

William P. "Doc" Holiday

2752 Mansion Place. - Crestview Hills, Ky. 41017 - (859) 341-4924

Change and Transition Manager / Process Improvement Manager
Senior Information Systems Executive / Business Consultant
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www.Leading-Special-Projects.com

Experienced in leveraging information systems knowledge to produce business results utilizing leadership skills, business understanding, and sound managerial practices. An innovative change agent and implementer with over 30 years experience in selling and managing information system projects, professionals, and other business related activities at Procter & Gamble, a Fortune 15 company and other organizations as noted.

SERVICE MANAGEMENT

Helped form and then participated on the team that defined and implemented the system management disciplines (now known as ITIL) into several Information Systems organizations.

Service Level Management
Problem Management / Escalation
Change Management
Business Contingency Planning / Disaster Recovery Planning and Testing
Batch Processing Management
On-Line Processing Management
Performance Management
Capacity Management
Charge Back
Vendor Management
Total Quality
Security

Instrumental in introducing Total Quality concepts into the IT Division and then managed the logistics and training of over 400 people within IT as well as many of our internal and external customers and suppliers.

CHANGE MANAGEMENT

Brought about a cultural / organization turnaround in the Information Systems Division allowing a move from a batch processing mentality to an online real time mentality.

While managing the day to day operation of the Data Center I was the project lead for the automation of Data Center operations, which along with the use of Total Quality methodology and measurements reduced the workload by nine hours a day saving a multi-million dollar upgrade of the computing infrastructure and eliminated 30 people from an original staff of 100.

Project lead for the consolidation of six large data centers into two.

Project manager for the elimination of two regional data processing centers by installing user managed data entry and edit equipment.

MANAGING / SUPERVISING

Have managed groups of various sizes and responsibilities ranging up to one hundred people mostly in difficult and unusual circumstances and situations. This includes the acquisition and divestiture of several companies and individual internal organizations.

This is best characterized by a statement in a performance appraisal which said “does things that have never been done before, will never be done again, and takes responsibility for things that are in dire need of intervention.”

Summary of Major Accomplishments

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I have found that several people who had worked in areas for which I was responsible and on projects that I helped lead have gone on to be very successful as experts in various fields and in their careers overall.

Eliminated an entire shift (five people working 8 hours) from the Quincy Massachusetts P&G plant shipping department by simply changing the schedule for sending shipping documents to the plant. Investment of only \$5200 per year.

Stopped a multi thousand dollar payroll application project by convincing P&G Baltimore Plant management and union personnel to change paying the performance bonus system on a monthly schedule to a weekly schedule allowing the bonus to be processed in the existing payroll system.

Collaborated to develop and implement Procter & Gamble's Management Systems architecture (infrastructure and application) for Mexico / South America and Pan Asia.

A member of the lead project team from central IT during the acquisition and integration of several large corporations including Norwich Eaton Pharmaceuticals, Richardson Vicks, Noxell, and Old Spice into Procter & Gamble's business.

A member of the lead project team during the construction and population of three major data centers including the installation of crisis avoidance technology such as uninterruptible power systems, fire detection / suppression, etc.

Liaison for the central Information Technology group at Procter & Gamble to insure adequate resources were available to staff several major software projects that were being done simultaneously including converting the Order Shipping Billing system from a batch process to an on-line process, the Sales Communication Automated Network, conversion of the Credit and Accounts Receivable system, and Business Resource Planning for the Health and Beauty Aids division.

A member of the lead project team that planned and executed the relocation of Richardson Vick's corporate headquarters from Wilton CT. to Shelton CT. including the construction of a new building to house the headquarters.

Built and tested central and local business contingency processes for use during disaster and operational problem situations.

Led a cultural / organization transition from a batch processing mentality to online real-time mentality and functionality in Procter & Gamble's central Information Technology division.

Project lead for the automation of Data Center operations, which along with the use of Total Quality methodology and measurements reduced the workload by nine hours a day saving a multimillion dollar upgrade of the computing infrastructure and eliminated 30 people from an original staff of 100.

A member of the lead project team during the consolidation of six large data centers into two.

Participated in defining and implementing the system management disciplines (now known as ITIL) into several Information Systems organizations. These include: Service Level Management, Problem Management / Escalation, Change Management, Business Contingency Planning, Batch Management, On-Line Management, Performance Management, Capacity Management, Charge Back, Vendor Management, Total Quality, and Security

Professional Experience

Leading Special Projects, Inc. Change & Transition Specialists (1994 - Present)

Attending Northern Kentucky University (NKU) now taking classes in the Communications Department. Received a BS in Psychology, in December of 2016 after receiving a BA in Organizational Leadership in 2010. Also assisted the Informatics Department of NKU in building a Disaster Recovery Plan for the Campbell County Kentucky fiscal court.

Several short-term project management and process improvement assignments including workflow analysis for a Cincinnati home improvement company, managing a very complex estate project in conjunction with a Covington law office, Data Analysis for a metals fabricating company and Total Quality training for the Hamilton County (Ohio) department of MR/DD.

IBM / 3X Corporation (11/98 – 11/99)

Senior Consultant for Year 2000 readiness assessment for OmniCare, a major provider of pharmacy services to nursing homes, extended care facilities, home care services, etc.

Responsibilities include but not limited to determining business functions dependent upon various technologies. Mainly responsible for dealing with the larger business entities and subsidiaries as well as finding previously unidentified areas of exposure.

Appointed as the leader of the group that will be responsible for testing several applications across multiple platforms (AS/400, RS6000, PC based, etc.).

Became responsible for maintaining project status reports, open issues, and issues resolutions reports for the client and the project team.

Clemons Capital Group, Inc. (4/98 - 9/98)

Contract member of the Senior Management Team providing records management and I/S contingency planning (disaster and operational backup) services for Procter & Gamble and other enterprises.

