

# Carla C. Emmons

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Greater Philadelphia / Drexel Hill, PA

## Summary

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Success requires organization, communication, flexibility and effective team management. Within large or emerging organizations, success can be particularly challenging to achieve. I enjoy a challenge.

I am an experienced and versatile project manager with a background in information technology, customer service, and team-building. My key strengths include bringing appropriate, tailor-made processes to areas experiencing difficulties and providing reliable and creative project management and problem-solving. I have worked with a wide variety of clients ranging from end-users/customers and developers to business partners and senior management.

## Skills Overview

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### **Project Management Skills:**

- Expert in process design and implementation for system development life cycles and business functions
- Extensive experience with large and small scale development, implementation and migration projects through all major phases of software development from design through end-user support
- Able to ensure that the project goal is kept in sight while balancing competing priorities
- Able to identify, design and implement project management and business processes to improve workflow and efficiency and to ensure successful, on-time projects
- Able to provide appropriate analysis of options and ROI estimates
- Experience managing localization projects using translation memory tools

### **Technical Skills:**

- Experience with large IT infrastructure projects involving enterprise servers, high availability hosting solutions, data management systems
- Experience with typical business computer hardware, software, networking as well as project management and customer management tools.
- High aptitude for learning new environments and platforms

### **Communication Skills:**

- Able to identify the need for and to produce consistent, comprehensive, and useful documentation for highly technical systems or processes for many levels of technical and non-technical audiences
- Extensive writing experience, including user's manuals, technical documentation, requirements documents, installation guides and business plans
- Confident when "on-the-spot" with clients, customers or other teams
- Dedicated to user education and effective communication

### **Management Skills:**

- Proven success with limited resources and challenging timelines
- Successful virtual team leader working with remote team members in multiple time zones
- Team builder and communicator with significant direct management experience

## Experience

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### **Precision Ad Solutions**

Vienna, VA

June 2009-present

**Senior Technology and Business Consultant.** Engaged to assist with the start-up of an on-line advertising software and services company and support the operations of its sister company.

- Designed and implemented a contingency and technology plan for 15+ publisher sites
- Provided software industry experience and insight to the start-up process including the business plan, service models and vendor selection & negotiations
- Led analysis of enterprise software options and IT infrastructure choices

## **Pfizer Inc.**

New London, CT

June 2006-Dec 2008

**Senior Project & Process Maturity Manager (via SAIC).** [2006] As part of the Adapting to Scale program in SI, managed the migration of sensitive and regulated systems out of the Parsippany and Morris Plains data centers. Coordinated resources at multiple locations for the successful migration of difficult systems.

Took over a major migration of 15+ applications and servers “mid” project and surfaced significant problems with timelines, resource projection and technical assessments. Worked with Business stakeholders and technical experts on staff to reassess the migrations and rebuilt the project plan. 85% of the migration was completed on-time according to the revised project plan.

[2007-2008] Engaged as a process maturity and project management mentor for Pfizer Research and Development to support and guide project managers. Special projects assigned regularly.

- Provided in-depth support and mentoring to project managers as needed to develop their professional skills to align with Pfizer expectations and requirements
- Assisted project managers in addressing risks and issues that impact their projects
- Provided feedback from project managers to the Project Management Organization (PMO) overseeing the R&D projects and programs
- Assisted the PMO in identifying and addressing needs and issues of project managers
- Active role in the development, deployment and successful adoption of new processes and tools
- Provided additional support and back-up for Delivery Leads and other members of the PMO
- Change Agent for the Enterprise Life Cycle, the umbrella process governing all projects in Research & Development Informatics

## **Edison Schools, Inc. & School District of Philadelphia**

Philadelphia, PA

December 2003-June 2006

**Regional Manager of Technology Services.** Managed a team of 9 support technicians and data managers. Supported 22 Philadelphia Elementary and Middle Schools under the management of Edison Schools, Inc. Supervised all levels of user support, technical management and related project management to school sites.

- Responsible for school technology implementations and support for current and future schools
- Managed technology projects from security standards implementation to network and computer upgrades; managed and tracks issues and bugs with the external Edison Technology teams
- Provided budget consultation to ensure appropriate funding of technology purchases and staff
- Developed and implemented support and communication processes to improve the quality and efficiency of support to schools
- Assumed the duties of Regional Technology Director after his departure

## **WebCT, Inc. (now Blackboard, Inc.)**

Lynnfield, MA

December 1999-October 2003

September 2001-October 2003

**Localization Project Manager.** Provided technical and project management support to 15+ teams of translators and resellers (20+ languages) for the WebCT products and translation system. Contracted with professional translation firm for high priority and high market value language translations. Worked with the Sales department to ensure we met their strategic international needs and to reassess priorities regularly. Educated sales staff on the translation process and kept them updated regarding availability. Projects ranged from full-scaled localization provided by contractors to enthusiastic reseller translation teams to customers with scant resources but interest in a localized version of the product.

