

JACALYN SMELTZER, PH.D.

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[Linkedin Profile @ www.linkedin.com/in/smeltzer](http://www.linkedin.com/in/smeltzer)

[Linked Interview @ www.e-businesssystem.com/cip/cip-JacalynSmeltzer.htm](http://www.e-businesssystem.com/cip/cip-JacalynSmeltzer.htm)

Experienced Leader who excels at driving initiatives requiring collaboration between business units and technology seeks leadership role in program management, information management, or business process management. Works well at all levels of the organization to shape strategic direction and long-term vision, and execute high-visibility, large-scale corporate initiatives. Manages portfolio-level strategy and planning, and oversees multiple teams. A deep understanding of the principles of human behavior backs a leadership approach that focuses on improving efficiency and facilitating productive work environments wherein people have fun and want to come to work. Demonstrated ability to accurately assess business challenges and transform creative ideas into workable solutions.

Professional Experience

Over 15 years experience in consultative, contractual, and internal leadership roles working across a diverse set of industries including retail, eCommerce, automotive, manufacturing, research and development, finance, pharmaceuticals, healthcare, transportation, and hospitality.

INDEPENDENT CONTRACTING

2008 to 2009

Program Manager, Web Channel (Intercontinental Hotels Group (IHG))

2008 to 2009 (contract)

- Reorganized a team of 55 people into 5 sub-teams (5 direct reports) of project managers, test engineers, developers and outsourced, offshore developers in India and Russia which *streamlined operations and reduced management costs*.
- Budgetary responsibilities included maintenance budget of over \$1M and forward development budget of over \$10M for the eCommerce/ web team supporting 7 revenue- generating applications with multiple back-end databases, and supporting and third party applications *generating approximately \$1M an hour in revenue*.
- Directed multiple projects in various stages concurrently, using various project management and software development life cycle (SDLC) methodologies including PMI (PMBOK), traditional waterfall, scrum, RUP, and other agile methods *resulting in delivering projects under various adverse conditions including time and resource constraints*.
- Managed resource utilization, project pipeline, resource forecasting, leveling, and utilization. Primary business facing role negotiating projects and resources with business leaders in order to *deliver technology solutions generating lifts in revenue and increased conversion*.

Manager, Business Process & Knowledge (enGenius Consulting Group)

2008 to 2008 (contract)

- Defined key processes and policies for the smart card technology program (Breeze) for the Metropolitan Atlanta Rapid Transit Authority (MARTA), which *resulted in cost efficiencies and improved customer service*.
- Proposed an enterprise knowledge management strategy that would bring external knowledge from vendors inside the organization so that it could be leveraged across functional groups in order to *optimize maintenance and support operations and reduce vendor costs*.

THE HOME DEPOT, CONTENT MANAGEMENT & WEB DELIVERY

2005 to 2008

IT Program (Business Services) Manager, Enterprise Content Management & Delivery

- Managed 2 teams (17 direct reports) of business analysts, quality analysts, project managers, user-centered design specialists, and an offshore support staff in India supporting global web content management and portal solutions across the enterprise (2 B2E sites, 1 B2B site and 1 B2C site) and co-led the company's first user group which *leveraged knowledge and training across business users*. Was able to *reduce system outages on revenue generating B2E site by 45% from 2006 to 2007*, and managed a SWAT team to bring a project to replatform a B2C site back on track in order for it to *launch on schedule*.
- Directed forward development multi-million dollar projects, including managing resource capacity and utilization, project pipeline, and *implemented the team's first customer satisfaction data collection program*.
- Created improvements in operations that reduced cycle time to certify site operators from an average of 2 weeks to 2 days *saving the enterprise approximately 1.3 million over two years and reducing management overhead*.

INDEPENDENT CONTRACTING

2004 to 2005

Sr. Project Manager & Process Consultant (MedAxiom)

2005 to 2005 (contract)

- Consulted with cardiology practices to define organizational goals, key medical processes in order to make recommendations for improvement *resulting in significant increases in revenues by increasing patient throughput.*

Knowledge Manager (Conner Partners)

2004 to 2005 (contract)

- Defined the company's first corporate knowledge management strategy and led the implementation of the resulting initiatives and projects thus *providing web access and search functionality to corporate knowledge for geographically dispersed consulting staff.*
- Managed and negotiated vendor activities, including the Request for Proposal (RFP), Vendor Selection, Statement of Work, and Master Service Agreement processes for vendor-delivered initiatives, software licensing, and annual support agreements in order *to deliver a return on investment in 11 months.*

TRIAD PERFORMANCE TECHNOLOGIES, INC.

1999 to 2004

Sr. Performance Consultant/ Knowledge Manager

- Led process improvement and performance-related projects, including web-based training, for Fortune 500 clients including those with global operations, in a way that *facilitated building and nurturing great client relationships that resulted in follow-on work.*
- Directed the design and implementation of Triad's core business processes and managed the implementation of their first commercial project tracking system, resulting in increased project management compliance from *65% to 95%.*
- Led the design and implementation of the company's first performance-based knowledge management system, which *returned 100% of the investment in 16.2 months.*
- Continued in knowledge manager role defining corporate knowledge management strategy and directing annual improvements to both processes and systems *resulting in increases in operational efficiency.*

INDEPENDENT CONSULTING

1994 to 1999

- Project Manager (Association for Behavior Analysis)
- Performance Consultant (Croyden Avenue School)
- Corporate Coach (Upjohn Pharmacia, Inc.)

Education & Professional Development

- Ph.D., Applied Behavior Analysis, Western Michigan University, Kalamazoo, MI, 2003
- Master of Arts, Behavior Analysis, Western Michigan University, Kalamazoo, MI, 1999
- Bachelor of Arts, Psychology, Indiana University, South Bend, IN, 1996
- Completed Project Management Professional (PMP) training, 2007
- Certified Performance Technologist (CPT), 2003-2006

Awards, Speaking, & Publishing

- Author of 'The Performance Improvement Doctor's Scripts' blog posted on <http://jacismeltzer.blogspot.com>, present.
- Invited to be a key speaker in a symposium on knowledge management at the annual Association for Behavior Analysis conference, 2005.
- Published 'Building the Foundation for Knowledge Management' in Chief Learning Officer magazine, 2004.
- Published 'Driving Performance Through Knowledge Management' on Organizational Behavior Management Network (OBM Network) Website, 2004, and white paper for Triad Performance Technologies, Inc., 2003.
- Published 'Performance-Driving Knowledge Management: Do the Users Drive the Knowledge Management System or Does it Drive Them?' white paper for Triad Performance Technologies, Inc., 2003.
- Awarded the Outstanding Performance Aid award by the International Society for Performance Improvement (ISPI) for implementing a knowledge management system returning 100% of the investment in 16.2 months, 2003.
- Awarded the Outstanding Human Performance Intervention award by ISPI for implementing a project-tracking system, 2002.