

JOSEPH W. MAYO, PMP, RMP, CRISC

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A project and risk management expert with over 28 years of experience in managing large-scale programs, developing innovative business solution, and improving organizational processes for clients in public sector, manufacturing, telecommunications, and financial services. Proven team leader committed to exceeding client expectations. Areas of expertise:

Project Management • Project Recovery • Risk Management • Quality Management
Earned Value Management • Executive Dashboards • Independent Verification and Validation (IV&V)

PROFESSIONAL EXPERIENCE

NTT DATA Federal Services, INC., McLean, Virginia Sep 10 – Present

A \$14B international professional services company.

Delivery Manager Sep 10 – Present

Delivery Manager for the Department of Homeland Security (DHS). Responsible for capture management, service delivery, and client management of a \$24M per year portfolio. Strengthened client base by delivering capability briefings to potential clients, updating project stakeholders on project status, created innovative solutions presentations, and delivered value propositions. Directed RFP responses, priced proposals, and priced service contracts. Architected the technical and management solutions for a \$57M Agency-wide system assurance program.

PMO Director Oct 13 – Mar 14

Developed the IT Enterprise governance model for a state-wide Department of Transportation. The governance model included control functions for maintaining alignment with Enterprise goals and objectives, compliance monitoring functions for the Enterprise PMO, and performance assurance functions such as change control boards (CCB), architecture review boards (ARB), and risk review boards (RRB).

Program Manager Sep 10 – Oct 13

Responsible for building out a secure facility and ramping up to 103 staff in less than 90 days. The systems assurance program included 130 enterprise applications and delivered over 300 system releases annually using primarily Agile methodologies including Lean Agile and Agile Scrum. Delivered project management training for junior project managers including project estimating, resource management, cost management, and risk management. Delivered system engineering training for independent verification and validation (IV&V) team members.

- Developed a process and automated tool based on NASA's Criticality Assessment Risk Analysis (CARA) methodology that reduced the cost of creating IV&V plans by 89% resulting in a cost savings \$577K.
- Developed tools and procedures that reduced the cost to conduct physical configuration audits (PCA) by 69% saving \$172,500 for each PCA, estimated first year savings of \$5.3M.
- Developed Enterprise Risk Maturity roadmap.

ManTech International

A \$2B international professional services company.

Program Manager Aug 09 – Sep 10

Extended ManTech's QV2 methodology to include Enterprise Independent Verification and Validation (IV&V) along with the associated processes, procedures, and process assets. Architected the Program Management structure and task order processes for managing IDIQ contracts >\$500M.

KEANE, INC., Boston, Massachusetts Dec 98 – Aug 09

A \$1B international professional services company.

Program Manager - Federal Systems Division Dec 08 – Aug 09

Independent Verification and Validation (IV&V) Program Manager for a Department of Homeland Security (DHS) multi-year, multi-billion dollar Program. As the IV&V Program Manager I was responsible for developing and implementing the Independent Verification and Validation (IV&V) for the software component of the Program. The IV&V program had an annual budget of \$3.5M and encompassed the full lifecycle including acquisition, planning, concept, requirements, design, implementation, testing, installation and checkout, operations, and maintenance. In addition to IEEE and ISO standards the IV&V program also utilized industry models such as CMMI and PMBOK to assess process and industry best practice compliance.

- Instrumental in the development of the Enterprise Risk Policy.
- IV&V Program was recognized by the Government Accounting Office (GAO) as a model for large, complex Government programs.
- Developed and delivered executive level briefings to Senior level DHS officials.

Program Manager – Federal Systems Division Nov 06 – Feb 09

Managed division by serving as project recovery specialist using PMBOK and other PM methodologies, solutions architect, and program manager. Saved imperiled projects by identifying problems and collaborating with and mentoring project manager(s) to create and implement corrective action plans. Architected a replacement solution for the Securities and Exchange Commission's Public Dissemination System (PDS) (a mission-critical application impacting international financial markets) using the RepliWeb Managed File Transfer (RMFT) product suite. The PDS typically processes over 200 inbound and more than 4,500 outbound file transfers per hour and can accommodate peak periods of up to 18,000 file transfers per hour. The PDS serviced customers in Australia, Canada, Europe, and the United States.

- Enhanced PDS reliability and reduced service cost 40% by negotiating a SLA based service agreement and acquiring a new service provider.
- Grew gross margin from 46% to 71% on \$700K annual revenue by negotiating cost reductions and attracting new customers.
- Implemented a variety of cost saving measures that reduced annual support cost by an additional \$40K.

