DARREN K. SHAFER

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Enterprise Transformation Leader

Program/Project Management • Business/Systems Analysis • IT Leadership

Cross-functional Leader – Collaborative Business Partner – Trusted Change Agent

"Building Agile, Responsive Organizations that Enhance the Customer/User Experience"

Business and Technology Leadership Competencies

- Program & Project Management
- Agile Coach & Scrum Master
- Process Reengineering
- Strategic Vision & Planning

- Business & Systems Analysis
- Operations & Technology
- Business & IT Management
- PMO Development

- Systems Integration
- Relationship Management
- Service Delivery
- Audit & Compliance

Lead, coach and support organizational transformation balancing **Agile** and Waterfall approaches to **Portfolio, Program, Product**, and **Project Management**. Wide-ranging IT/Business and Operations experience within **retail credit, clinical, telecommunications, finance, banking and travel industries**. Apply knowledge of **SAFe, Agile, Scrum, Waterfall,** XP, Lean, Kanban, DevOps, ITIL, MOF, MSF and SDLC to select the best approach for **Process Improvement** and implementing enterprise initiatives. Collaborate with and **lead cross-functional IT and Business** teams to plan, build and implement **automated solutions** with **EDW** tools such as **DB2, Azure, Teradata, Snowflake** and **Databricks**.

Professional Experience

Apex Systems, Overland Park, KS — Oct 2022 to Jan 2024

Sr. Project Manager, Chief Scrum Master, Kansas University Medical Center

Chief Scrum Master, Agile Coach and **Project Manager** for the Kansas University Medical Center as a consultant through Apex Systems, providing leadership and guidance to Operations and IT leaders, multiple development teams and other project managers, product owners and Agile project teams.

- **Chief Scrum Master** for KUMC's HITS (Health Information Technology Services) organization Frictionless and Ambulatory scrum teams responsible for **automating** clinical and ambulatory **business and data processes, table migrations and system/application usage reporting**.
- Co-facilitated **Agile/Scrum training** for multiple teams, guiding each team's launch through many sprints/iterations until they were ready to be transitioned to their own internal scrum masters.
- Chief Scrum Master for KUMC's Frictionless Enterprise Program consisting of multiple teams, **coaching and leading their adoption of Agile and Scaled Agile** concepts and framework to create a more "frictionless" experience for patients, internal employees and physicians.
- **Developed new and improved processes** for product/project management and **reporting** utilizing browser-based Planview AgilePlace and SharePoint to support scaled Agile transformation.
- Produced multiple ongoing **executive-level communications/reporting** information radiators that were adopted and used by teams and leadership to **assess, predict and improve performance**.

Tools: Agile/Scrum, SAFe, Planview AgilePlace (formerly LeanKit), SharePoint

T-Mobile, Overland Park, KS — Oct 2019 to Sep 2022

Sr. Project Manager and Agile/Scrum Transformation Coach, SA, SASM

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Agile transformation coach, Scrum Master, Program/Project Manager, protector, and servant-leader for the transformation of T-Mobile's Enterprise Fraud Management organization.

- Developed and managed project plans for **guiding the transformation of Fraud Technology, Data Science, Data Analytics, Reporting, Business Intelligence**, Strategy, Compliance, and other technical and operational teams to an Agile framework, **migrating from Rally to Jira Align/Jira**.
- **Led multiple enterprise level projects** in their adoption of **SAFe, PI Planning** sessions and preparing Product deliverables for consumption by Enterprise Technology Services.
- Collaborated with and **led multiple initiatives** for the Data Reporting, BI and Data Science teams to **automate** the acquisition, transformation, loading and reporting of **data for multiple sources** necessary to identify fraudulent trends in retail store transactions **and prevent or mitigate losses**.
- **Led multiple teams** across the Fraud Management organization in their efforts to **consolidate, migrate and sunse**t multiple technology platforms (**SQL Server, Teradata, AWS, Snowflake**, etc.).
- Produced multiple **executive-level communications/reporting** information radiators.

Tools: Agile/Scrum, SAFe, Rally, Jira Align, Jira, Visio, SharePoint, Tableau, Power BI
Environment: Teradata, Oracle, SQL Server, Databricks, Snowflake, Hadoop, Machine Learning, AI

ShaferNet Consulting, LLC, Olathe, KS	Sep 2018 to Oct 2019
IT/Business Management Consultant	

Management Consultant providing **IT/Business Leadership**, Business Process Management, **Project/Program Management**, **Agile/Scrum coaching**, System/Software Integration and web development services.

