
GENERAL MANAGER/CHIEF OPERATIONS OFFICER

Turnaround Management ▪ Executive Leadership ▪ Process Improvement

Operations executive, who repeatedly heightens accountability and creates structure to drive profitability, develops problem-solving and leadership skills to overcome hurdles and achieve goals. Design strategies and lead tactical implementation, create quality procedures, support change management and meet client satisfaction.

Career Highlights:

- ☑ Improved profit margins by while administering contracts worth up to \$200M annually while driving customer satisfaction with program performance.
- ☑ Develop talent to create and administer company policy and procedure for start-up organization experiencing 100% revenue growth in 5 years.
- ☑ Navigated various organizational restructures, creating management structures to balance bandwidth, empowering managers to set expectations, and engaging staff from the ground up to improve accountability.
- ☑ Implement programs resulting in cost savings throughout the years from 10% to more than 50% on various initiatives within organizations.
- ☑ Successful growth of 9 additional contracts in past 8 years and maintaining satisfaction on 3 additional contracts for 20 years

Software Expertise: Microsoft Office Suite (Word, Excel, PowerPoint, Outlook), Visio, Microsoft Project, SharePoint

Top Secret Clearance-SCI

PROFESSIONAL EXPERIENCE

COMPANY	2021 to Present
COMPANY	2018 to 2021
COMPANY ▪	2005 to 2018

Vice President/Program Manager (2014- Present)

Chief Operating Officer, Clearance & Inspections Business Unit (2012–2014)

Program Analyst/Quality Control Manager/Case Manager (2005-2012)

Direct oversight of \$200+M P&L management including over 2500 dispersed personnel nationwide. Partnered with CEO, CFO, CIO and cross-functional internal management to architect and execute turnaround management plan that would upgrade talent, improve processes, obtain buy-in from stakeholders and improve client satisfaction.

Organization and Talent Management: Sharpened operations to meet growing workload demands and rise to the challenge during introduction of revenue goals, improving accountability and communication across organization.

- Established planning, execution, and quality verticals to improve resource utilization while achieving goals, co-creating action plans/milestones with teams, tracking progress, and implementing disciplinary actions.
- Increased revenue nearly 50% and profit margin 10+% by scaling team, setting rework and on-time delivery goals, and addressing non-performance.
- Completed cost analysis to absorb 70% increase in training costs, negotiating terms to maintain profit margins.
- Developed metrics to guide addition of managers during growth and provided operational direction and support to new leadership roles.
- Overhauled recruitment to improve manager effectiveness, introduced coaching program to increase field employee retention, and bolstered training processes to meet new contractual requirements.
- Cleared up 2 periods of backlog ahead of schedule, guiding leaders in determining layoffs, analyzing data to direct project prioritization, and completing cost analysis to drive profitability.
- Initiated help desk, hiring, training, and designing processes for team of 5 that scaled as team grew to 20 employees supporting quality efforts.

Program Management: Provide continual review and oversight of various contract aspects to ensure compliance and customer demands were met.

- Renegotiated multiple contracts to align with policies across states and ensure proper benefit payments for cases.
- Consistently delivered project profit margin that nearly doubled the industry average, automating invoicing, implementing quality control processes, and creating electronic storage system for the organization.
- Authored 200-page responses to RFPs, including technical proposal, security manual, and security, quality control, management, and training plans on four contracts.

Technology Integration: Collaborated with new CIO and IT directors/staff to transition function from reactive to a strategic partner in business operations, creating project management processes to track and prioritize projects.

- Streamlined leave approval by implementing system to track capacity and manage high workload across staff base of 40% contractors and 60% employees.
- Transitioned to electronic records, improving communication with customers and reducing operational costs.
- Automated workload management by leading project to improve functionality of management screens.

Process Improvement: Cut overtime costs and improved quality by revitalizing morale in quality department, restructuring month-end processes and creating alternative scheduling options.

- Bolstered efforts to win contracts requiring ISO 9001 designation by developing process maps, creating documentation, and managing change to implement requirements.
- Cut overhead cost per unit in half, increasing efficiencies to turn around administrative group in 2 months by automating processes, setting goals, and creating assembly line system within team.

COMPANY 2001 to 2004

District Manager, OPM & AF Contracts (2003–2004) / Investigator, OPM & AF Contracts (2001–2003)

Originally recruited to serve as a Field Investigator and in less than 2 years promoted to District Manager to identify issues negatively impacting district operations with full P&L responsibility to plan and execute district turnaround with oversight of 60+ employees.

Organization and Talent Management: Turned around district losing \$400K quarterly, promoting growth to earn \$400K a quarter in profits in 12 months and move from 13th out of 13 districts to 3rd out of 13.

- Cut overtime costs and improved quality by revitalizing morale in quality department, restructuring month-end processes and creating alternative scheduling options.
- Developed and implemented new process and controls that provided accountability and uniformity throughout the district and improved productivity and quality.
- Hired, trained, and managed team to perform within federal standards of background investigations.

EDUCATION Master of Public Administration (MPA) ◻ University of Nebraska at Omaha (2005)
 Bachelor of Science ◻ University of Nebraska at Omaha (1998)

PROFESSIONAL DEVELOPMENT & MEMBERSHIPS Women’s Impact Network Mentor (2021-Present)
 Executive Coach (2021-Present)
 Sigma Green Belt (2020)
 Board of Directors, Women in Defense RMC (2018-2019)
 Board of Directors, Envision, Greeley, CO (2013-2016)
 Member, Business/Professional Women’s USA, Omaha, NE (2004–2005)
 US Investigations Leadership Circle (2003–2004)