framework for the business integration of acquisitions & mergers identifying crucial operational activities and data elements that produced productivity improvements, procedural alignment and reduction in data loss.**

Transform Training through Knowledge Management Solutions

Business Driver: In planning for the future IT needs of the corporation, Corporate IT Senior Management received feedback about the need for additional training. The lack of training was identified as one of the factors affecting the continued development of internal talent.

Action: Analyzed the feedback from various departments and evaluated their training needs. Identified management of intellectual assets (procedures, FAQs, user guides, etc) as one of the underlying components of the business' requests. Researched knowledge management and learning management solutions.

Result: **Devised a knowledge management E-solution that allows departments to centrally manage and disseminate company intellectual assets within their operational area that resulted in reduced travel costs and improved employee productivity.**

Improve IT Support Services

Business Driver: The IT Support Services Group was not providing adequate technical and customer support. Internal customer complaints finally escalated to key executive management leaders.

Action: Evaluated workload assignments for a team of 12 as well as the services offered. Restructured the workload assignments through job reassignments and transitioning services to other IT departments better suited to provide support or services. Identified training and technology needs and implemented accordingly. .

Result: **Improved Help Desk performance within 6 months that resulted in improved customer service and satisfaction. Incorporated self-service functionality and enhanced analytics by upgrading the Problem Management System. Implemented and incorporated a centralized knowledgebase for technical support documentation.**

DAY & ZIMMERMANN, INC. (continued)

2004-2009

Optimize Project Performance through a formal PMO

Business Driver: Information technology projects, although implemented on the agreed go-live date, were wrought with scope expansion and poorly defined requirements that resulted in rework or an extension of the work effort after the go-live date.

Action: Created a Project Management Office. Directed a team of 5 that updated the project planning and tracking methodology as well as managed projects. Anticipated the need to improve methods for identifying and refining business requirements as a result introduced structured process definition assessments.

Result: **Reduced post-implementation extensions and rework through improved requirements definition and scope expansion management. Increased and expanded customer involvement and participation with scope definition and project teams.**

Revitalize Business Operation Oversight through SAP Implementation and Migration

Business Driver: When the United Kingdom division of DZ Engineering Field Services (EFS) was acquired, Executive Management decided to keep the local business systems and software to reduce the operational impact of the acquisition. In 2005, the United Kingdom division faced support issues with legacy systems and needed better integration and reporting with the DZ EFS corporate office. Executive Management decided to implement SAP, which was the corporation's primary and centralized financial reporting system.

Action: Facilitated process definition workshops with EFS UK and US-based teams. Directed 12 person team that configured core business functions (finance, accounting, HR, payroll, project controls) and migrated legacy data to SAP ERP R/3. Coordinated and monitored customer participation with requirements definition and configuration testing.

Result: **Implemented SAP ERP R/3 and migrated all business critical data in 4 months. Improved integration and reporting of DZ EFS combined UK and US operations. Implemented improved project control functionality and reporting that resulted in improved customer service and satisfaction.**

Integrate Business Operations from an Acquisition through SAP

Business Driver: In 2006, Day & Zimmermann acquired Atlantic, Inc., a privately-owned fossil and nuclear power plant maintenance company. As part of the acquisition, Executive Management wanted all business operations of the newly acquired company to operate through and report from the corporate SAP R/3 ERP system. Integration of the new business happened in 2 phases based on union and non-union operating models.

Action: Facilitated process definition workshops with key personnel from Atlantic and DZ. Led and conducted future state design sessions. Compiled and distributed technology requirements.

Result: **Implemented SAP ERP R/3 and migrated all business critical data in 4 months for the non-union division. Implemented SAP ERP R/3 and migrated all business critical data in 8 months for the union division. Implemented improved project control functionality and reporting that resulted in improved customer service and satisfaction.**

CONSULTING ENGAGEMENTS

2003-2005

TEK SYSTEMS (06/2004 – 01/2005)

\$2.5 billion Information Technology and Communication Services Consulting serving communications, financial services, government and information technology market segments

Optimize Project Performance and Reporting

Business Driver: Information technology projects were not consistently managed therefore the Global Project Management Office (gPMO) for Campbell Soup Company's Information Technology Group could not consistently monitor and report on all of the various global IT projects.

Action: Working as a Senior Consultant with a core team of 7 specialists (5 based in Australia and 2 based in NJ), presided over the redesign and consolidation of their project management processes and procedures. Crafted the preliminary training and communication plans associated with the implementation of the revised methodology.

Result: **Improved project delivery through consolidated and updated procedures. Aligned and monitored management and customer expectations by producing consistent and comprehensive reporting.**

AJILON CONSULTING (02/2004 – 06/2004)

\$266 million Information Technology Services company providing software quality assurance, software testing, systems development and integration, help desk services, outsourcing, and supplement IT services to Fortune 1000, mid-tier, government, and private organizations

Conduct Operational Assessment to Identify Areas for Improvement

Business Driver: The City of Philadelphia – Department of Human Services requested an operational assessment of the Child Abuse Hotline in conjunction with the proposed upgrade to their Automated Call Distribution (ACD) System and call routing.

Action: Working as a Senior Consultant, analyzed the business operations of the Child Abuse Hotline – consisting of 60 associates and concentrating on the use of technologies and automated tools. Proposed realignment of sub-units and associated functions to improve data analysis and case tracking. Recommended instituting management reporting and establish a formal reference guide. Working with Verizon, Nortel, and Symposium on technical design components, created and proposed the preliminary technical design for the new Automated Call Distribution System.