- Partnered with **DataLoci** to develop a variety documentation including **strategic roadmaps**, business process maps and a presentation document for their **SolarWinds** Enterprise Tool Analysis and Architecture Recommendation for the USAF.
- Contracted with **The Kansas City Southern Railway** to help them develop IT/Business solutions on the **ServiceNow** platform and provide Agile coaching for a development team, BAs and managers.
- Develop and manage **web, social media, SEO and marketing** content for multiple small businesses.

Tools: Adobe Suite, Microsoft Office Suite, SeviceNow, SolarWinds, Trello, Agile/Scrum, SAFe

Charter Communications, Greenwood Village, CO	Aug 2016 to Jul 2018
Sr. Project Manager, Agile/Scrum Transformation Coach, SA, SASM	

Project Manager, Agile Transformation Coach, Scrum Master for the transformation of 15 Charter Communications Spectrum Enterprise Commercial **Product Development** and **Emerging Technologies** teams to an Agile/Scrum framework.

- Facilitated and led multiple teams as a **Senior Project Manager, mentor and change agent** to continually and iteratively improve the approach to planning and delivery of leading-edge business, network and technology solutions **for large scale commercial products** and customers.
- **Led SAFe adoption, transformation of 15 teams and 60 projects** across Spectrum Enterprise for Emerging Technologies, Enterprise Product Data, Voice, Video and Client Experience.
- Planned and executed Enterprise Product tools **migration to Clarity and JIRA** from MS products.
- Applied knowledge gained from SAFe 4 Agilist (**SA**) and SAFe Advanced Scrum Master (**SASM**) Certifications daily to progress the adoption and understanding of SAFe across the organization.

Tools: JIRA, Agile/Scrum, Kanban, SAFe, MS Project, Visio, Clarity

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Schwab Charitable, Lone Tree, CO	Nov 2014 to May 2016
Agile/Scrum Coach, Project Manager, Transformation Consultant	

Scrum Master and **Agile Coach,** protector and servant-leader for Schwab Charitable's Distributed Application Critical Engineering team (**Database & Web Services**) and the Operations Technology Services UI development, QA and SOA QA teams.

- **Successfully led multiple projects for the transformation** of the Distributed Application Support team and Ops Central UI Development, QA and SOA QA teams from **waterfall to Agile/Scrum**, then continued to lead, **coach** and **mentor** them as they inspected and adapted through retrospection.
- Served as **Scrum Master, facilitator, catalyst** and **change agent** for **continual improvements to the approach, planning and execution of critical business solutions and processes**.
- Developed and delivered an **effective, self-paced and instructor led Agile/Scrum training** for team members that had no prior training or exposure.
- Provided input and insight to **Schwab's Agile Process Community** and **Scrumology forum** to help develop and **promote common Agile/Scrum practices** across the organization.
- Provided early **Agile/Scrum coaching/consultation** to the Sales & Service Technology team.
- Performed **Product Owner** role/responsibilities for the Schwab Charitable Charity Screens in the Ops Central application.
- **Redesigned** and maintained the **Schwab Charitable Technology SharePoint** site and wiki.

Tools: Agile/Scrum, Kanban, TFS, Visual Studio, SharePoint, MS Project, Visio

Travelport, Centennial, CO	May 2011 to Feb 2014
Sr. Project Manager, Agile/Scrum & Technology Consultant	

Provided leadership and **Agile Program and Project Management** for **multiple front and back end initiatives** within Travelport's **flagship Global Distribution System** platforms, Universal Desktop™ and Universal API™.

