# CARRIE MAST

*Austin, TX or Remote*
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## Overview

Carrie has 20+ years of diverse experience that is best utilized in a multi-disciplinary leadership role.
- Industry experience includes cybersecurity, staffing, insurance, telecom, and startups
- Seeking a role in operational leadership (any industry) or project/product management (in cybersecurity)

## Work Experience

**BGSF**                                                                                                     **2020 – Current**
**Managing Director, PMO and Operations**                                              *Location: Remote*

<u>Summary</u>

- Originally hired as a Project Manager and Business Analyst before receiving a promotion to Managing Director, for a newly acquired company.
- The Managing Director role oversaw business operations and the creation of a Project Management Office for this purchased company. They needed to streamline business processes as they scaled operations, preparing for and adjusting to rapid business growth. This was done while also integrating with the parent company's new systems and software.

<u>Responsibilities and Projects</u>

**Managing Director**

- Analyzed organizational structure, policies, procedures, products, and operational value streams.
- Defined, created, and executed new processes, workflows, and solutions that optimized, tracked, and automated everyday tasks for sales, client-delivery, contract management, project management, and HR.
- Played an integral role in managing tactical delivery, growth, and evolution of the PMO practice.
- Built standard documents and templates to manage and report project status including project charter, scope, schedule, budget, scope, resources, risk, and issues.
- Created repeatable processes for all projects, to ensure requests are tracked and mistakes are rare.
- Developed communication plans for the changes.

**Project Manager and Business Analyst**

- **Cybersecurity Project:** This was an 18-month project to rapidly implement changes and upgrades that would increase the organization's security posture, begin a path to ISO 27001 certification, and improve the NIST assessment (cybersecurity audit) score. The project focused on updates to asset management, governance, risk assessment, access control, data security, information protection, protective technology, anomalies and events, and security continuous monitoring.
  - Analyzed the recent audit results and built a roadmap that prioritized high-impact changes.
  - Created documents such as the project charter, roadmap, and implementation plan.
  - Helped plan and communicate a new cybersecurity awareness training program.
  - Helped the team decide which activities and security capabilities should be outsourced versus in-house. Led a mini project to research, interview, and choose the best third-party vendors.
    - After choosing an MSSP (Managed Security Service Provider), wrote a white paper on technical vendor selection and created a cybersecurity vendor selection toolkit.
  - Created and managed the vendor questionnaire process for security questions from clients.
  - Prepped for ISO certification by creating and/or editing the employee handbook, privacy policy, IT acceptable use policy, and information security policy.
  - Helped improve security program capabilities in media protection, identification and authentication, incident response, password protection, and information integrity.

- **HR Project:** PDF forms for hiring decisions, employee status changes, terminations, and tech requests were being printed and emailed for signature, when they required approval. A solution was needed quickly that would be more secure and provide tracking and electronic approvals. Leadership wanted this done in-house, using tools already available.
  - Gathered requirements and built workflows.
  - Learned how to use Microsoft Forms, Power Apps, Power Automate ("Flow"), and Power BI and utilized them to build complex electronic forms, automations, and apps that collected electronic approvals before sending requests to HR and IT.

- **Software Implementation Project:** Recent company acquisitions led to many different systems being used across the enterprise. The goal of this project was to find, interview, select, and implement new software the entire business could use. This saved on costs, enabled cross-selling, improved reporting, and more.
  - Worked as a Business Analyst for this project: gathered requirements, interviewed SaaS vendors, evaluated processes, created new procedures, built workflows, etc.
  - Helped improve security program capabilities in media protection, identification and authentication, incident response, password protection, and information integrity.

- **Software Upgrade Projects:** We helped clients upgrade their PeopleSoft and/or ServiceNow systems. Depending on the complexity, these projects took between 6-24 months.
  - As Project Manager, tracked and updated project tasks and timeline.
  - Created starting documents (charter, roadmap, etc.), established cadence for meetings and communication, and set up the schedule.
  - Ran weekly update meetings, created presentations, and provided status reports.
  - Edited and set up documents to track system integration and user acceptance testing.
  - Tracked budgeted hours and negotiated with the client when adjustments were necessary.

## Loki Labs Inc.                                                                    2017 – 2019/2020
**Consultant** *(2019 – 2020)*                                                      *Location: Remote*
**Director of Operations** *(2017 – 2019)*

Summary
- Oversaw operations and business development for a cybersecurity startup. This was a generalist role reporting to the CEO that directed multiple departments.
- Coordinated and executed plans to improve the operational infrastructure of systems, processes, and personnel. Due to the small size of the company, the role included both designing and implementing business strategies, plans, and procedures.
- Provided support for multiple business functions including HR, recruiting, accounting, payroll, employee benefits, client/account management, customer service, marketing, and sales.

Detailed Responsibilities and Projects

**Leadership**
- Contributed to the growth and sale of the business, doubling in size in 2 years' time.
- Evaluated overall company performance as well as individual departments by analyzing and interpreting data and metrics.
- Identified areas where the business could improve and executed long- and short-term organizational plans to promote growth and stability.
- Conducted and supported business operation planning functions such as budgeting, forecasting, and monitoring program and/or corporate-level expenditures.

- Researched, tested, set up, and implemented new applications, workflows, and tools to enhance business operations. This included company systems used for HR, applicant tracking, sales and marketing, customer relationship management, recruiting and hiring, payroll, and expenses.

### Sales, Marketing, and Product Management
- Defined and drove the cybersecurity product line. Worked with other company leaders to create a list of all service offerings and shaped their presentation. Researched competitors, labeled and organized all options, and created descriptions of products/services for marketing materials.
  - Products and services included vulnerability management, SOC-as-a-service (later Managed Security Service), risk assessments, penetration tests, security awareness training, emergency response, a SIEM, and an EDR agent.
- Designed and edited the first simple marketing materials such as proposals, sales sheets, and presentations. Later coordinated efforts with a design company to update all marketing materials and the company website.
- Built, tested, analyzed, and executed multiple digital advertising campaigns with Google, Facebook, and LinkedIn.
- Responsible for creating and posting social media updates, making content updates to the company website, and editing white papers and blogs.
- Started a sales program from scratch. Found and purchased contact lists, chose and set up a CRM, reached out to potential clients, analyzed and perfected sales pitches, and saw the sales through to purchase and account management.

### Human Resources and Administrative Support
- Performed the job duties of an HR Director including policy development, updating the employee handbook, implementing new procedures, communicating policy changes to employees, building and editing HR workflows, writing and posting job descriptions, interviewing, hiring, creating disciplinary processes, and guiding managers in the coaching and firing of employees.
- Accounts Receivable: prepared, sent, and collected all invoices using QuickBooks.
- Payroll and Expenses: Approved and processed.
- Contracts: developed, reviewed, modified, amended, and negotiated contracts.
- Other: Technical writing for penetration test results, white papers, blogs, etc.

## Recruiting, sales, operations, and people management experience                    2003-2017
- Titles include IT Recruiter, Recruiting Manager, and Sales Manager.
- Summary included for brevity; will provide details on request.

# Tools and Other Knowledge
- Microsoft: Office (Word, PowerPoint, Excel, Outlook), Teams, Planner, Power BI (Desktop for creation and web for viewing), Flow / Power Automate, Forms, SharePoint (minor creation/editing)
- Other: Asana, Microsoft Project, Salesforce, ServiceNow, Dayforce, website editing tools
- Knowledge of security frameworks and regulatory requirements (NIST, ISO)