Result: **Presented a comprehensive assessment report to Department of Human Services Senior Management with recommendations for restructuring the teams and realigning work functions to improve data analysis and management reporting.**

TEK SYSTEMS (05/2003 – 12/2003)

\$2.5 billion Information Technology and Communication Services Consulting serving communications, financial services, government and information technology market segments

Streamline and Realign Service Request and Delivery Processes

Business Driver: The CTO Group provides IT services and support to all Campbell Soup Company divisions. There was not an integrated approach to providing or coordinating services or support as a result internal customer complaints were escalating.

Action: Working as a Senior Consultant, facilitated process definition workshops with a core team of 20 associates based in NJ. Evaluated 50 business and technical processes and performed gap analysis to identify redundant effort. Advocated streamlining work management processes by consolidating into one cross-functional framework. Realigned the service request processes and implemented the Engagement Management Office. Created customer- and CTO-centric marketing, training and communications plans for the roll-out of the new consolidated, transformed service processes.

Result: **Streamlined the work management process and realigned the service request processes providing a central point of contact. Improved service delivery, eliminated redundant work efforts, and enhanced communications between group and the customer.**

COMPUCOM SYSTEMS, Inc.**1998 – 2003**

\$2.1 billion IT outsourcing company providing infrastructure management services, application services, systems integration and consulting services to the financial services, retail, hospitality, food and beverage, healthcare, energy and utilities, manufacturing and government sectors

Revitalize Regional Consulting Groups

Business Driver: East and South Regional Consulting Groups' billable revenues were significantly less than projected and the actual working assignments for the teams were not clearly documented.

Action: Covering approximately 20 states, assessed the current sales projections for the related consulting services. Realigned staffing structures and increased the utilization of employee talent. Rebuilt and redesigned the tracking and reporting of pending projects and revenue projections.

Result: **Improved P&L performance through effective utilization of employee talent and improved expense management and revenue reporting – approximately 45% for the East and 16% for the South.**

Mediate and Resolve Project Delivery Issues to Deliver as Promised

Business Driver: A \$2.5 million 5,000 seat technology refresh and relocation project was on the breach of contractual non-performance. 5 ½ months into a 7 month project, CompuCom needed to complete the project per contractual agreement without ensuring any legal action and regain the trust of the customer.

Action: Conducted a financial review and reconciled outstanding billable expenditures with the customer. Clarified and renegotiated project deliverables with the customer and CompuCom Senior Management. Established and implemented comprehensive project status reporting for the customer and CompuCom Senior Management. Reset team expectations and realigned team assignments to match the larger project initiative.

Result: **Reorganized project communications and regained the customer's trust in CompuCom's ability to deliver. Transitioned agreed-upon deliverables for ongoing customer support by the original contractual dates. Obtained payment for all contractual services, including extra services rendered that were outside the original scope and were authorized by the customer.**

Champion Continuous Improvement Program

Business Driver: To demonstrate to customers that the company was a value-added partner, Services Division Senior Management created Continuous Improvement Initiative to be established within all major accounts – regional or national. Program Executives for the national accounts reported through the Program Management Office. The Program Management Office was responsible to monitor and report process improvement initiatives for the national accounts.

Action: Designed the program structure and reporting mechanism for the PMO. Mentored and assisted National Account Executives (approximately 20) on the program structure. Conducted periodic review of open initiatives and advised on the identification and reporting of initiatives. Consolidated status reports for presentation to senior management.

Result: **Deployed a Continuous Improvement Program for the Program Management Office that produced 30 initiatives with results varying from improved services delivery and service level adherence to increased revenue or reduced operating costs.**

Implement Structured Project and Service Delivery Framework

Business Driver: Project management and service delivery was not consistent. Two attempts at developing an internal company-wide methodology stalled.

Action: Working team of 4 Senior Consultants based in MN, CO, TX, CA and NJ, assessed the current state of the development effort done to date. Established and implemented a new plan for the development of the methodology. Restructured the elements of the methodology and created the associated documentation. Trained and coached approximately 2,000 engineers, consultants, and managers.

Result: **Built and implemented a structure framework for project and service delivery that reduced costs from productivity losses or scope expansion.**

COMPUCOM SYSTEMS, Inc. (continued)

1998 – 2003

Start-up Second Remote Help Desk Facility

Business Driver: The Remote Help Desk provided outsourced technical support services. To support disaster recovery plans, the Remote Help Desk needed to demonstrate the ability to provide continuous operational service and support. They needed a second facility that would mirror and support accounts at the main facility located in Dallas, TX.

Action: Presided over the build-out & start-up of the second facility in Paulsboro, NJ. Hired and trained technical support staff on customer service agreements and internal support procedures.

Result: **Launched operations within 10 business days of hiring new staff and achieved full operational functionality within 35 business days. Met and exceeded all performance metrics in the first 30 days of operations. Achieved 95% overall performance level and 95% retention rate for the first 2 years of operations.**

Public Service Electric & Gas – Nuclear Business Unit

1987 – 1998

Regulated public utility engaged in the transmission and distribution of natural gas and electricity to nearly three quarters of NJ population.

Manage Multi-Million Dollar IT Budgets

Business Problem: Develop and maintain the Capital and Operating & Materials (O&M) annual budgets for the Information Systems Department with an estimated value of \$15 million.

Action: Forecasted and tracked budgets by allocating actual and accrued costs to the appropriate cost pools. Reconciled budget and cost balances monthly. Reallocated and adjusted budget allocations based on management guidelines while ensuring that required expenditures were covered properly.

Result: **Maintained actual costs approximately .5% of budget for Capital and O&M budgets for 3 consecutive years. Streamlined and improved reporting and analysis by incorporating automated internal tracking tools.**