- **Sr. Scrum Master and Project Manager** providing **leadership, coaching/consultation** to multiple Enterprise PMO initiatives to adopt and adapt to **Agile/Scrum SDLC methodologies and Microsoft Project Server** technology, and blend or retain some waterfall development as necessary.
- **Developed tools, processes and communication methods** for transparent, seamless Agile/Scrum and Waterfall **dashboard reporting** at Developer, Project, Product, Program and Executive levels.
- Leveraged and integrated tools, languages and technologies such as **Microsoft Team Foundation Server, Visual Studio 2012, SharePoint, JIRA, Greenhopper, TFS Workbench, Kanban**, Basecamp, Extreme Planner, .Net, WPF, Web Services, Mule ESB, Informatica and **Cognos**.
- Utilized **Agile, Scrum**, Iterative and Waterfall SDLCs to plan, coordinate and manage execution of work for large, **globally distributed cross-functional on and offshore teams** in the areas of Performance, Infrastructure, Feature, UI/UX, API and Security. **Reduced usable software delivery windows from 6-9 months down to 3-6 weeks and defects from hundreds to just a few.**
- Performed **SharePoint Site Administration** including site layout/design, workflows and content management to **organize and streamline Program, Project and process documentation**.
- **Introduced new tools to improve facilitation of teamwork and communications** between global, cross-functional Product, BA, Development, QA, Middleware, DBAs, Architecture and BI teams, improving the delivery of complex and technically diverse end-to-end software solutions.

Tools: Agile/Scrum, Kanban, TFS, VS 2012, SharePoint, JIRA, Greenhopper, TFS Workbench, Extreme Planner, Informatica, Oracle, Cognos, MS Project, MS Project Server, Visio, Trello, Team Gantt

ShaferNet Consulting, LLC, Lenexa, KS	Sep 2009 to May 2011

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IT/Business Management Consultant

SMB Management Consultant startup providing **IT/Business Leadership**, **Business Process Management, Process Improvement, Project/Program Management**, System/Software Integration and web development services. Provide consultancy in Real Estate Investments/Sales and Green Conservation/Sustainability to residential and commercial clients.

- Partnered with clients to develop a variety of **strategic roadmaps**, **business process maps** and organizational excellence practices, standards and documentation.
- **Web and social media consulting** for small businesses, non-profit organizations and charities.
- **Volunteer presentation/educational speaker** for environmental non-profit group Bridging The Gap.
- Commercial and residential real estate consulting for clients and investors. **Develop Comparative Market Analysis** and supporting regional market data trends to set pricing and negotiation leverage.

Citigroup, Kansas City, MO   Feb 2004 to Sep 2009
Senior Vice President – Technology Director

Responsibility to **direct the North America Operations and Technology Recovery Systems** organization, which included **Project Management**, **MIS**, **System Administration** and **System Controls** functions. Ensure alignment with North America IT Centers of Excellence, Information Security Offices, PMO, Audit/Risk, Vendor Management, Finance, Operations, Process Excellence, Senior Directors, Line Directors and other Senior Management. **Establish and drive the technology direction** necessary to support and execute **enterprise level initiatives** that **continually improve performance**, minimize franchise risk, lower unit costs, and gain or maintain competitive advantages for Citi.

- Led direction/execution of **Data Warehouse and Business Intelligence** initiatives that **reduced systemic and operational overhead by 80-100%.**
- Led multiple cost/benefit/gap analysis initiatives to **integrate or replace legacy system** interfaces and platforms with modern Web application architectures.
- Led development of an **Electronic Media** solution that **reduced operational expenses by at least $1.6 million** and created a potential annual **revenue stream upwards of $70 million.**
- Led development of a centralized enterprise platform that **eliminated the use of non-standard risk-prone tools** from critical business processes for **over 350 IT Services.**
- Led integration of **secure file transfer** tools to facilitate secure exchanges with external vendors, **saving a minimum $100,000/year** and significantly minimizing franchise risk.
- Implemented a new internal **Help Desk and Service Delivery** model based on **MOF/MSF (ITIL).**
- Personally developed and maintained all internal **SharePoint** sites to manage change control, work request deliverables, process documentation and **facilitate workflow for hundreds of employees**.
- **Managed multiple critical technology vendor relationships** and associated contracts and billing invoices, continually monitoring and negotiating to **save thousands annually**.
- **Coordinated external Vulnerability Assessments** and on-site Third Party Information Security assessments for technology vendors, **reducing findings from hundreds down to a handful.**
- **Developed and maintained IT best practices**, methodologies and policies to meet or exceed internal audit, risk and **SOX compliance** measurements and requirements.
- **Leveraged common technologies**, resources and best practices across multiple lines of business and IT functions to **improve standardization** and economies of scale.
- Provided **hands-on leadership, management**, project management, systems analysis, business analysis, SDLC tools and concepts, application development, change control and database administration to levels required **to execute against enterprise goals.**

Tools: VB.Net, MS Access, SQL Server 2005, Teradata, Cognos, MS Project, Visio, SharePoint, MOF/MSF, ITIL

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Sprint PCS, Overland Park, KS
Software Engineer, BA, SA, PM
Oct 2001 to Feb 2004

Project Manager, Systems Analyst, Business Analyst and Implementation Manager roles for IT Application Development. Led the implementation, testing, troubleshooting and support of client call center applications in a multi-tier, multi-application environment for Sprint's 3G wireless network.