Program Manager – Federal Systems Division Apr 07 – Jun 07

Directed a project assessment of the interim Data Sharing Model (iDSM) for a U.S. Government Agency. Utilized a three-step project assessment methodology to complete the assessment in less than 50 days; the initial draft of the findings report was delivered within 45 days. The assessment team consisted of 19 subject matter experts who reviewed and evaluated more than 1,900 artifacts. In addition to artifact review and analysis, the project team conducted 22 personal interviews and performed four physical site visits. The assessment identified 27 project risk areas and 13 categories of improvement opportunities with a total of 1,463 unique findings.

Director, Service Delivery (DSD) Sep 04 – Oct 06

Managed contracted service delivery activities including project office, practice management, client delivery, business development, program management, project management, and IT coordination. Strengthened client base by delivering capability briefings to potential clients, updating project stakeholders on project status, and resolving delivery issues. Developed business solution architecture and created solutions presentations and value propositions. Directed RFP responses, priced proposals, and priced service contracts.

- Program Manager for #7 of InfoWorld's Top 100 IT Projects of 2006. Facilitated divestment of \$18B international conglomerate by establishing PMO governance, created and maintained collaboration workspace in Sharepoint, and developed executive-level dashboards.
- Secured outstanding customer satisfaction which resulted in a 0.05% service credit rate on \$19M revenue, versus .3% target.
- Managed a portfolio of projects for the hospitality business unit consisting of 10 hotel chains (6,550 total hotels), 30 brands of non-hotel leisure accommodations, and 145 vacation resorts. One critical project was a data center migration included the design and implementation of a new MPLS network, the acquisition and implementation of new infrastructure, the activation of 6 data centers, and the activation of 7 call centers including 2 offshore call centers. This project was completed with 0 hours of unplanned downtime.

Program Manager – Federal Systems Division Jul 03 – Apr 04

Supported \$127M, 10-year Air Force supply chain modernization initiative by leading program management office and implementing processes to control financials, delivery performance, quality, change, infrastructure, subcontracts, and risk. Analyzed corporate repository data and implemented data driven process improvements. Managed multiple simultaneous development projects ranging in size from \$200K to \$2M. Provided project recovery expertise when program faced trouble.

- Enhanced standards compliance 25% by implementing a Quality Management program.
- Eliminated \$150K budget deficit within 5 months by right-sizing PMO staff, realigning staff, and re-negotiating subcontracts.
- Achieved 6:1 ROI in 12 months by utilizing Rational Unified Process (RUP) and Evolutionary Process for Integrating COTS (EPIC) to improve Air Force supply chain efficiency.

Program Manager Feb 02 – Jul 03

Established a Program Management Office (PMO) for the Wealth Management Services division of State Street Bank and Trust Company. Collaborated with Office of CIO to establish an Enterprise Portfolio Management PMO (e-PMO).

- Defined the information model for the e-PMO based on the PMBOK.
- Managed a distributed team of 65 people using a global delivery model with offshore, near-shore and onshore locations.

Quality Assurance Manager Dec 98 – Feb 02

Managed project assessment activities to ensure statement of work (SOW) fulfillment by reviewing proposal, contract, and project execution documents including project plans, issue logs, status reports, and risk logs. Interviewed stakeholders to solicit information and produced comprehensive assessment reports. Responsible for driving organizational change into newly acquired entities. Developed and delivered advanced project management training sessions based on the PMBOK including solution-specific methodologies, project planning/control, risk management, earned value management, and estimating.

- Led 57 project assessments in 3 years.
- Member of the due diligence team for corporate acquisition of offshore capability. Worked directly with CEO and management consultants to assess and evaluate the delivery capability and cultural fit of the offshore company.

EDUCATION

Master of Information Systems
University of Phoenix, Phoenix, Arizona
May 2012

Bachelor of Science in Information Technology
University of Phoenix, Phoenix, Arizona
October 2005

Awards and Certifications

Program Manager for Project #7 of InfoWorld's Top 100 IT Projects of 2006
Project Management Professional (PMP), Risk Management Professional (RMP)
Certified in Risk and Information Systems Control (CRISC)

Publications & Conferences

Author – Chaos to Clarity: The Tao of Risk Management

Presenter – Risk Management Society (RIMS) 2015 Annual Conference, Quantify Risk Tolerance to Guide Risk Policy

Effective Project Risk Management, www.jwmc-llc.com/public_content/Effective_Project_Risk_Mgmt.pdf

Presenter – 10th Annual QAI & QAAM Conference, Effective Techniques in Risk Management

Presenter – 9th Annual QAI & QAAM Conference, Effective Program and Risk Management Dashboards

Presenter – 8th Annual QAI & QAAM Conference, The Role of Quality in Risk Management

Presenter – QUEST Toronto 2008, Manager's Solutions Workshop (Risk Management)

Presenter – 7th Annual QAI & QAAM Conference, Effective Risk Management for IT Projects