

CRAIG LETAVEC

PROFESSIONAL EXPERIENCE

JPMORGAN CHASE

2014-PRESENT

Executive Director, Program Management Office, Corporate Treasury and Chief Investment Office

Executive in charge of program management and governance as head of the firmwide Resolution Planning Program Management Office (PMO) function including managing delivery of the Firm's Resolution Plan (a.k.a. Living Will) required under the Dodd-Frank Wall Street Reform and Consumer Protection Act as well as oversight and leadership for a portfolio of programs that support enhancing the Firm's resolvability.

- Provides program management leadership, governance and risk management for development and delivery of the Firm's Resolution Plan including leading the coordination of line of business and functional PMO teams to ensure timely and accurate delivery of the Firm's resolution planning commitments to U.S. regulators and coordinating with foreign jurisdiction regulators on resolution planning matters (e.g., BoE/PRA, EU Single Resolution Board, College of Supervisors Crisis Management Group).
- Serves as Technology, Critical Operations, and Shared Services Executive within the Firmwide Resolution Planning function, with responsibility for leading efforts to ensure provision and continuity of Critical Operations and Shared Services in line with regulatory Resolution Planning expectations, partnering with business and technology teams throughout the Firm to ensure appropriate governance and oversight of Critical Operations and related critical Shared Services.
- Responsible for development and implementation of appropriate program and portfolio management practices, partnering with business and technical resources across the Firm to ensure consistent application and providing consulting and mentorship as needed to implement process improvements.
- Responsible for maintaining ongoing relationships with US and foreign jurisdiction regulators including developing and reviewing regular and ad hoc regulatory responses and engaging directly with US regulators (FRB/FDIC) as well as foreign jurisdiction agencies (e.g., BoE/PRA) through written responses, regulatory meetings, exams, and issue remediations (e.g., MRA matters).
- Serves as primary executive interface to the Firm's control management, operational risk, regulatory engagement management, Office of Legal Obligations, and internal audit functions.

ATOS

2011 - 2013

Director and Head of Program Management, Risk, and Quality—North America

Responsible for program management, governance, risk management, and quality management initiatives as PMO head within the North America Systems Integration service line.

- Led the Systems Integration Program Management Office (PMO) and provided direction to senior project and program managers responsible for large, complex systems integration projects and programs. Responsible for overall project, program, and portfolio management methodology development, implementation, and delivery process governance, performing regular project and program portfolio risk reviews, maintaining portfolio delivery performance metrics and KPIs, and facilitating program recovery efforts as needed to ensure consistent, profitable project and program delivery.
- Responsible for developing and managing the quality management system, including deployment of quality management tools and processes as well as providing support for standards deployment and management including ISO norm compliance (9001, 20000, 27001) and CMMI maturity assessment and management as well as internal quality standards development and deployment for both technology and business integration programs.

- Led the group's Program Management People Agenda focused on project and program management training, mentorship, certification, and career progression in partnership with the group's Human Resources and Organizational Development functions.
- Led ongoing portfolio oversight and risk management activities. Maintained overall accountability for portfolio governance activities to ensure consistent project and program delivery. Ensured regular portfolio KPI measurement and managed portfolio reporting to executive management.
- Responsible for project, program, and portfolio management consulting services, including directing internal and external consulting engagements focused on process improvement and process maturity assessment in the program management, portfolio management, and program management offices practice domains.

SIEMENS IT SOLUTIONS & SERVICES

2005 – 2011

Director, PM@Siemens and Solutions Program Management Office

Responsible for Program Management Office leadership, establishing and maintaining formal program and project management methodologies, and ensuring consistent, high quality project delivery.

- Provided overall project and program governance leadership for a diverse portfolio of customer-facing technology and business change programs.
- Directed the Solutions Program Management Office team, including supporting team efforts in project and program management consulting and delivery governance, portfolio reporting and metrics management for the Solutions senior management team, and operational support for Solutions project and program managers.
- Established key project and program management consulting offerings including development of the Project Management as a Service (PMaaS) model designed to scale project and program management practices across the enterprise and introduction of the Maturity in Project Management (MPM) assessment process to objectively assess current state project, program, and portfolio management practices and to develop roadmaps for further project, program and portfolio management practice maturity.

HEWLETT PACKARD

2002 – 2005

Program Manager, HP Services

Led complex, large-scale IT outsourcing engagements for HP clients focused on commercial SAP and custom business intelligence software implementation. Assumed leadership for global programs of business, technical, and project management resources to deliver complex software implementation solutions.

- Managed relationships with major external clients as well as internal stakeholders across multiple geographies, improving project performance and boosting client satisfaction by implementing consistent program management for major technical and business programs.
- Led onshore and offshore development and delivery teams to support client requirements, gaining significant experience in offshore management and integrating offshore resources into large-scale delivery programs. Managed multiple, complex third party and sub-contract relationships, including contracting.
- Managed business process re-engineering and associated implementation efforts to support systems deployment across a global landscape. Aligned project management, program management, PMO, and CMMI disciplines to drive process maturity and simplify processes for clients.
- Implemented organizational change management processes to facilitate customer change readiness and consistent communication and stakeholder management. Received consistently high client satisfaction feedback for efforts to prepare organizations for change and guiding business process change.

Additional Work History Available Upon Request

EDUCATION & PROFESSIONAL PROFILE

Education:

Master of Science in Project Management, GEORGE WASHINGTON UNIVERSITY
Graduate Certificate in IT Project Management, GEORGIA INSTITUTE OF TECHNOLOGY
Bachelor of Science in Business Administration, THE UNIVERSITY OF DAYTON

Training and Certifications:

- Project Management Professional (PMP)
- Program Management Professional (PgMP)
- Portfolio Management Professional (PfMP)
- Six Sigma Green Belt
- CMMI for Development
- CMMI for Services
- ISO9001 Lead Auditor Certification
- Siemens Maturity in Project Management (MPM) Assessor Certification
- Managing Successful Programs Certification (Office of Government Commerce - United Kingdom)
- ITIL Foundation Certificate (Office of Government Commerce - United Kingdom)
- IPMA-B Senior Project Manager Certification (International Project Management Association)

Authored Books:

- *The Program Management Office: Establishing, Managing, and Growing the Value of a PMO* (J. Ross Publishing, 2006).
- *Program Management Professional (PgMP): A Certification Study Guide with Best Practices for Maximizing Business Results* (with D. Altwies and S. Rollins; J. Ross Publishing, 2007).
- *The PMOSIG Program Management Office Handbook* (edited with D. Bolles; J. Ross Publishing, 2010).
- *Strategic Benefits Realization: Optimizing Value Through Programs, Portfolios, and Organizational Change Management* (J. Ross Publishing, February, 2014).

Select Professional Affiliations and Activities:

- Standards Core Team Member, *The Standard for Organizational Project Management (OPM)*, The Project Management Institute.
- Steering Committee Member, *Portfolio Management Professional (PfMP) Certification Development Team*, The Project Management Institute.
- Task Force Chair, *PMO Frameworks Research Program*, The Project Management Institute.
- Co-Founder and Conference Chair, *PMO Symposium*, The Project Management Institute.
- Chairperson, Board of Zoning Appeals, Clearcreek Township, Ohio.