- **Improved software quality and stability** of multiple client call center applications with superior automated testing tools and systematic elimination of defects, and by providing strong leadership, technical and professional guidance/support to other software engineers and project managers.
- **Boosted ROI** by **developing LOEs**, impact matrix/models and scoring tools to prioritize new projects, maintenance, enhancements and functional requirements.
- Led, managed and deployed high volume of software development projects in a heavily matrixed, architecturally complex system and business environment.
- Led development **JAD sessions** as application and business SME. Designed integration of new industry **3G technology** requirements with the existing technology and functionality.

Tools: Clarify Clear Basic, Visual Basic, Toad, SQL, MS Project, Visio

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DMR Consulting, Overland Park, KS
Senior Systems Development Analyst
Feb 2001 to Oct 2001

Software design consultant and Systems Analyst for Sprint PCS. Provided critical system and application analysis, development, design and troubleshooting of major, multiple client call center applications in a highly complex multi-tier, multi-application environment.

- **Strategic and tactical leadership**. Interviewed stakeholders, defined business, system and data requirements, wrote and maintained functional and technical system and application specifications.

Tools: Clarify Clear Basic, MS Project, Toad, Visual Basic, Visio

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Quest Diagnostics (LabOne, Inc.), Lenexa, KS
IS Programmer/Analyst II
Feb 1998 to Feb 2001

Direction, **customer relationship**, development and maintenance of **ASTM** remote client **clinical laboratory** software applications and internal VAX CASE tool applications using VB/Access, GoldRun, Oracle, SQL and PL/SQL. Slashed data entry and processing time by **96%** while maintaining data quality and **HIPPA** compliance. Improved collaboration and communication by developing department Intranet.

Tools: MS Access, MS Visual Basic, SQL, PL/SQL, Oracle, Oracle Designer/Developer 2000, DOS Batch

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GE Capital, Lenexa, KS
IS Programmer/Analyst
Feb 1989 to Feb 1998

Dramatically increased productivity and operating efficiencies with multiple iterations of **front and back end office automation**. GUI, batch and database programming, web development, audio/visual and telecommunications support, multiple platform hardware/software support and security administration. Daily interaction with vendors, clients, internal and external users and management of all levels. Managed high-volume workloads in a fast-paced environment of 150+ associates.

Tools: MS Access, MS Visual Basic, VB.Net, Rexx, Visual Rexx, SQL, C, C++, HTML, Alpha4, FoxPro, Davox, AS/400, IBM 3270 & 5250 Terminal Emulation, Windows, OS/2

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Education

Scaled Agile, Inc., Greenwood Village   Jan 2018 to Mar 2018

- SAFe® 4 Agilist (SA)
- SAFe® 4.5 Advanced Scrum Master (SASM)

Agile for All, LLC, Aurora, CO   June 2013
- Agile for Teams

Career Education Systems, Kansas City, MO   Apr 2010 to May 2010
- Kansas and Missouri Real Estate License

George Washington University, Washington, D.C.   Feb 2002 to Oct 2003
- PMP certification curricula

University of Kansas, Lawrence, KS   Aug 1986 to May 1988
- Architecture and Industrial Design curricula

Skills & Expertise

Enterprise IT/Business Leadership, Strategic Vision and Planning, Business/Systems & Organizational Integration & Alignment, **Program/Project Management**, Systems/Business Analysis, **Scaled Agile Transformations, Scrum**, Lean, Kanban**, Agile/Scrum Coach**, Matrixed Organizations, Cross-functional Communication, Performance Monitoring, Team Building, Mentoring, Business Process Management, **Business/System Process Reengineering**, Contract and SOW Negotiation, Vendor Management, Gap Analysis, Requirements Management, GUI Design and Interaction, Functional & Technical Specifications, Problem and Issue Resolution, Root Cause Analysis, Vulnerability Assessment Mitigation, Service Delivery, **Processes & Standards Management**, ITIL, MOF, MSF, SDLC, PDLC