- Streamlined the localization and translation process to be more responsive to business needs
- Managed localization and globalization projects for enterprise software
- Managed custom API and systems integration projects
- Provided processes and comprehensive documentation supporting above projects for many levels of technical and non-technical audiences
- Maintained version control on translation glossaries and managed projects using translation memory tools
- Suggested changes to the software that could improve globalization
- Provided explanations of complicated technical concepts at various levels of complexity

- Effective group coordination and communication for numerous simultaneous projects
- Able to respond to changing business priorities in a high-paced market

**Engineering Project Manager.** Provided the Architects Council with project management services. Communicated daily with product architects and other project managers to facilitate the timely writing and review of technical architecture documents for releases under development. Provided drive and structure for the design process for enterprise software releases.

- Formalized and improved the technical design process to ensure reliability and predictability of technical design document delivery
- Formalized the channels through which the Architects were accessed by other groups in the company to increase their efficiency and productivity
- Provided explanations of complex technical concepts to various audiences
- Risk analysis when deadlines loomed or resources were unavailable
- Project prioritization under pressure, able to respond to changing development and customer priorities quickly and effectively

**Product Manager.** Combination project and product manager for the WebCT e-Learning Hub (extensive web site with many learning tools and resources as well as e-commerce) and the Content Showcase (online course materials made available by publishers). Worked closely with stakeholders to ensure that the Hub met all needs within reason and within the constraints of available resources.

- Responsible for the evaluation and prioritization of feature requests based on business needs and available resources
- Helped develop a process for producing product specification documents that aided in predicting their completion, contributed to the development of the software development and release cycle

*January 2001-September 2001*

**Operations Project Manager.** Special projects manager for the COO and CEO of the company. Special projects included budget work (compensation, capital purchases, corporate budget, etc), company vision, company process and procedure analysis and improvement, preparing materials for the board of directors and/or major business partners, and functioning to bring together resources from multiple departments to accomplish a single set of goals. Frequently called upon to "fight fires" for any of the departments under the COO.

- Provided special project management to departments and cross-functional projects in need
- Assisted the COO in research and development of the long-term company vision, including researching future technologies and anticipated market needs
- Investigated business needs, market trends, competitors, analyzed benefits of possible solutions, provided Big Picture information directly to the COO or other company officers

*March 2000-December 2000*

**Manager, Content Support Team.** Worked in Vancouver, B.C. within the Customer Support organization. Built a specialized team to support 3rd party content partners and users of 3rd party content. Highlighted Support as a team with critical knowledge of the platform and customers. Introduced other departments to mining that knowledge for insight and improvements.

- Identified customer and partner needs and designed a support team and support process to address those needs
- Worked with other Support managers to create effective policies and procedures for general Support processes and functions
- Created and implemented processes and procedures for contacting the Content Team, escalating issues, communicating with publishers, reporting bugs in content, etc.
- Designed formal training program and materials for the Content Support Team and assisted in the design of a similar program for the whole Support organization
- User and partner satisfaction increased significantly with the successful creation of the Content Team

*December 1998-March 2000*

**Manager, IT and MIS,** for a dynamic Internet start-up company. Built the IT department from the ground up in a fast-growth environment. Reported directly to the COO and V.P. of Finance.

- Implemented IT infrastructure projects including e-mail servers, print and file servers, networking, data backups, purchasing and internal IT policies and procedures, and standardization of hardware and software
- Provided project management and guidance for enterprise software implementations
- Supported 75-100 local users and 30-50 remote users in a multi-platform environment (Windows 98, Windows 2000, Windows NT, Macintosh OS, Linux, Solaris)
- Responsible for capital equipment budget and all hardware and software purchases during a period of high-paced growth

**Digital Equipment Corporation** (*now Hewlett-Packard*)

Nashua, NH

September 1997-December 1998

**Technical Writer.**

***Education***

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Dartmouth College

Hanover, NH

A.B. in English June, 1997, concentration in Medieval English literature. Additional coursework in computer programming and technology.