TONY W. CRUSE, PMP, CSM, CSPO

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SENIOR PROJECT MANAGER/ DIRECTOR PROJECT MANAGEMENT

PROJECT/PROGRAM MANAGEMENT | PORTFOLIO RISK/STRATEGY DEVELOPMENT | PMO STANDARDS/PROCESSES

Driven and growth-focused certified project manager and leader with 15+ years of experience, delivering more than expected. Known for optimizing efficiency and big-picture thinking. Intuitive mindset that determines unique solutions to complicated business and project challenges. Exceptional talent for hearing and identifying client pain points and synchronizing those with organizational goals and objectives. Engages stakeholders and gains buy-in through a focus on project goals and financial benefits with streamlined productivity and costs for each project initiative. Known for leading project teams and executing strategic plans to positively impact the bottom line.

Project Planning	*Team Leadership*	*Agile Methodologies*	*Performance & Process Improvement*
Portfolio Management	*Budgeting & Forecasting*	*Metric Driven Decisions*	*Relationship Building*
Strategic Planning	*Vendor Management*	*Change Management*	*Cross-Functional Collaboration*

Professional Experience

STATE OF INDIANA ▪ Indianapolis, IN

Senior IT Project Manager ▪ 05/2023 to 01/2026

Project leader for the Office of Early Childhood and Out-of-School Learning (OECOSL) as part of the state's Familiy and Social Services Administration (FSSA). Planned all aspects of two of the largest projects delivered by the division for 2023-2025. Hands-on subject matter expert assuring business requirements can translate from the teams to the IT delivery vendor and vice versa. Ensures task delivery and contract adherence of vendors involved in project delivery.

- Exceeded targets in delivering a project on time and below budget ($3.5 million) to provide Child Care Management Software (CCMS) to nearly 1,800 Indiana child care programs across all auspices. This project included oversight of three CCMS vendors, a consulting partner, and the technical assistance and coaching vendor.
- Transformed the state's child care subsidy attendance system by leading the project to convert child care from swiped (hours based) attendance monitoring and payments to payment by enrollment. Led the key resources internally, the development vendor and the data conversion efforts from the previous payment record keeper to a new payment vendor. This 14 month project transformed Indiana's child care attendance and reduced the payment vendor cost to the state and taxpayers by $2.2 million annually.
- Engineered a project management infrastructure for the division, establishing clear processes and workflows that resulted in 20% faster project completion times, thereby meeting organizational goals ahead of schedule.
- Quickly pivoted mapping new features for a new system into the legacy environments after a large system conversion project cancelled due to funding cuts.
- Started a change control board (CCB) and change management process and automation using Microsoft Forms, Power Automate, and Jira for the Office of Early Childhood.
- Recognized for leadership in projects through a rare agency award of a spot bonus and a two-time awardee of a peer award for being a champion in two of FSSA's core values- dignity and compassion.

VMWARE/TANZU OBSERVABILITY BY WAVEFRONT ▪ Palo Alto, CA

Senior Manager of Technical Program Management ▪ 01/2022 to 10/2022

Headed three direct reports and advised senior leadership across six teams to conduct monthly project and portfolio reviews and ensure high-quality deliverables. Trained and mentored the TPM team within Tanzu Observability on best practices regarding cross-organizational planning, risk mitigation, and communications to accomplish stated goals.

- Attained $5M in top-line revenue in 2022 by leading all facets of a specific program from prototype to implementation.

- Architected a uniform quarterly OKR process across engineering, design, and product management using Miro, unlocking a 20% gain in cross-functional project execution speed and reducing goal setting time.
- Achieved uptime increase from 99.5% to 99.9% by streamlining project management processes, introducing the latest tools and technologies, and engaging stakeholders at all levels.
- Elevated overall efficiency by 50% by making data-driven decisions and creating an organizational dashboard to track performance.
- Pinpointed and resolved potential issues and strengthened internal communication that drove project completion rate by 20%.

OFFENSIVE SECURITY SERVICES ▪ New York, NY / Cebu City, Cebu, Philippines

Head of Program and Project Management / Chief Operating Officer ▪ 02/2016 to 08/2019

Managed 10 direct reports and a team of 117 members, including exam proctors, project managers, project coordinators, tech support professionals, customer support, and course content creators to rationalize operational progressions while reporting directly to the CEO. Steered all operations associated with student administration, technical client support, educational content development, project management, and certification exam operations across 26 countries.

- Spearheaded the transformation to agile methodologies across project teams, accelerating project delivery by 30% and improving overall operational efficiency across the organization.
- Implemented the program and sub-projects and instructed operations teams in Cebu, Philippines on acquiring and setting up the office, optimizing software development for proctoring, and ensuring successful onboarding of 80+ new employees.
- Realized a 75% increase in efficiency and 45% in productivity by introducing the latest project methodologies.
- Generated $15M in revenue and gained 120% staff growth, from 38 in 2016 to 260+ in 2019, by executing project management and IT initiatives in collaboration with internal and external stakeholders.
- Guided six executive leadership personnel and implemented new educational courses for cybersecurity while updating five existing courses, attaining a 74% growth in revenue in 2019.

AUTHOR SOLUTIONS ▪ Bloomington, Indiana

Global Director, Program Management ▪ 11/2014 to 02/2016

Managed 16 direct reports across three countries, guided project scope, timeline, and budgets, and nurtured an agile work culture, amplifying team capacities by 20% without increasing headcount. Led weekly portfolio planning for the executive leadership team and established yearly, quarterly, and monthly project priorities to obtain premium-quality outcomes.

- Facilitated 225K+ authors in launching 300K+ books to the market by drafting and coordinating a technical proposal to reinvest and rebuild the self-publishing platform, enabling year-over-year business growth.
- Saved $3M in new project funding by carrying out negotiations with the parent organization that resulted in promoting four Technical Project Managers to Team Lead roles.

Program Director, Information Technology ▪ 02/2014 to 11/2014

Directed complete day-to-day activities related to a high-profile portfolio of projects, capacity planning, and prioritization.

- Examined and resolved discrepancies in user stories, acceptance criteria, and product backlog prioritization following business case requirements to yield quality project deliverables.
- Boosted SDLC staff efficiency by 30% and improved the quality of UAT projects by 50%.

Director, Product Management, Marketing & Technical Project Manager ▪ 04/2010 to 02/2014

Launched and monitored a team to execute an agile process across two companies and regulate the relaunching endeavors of Penguin Random House's writing community, bookcountry.com, with technology and business teams.

Additional Work History

Senior Project Manager (09/2008 to 04/2010) **–** TEKsystems/Cummins

Business Analyst/Project Lead (09/2007 to 02/2008) - Sungard Omni (FIS)

Director, Transaction Processing Support (04/1998 to 09/2007) - American United Life Insurance Company

Volunteer Experience

Training Committee/Volunteer Leader (02/2019 to 09/2021) – LoveYourself, Cebu, Philippines

Certifications

Project Management Professional (PMP) (Project Management Institute) | Certified Scrum Master (Scrum Alliance) | Certified Scrum Product Owner (Scrum Alliance) | Six Sigma Black Belt Certification (University of Michigan)