

# Heather Hollick

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*Program Leadership — Project Portfolio Management — Technology Rollouts  
IT Infrastructure — Vendor Management — Engaged Teams*

- More than 20 years experience in leadership positions ranging from IT to human resources to start-up operations.
- Able to reach across organizations and coalesce new teams in the face of rapidly adjusting project priorities
- Built and led multiple teams in IT, service delivery and end-user support.
- Established and delivered project portfolio management for multiple large enterprise organizations.
- Successfully delivered large-scale, multi-country, multi-site projects.
- Influence and accountability at COO and CIO levels.
- Effective at leveraging outsourcing partners to deliver increasing levels of service.
- Accomplished presenter and speaker.
- Mentor and coach for many high potential people.

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## CAREER HIGHLIGHTS

**Rizers, Inc.** ..... 2007 – Present

*Founder*

Currently developing the business plan and foundation for a web-based career management site and community. Building upon the explosion of social networking to harness the self-organizing behavior of the social web and amplify the impact of a small number of career coaches, enabling a broad array of ambitious professionals to accelerate their careers.

**Department for Work and Pensions (DWP) — United Kingdom** ..... 2005 – 2006

The DWP comprises seven major public agencies employing more than 120,000 people. Its outsourced IT suppliers encompassed an additional 6,000 employees. Delivered IT projects and services on a massive scale to a client base under intense scrutiny from the press and the public.

*Head of Operations – Service Delivery*

Led the development of a senior leadership team in an ITIL standard environment. Accountabilities spanned manager development, coaching, organizational design, hiring, and process improvement.

*Head of Corporate Infrastructure Delivery*

- Created a new project delivery organization to maintain enterprise accountability while project responsibility was transferred to fully outsourced IT providers.
- Accountable for a project portfolio of more than £60M (\$110M) funding 10 major programs and touching more than 2,000 sites and 120,000 employees.
- Managed more than 200 employees through a downsizing effort to a team of 20.
- Project oversight included an upgrade of more than 160,000 PC laptops and desktops from Windows 2000 to XP. Over 95% of the machines were upgraded remotely with no human intervention. Active roll-out was completed in 9 months with absolute minimal disruption.

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## **CAREER HIGHLIGHTS (CONTINUED)**

### **Cisco Systems — San Jose, California ..... 1999 – 2004**

#### ***Program Manager / Consultant – HR Shared Services ..... 2003 – 2004***

- Led an international business process team to develop an outsourcing strategy for global HR Services. Provided thought leadership and program structure to deliver a model that integrated organizational design, an innovative approach to vendor management, highly leveraged technology and well-defined vendor management roles.

#### ***Program Manager / Internal Consultant – IT Infrastructure ..... 2001 – 2003***

- Led an initiative to dramatically improve project success. Worked at all levels across a 600 person organization to build relationships, create processes and implement organizational structure for project portfolio management. Consolidated over 500 projects down to 20 key initiatives and less than 80 ancillary projects. Enabled IT leadership to proactively manage employee workload, optimize project resources, and greatly improve project completion rates.
- Defined and implemented effective program management as a part of a comprehensive solution to ensure successful projects.
- Established a Program Management Office for key programs. Held project owners accountable for key performance indicators, advised project managers on effective project planning and delivery, and mentored program managers on critical projects.

#### ***Manager, Windows Hosting Services – IT Infrastructure ..... 2000 – 2001***

- Identified and filled a gap in enterprise application infrastructure by creating a support team around the Microsoft Windows platform. Supervised a team of system administrators supporting more than 1,000 Windows NT and Citrix servers. Interface with all application development teams for change management, release planning, capacity planning and emergency maintenance services.
- Designed and implemented a three-year, \$3.6 million alliance with Microsoft Consulting Services that provided four full-time Microsoft engineers on site. Defined services to provide premier support and a conduit to product services and development at Microsoft.

#### ***Senior Project Manager, NT Operations– IT Infrastructure ..... 1999 – 2000***

- Revived several critical projects.
- Extensive recruiting for new top talent.
- Served on several post-merger integration teams. Adopted Cisco’s world-class acquisition integration methods.

### **Exodus Communications — Santa Clara, California ..... 1999**

#### ***Manager, Network Operations***

Led a team of 10 on all aspects of network and server operations in a rapidly expanding company of 1,300 employees and 26 locations.

### **International Network Services — Northern California ..... 1998 – 1999**

#### ***Consultant***

Led high profile projects, including leading a team of 12 on a 2-month project that developed a blueprint to migrate 2,500 Novell servers to Microsoft NT within 3 months.

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## **CAREER HIGHLIGHTS** (CONTINUED)

### **Delta Dental of California — San Francisco** ..... 1997 – 1998

#### *Manager, Desktop and Server Support*

- Managed a team of eight to provide all end-user and back-end server support for 2,200 employees.
- Substantially improved serviced levels and introduced processes to sustain improvements. Reduced and maintained open help desk tickets from over 500 to a sustainable level under 50.

### **United Healthcare — Colorado, New Mexico, San Francisco** ..... 1989 – 1997

- One of four core Program Managers responsible for opening a new health claims processing center for 300 employees in Albuquerque. The office went from conception to fully functional in eight months, capable of handling 40,000 health claims and 20,000 customer services telephone calls per week. Established all support services including Mail Room, Audit, Training, and Computer Services.
- Led the development of database information systems that significantly enhanced the ability of local management teams to drive performance. Deployed systems to several regional claims processing centers.
- Managed field support for five remote offices serving more than 750 employees. Led team of seven with employees in San Francisco, Denver and Southern California.

### **High School and College Instructor — Indiana, Colorado** ..... 1982 – 1989

Taught high school and college mathematics, including courses in calculus, linear algebra, pre-calculus, college algebra, trigonometry, and physics. Refined the art of communicating complex ideas to any audience.

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## **QUALIFICATIONS**

MBA, Haas School of Business, University of California at Berkeley ..... 2004  
President, MBA Association

M.S. in Applied Mathematics, Purdue University, West Lafayette, Indiana ..... 1986  
Extra courses in philosophy and computer science

B.S. Major in Mathematics, Minor in Physics, Huntington University, Indiana ..... 1982  
Graduated Magna Cum Laude; Alpha Chi Honor Society; President, Student Union

Stanford Advanced Project Management Certification ..... 2004  
Stanford Center for Professional Development

Member: Project Management Institute