Responsibilities include but are not limited to; providing information on Contingency Planning to potential clients, obtaining ISO 9000 certification for the operation, and building operational processes.

Pomeroy Computer Resources (7/97 - 12/97)

IS Infrastructure Manager, responsible for the hardware, software, and personnel needed to run the internal business of a \$500MM a year business.

Responsibilities included but were not limited to forming a “Business Leadership Team” to prioritize projects across the enterprise, hire addition staff, research and recommend new Business Leadership team was formed and is working several major issues.

Hired three programmers, in contact with HP, IBM, and DEC to research new hardware, and have started dialogs with SAP, BAAN, and PeopleSoft for a new application engine.

Instituted the use of a Business / MIS calendar of events to minimize the impact of change affecting the business.

Built and institutionalized a generic project plan for bringing on newly acquired companies. Used this plan for the last acquisition and it was the smoothest and easiest transition to date.

Origin Technology in Business

(5/97 - 7/97)

Retained to provide consultative services concerning the use of contract employees to staff the main data center of a fortune 15 corporation.

Responsibilities included but were not limited to selection of personnel based on the type of automation used to run mainframe, mid-range, and client server platforms, using metrics and measurements to compare the success of the operation to meet stated service level agreements the mentoring of contract management staff, etc.

ENTEX Information Systems

(4/97 - 7/97)

Installation and institutionalization of Change Management and Contingency Planning for four data centers located in Kentucky, Ohio, New York, and Massachusetts.

Developed the project plan for installation of the disciplines.

Developed the measures and metrics needed to determine the success of the endeavor.

Developed the risk analysis of changes, complexity matrices, responsibility charts, and other tools as needed.

Reynolds and Reynolds

(4/97 - 7/97)

Consultant reporting to the CIO working to improve Enterprise Technology Services (ETS) (Desktop Computing and Network Operations). Responsibilities included improving customer service, institutionalizing metrics and measurements, improving overall organizational effectiveness, and helping to find, select, and mentor a person to fill the position permanently.

Documented both Client Services and Network Support projects and built formal project planning documents. Documented priority setting needs in both the central ETS I/T and the divisional I/T organizations that must be addressed to achieve success.

Sycamore Software Development Corporation

(1/97 - 4/97)

Project manager for a \$750,000 software development project that will result in a system that supports all commercial aspects of a retail operation for 400 stores across the U.S.

Responsible for requirement definition and gathering, communication between the customer and developers, and business process flow.

Involved in building a software development business process for the software development company.

Anthem Blue Cross and Blue Shield

(7/96 - 11/96)

Responsible to the Data Migration project manager for improving and documenting the process of data migration from legacy systems to a new Object Oriented Sybase system used in managing customer service for both members and providers of medical services.

Instrumental in convincing management that a mechanized tool was needed to manage the data dictionary. Participated in designing the tool and selecting the vendor to develop and code the Access application.

Also convinced management to institutionalize change and issue management processes.

Procter & Gamble Research & Clinical Development IC Manager (With Origin)

(4/96 - 7/96)

Led a group of contract employees during the transition and shut down of an Information Center supporting 600 users while outsourcing the support model for desk top computing was put into place.

U. S. Shoe (Nine West) MIS Transition Manager (With Alternative Resources) (12/95 - 2/96)

The leader (non employee) of the infrastructure transition management team responsible for moving U. S. Shoe systems and infrastructure to Nine West Group, the acquiring company.

U. S. Shoe (Nine West) MIS Client Services Manager (With Alternative Resources)

(10/94 - 12/95)

Led four other contract employees and seven U. S. Shoe employees in the support of personal computing efforts for 800 users during the acquisition of U. S. Shoe by Nine West.

Took this loosely defined group and built a closely knit, highly involved, empowered team.

As a contractor had a Client Services improvement project approved by the MIS VP and her team; based on this we installed an On-Line problem tracking system and a Total Quality measurements program based on the data collected.

Rewrote and reissued the PC policies for the MIS VP, was instrumental in having the first true PC inventory taken, saved \$50,000 per year in equipment maintenance charges, defined the PC procurement process and lowered the time to obtain a PC by forty days.

Instrumental in defining that twenty five percent of the tickets called into the Help Desk are actually projects involving many cross functional organizations rather than trouble tickets.

As a contractor I received an award for "Team Building and Leadership", the first award given to a non-employee.

Procter & Gamble, Management Systems Division, Cincinnati, Ohio

(1961 - 1994)

Project Manager (Operations Specialist), consolidation of mainframe data centers.

(1993 - 1994)

The project manager for the successful move of six major mainframe data center operations (two in November 1993) with no interruption to the companies' businesses and providing "as good or better" service than before the move.

Operations Specialist, member of the P&G Corporate IS Infrastructure downsizing team. (1993)

Served as a senior team member recommending and receiving approval to consolidate and standardize all mainframe and mid-range computing to a central location under one technical owner.

Section Manager (Operations Specialist), Infrastructure Command Center. (1991 - 1993)

Managed the command center for two data centers processing mission critical applications using four IBM/IBM plug compatible mainframe computers, staffed by 75 people including 7 managers, twenty-four hours a day seven days a week.

Led and counseled the computer operations automation project through a staff reduction of 30% or approximately 30 people.

Performed an organizational turn around, technically and culturally in order to process a day's business on time and insure on-line systems availability.

Employed TQ measurements to pinpoint problems with the Infrastructure, operation, and application set working across organizations and business partners.

Created, presented, and sold to the organization principles upon which architecture for future corporate computing was implemented.

Persuaded P&G IS upper management teams to "benchmark" operations at other companies (Amdahl, MCI, AT&T, ISSC, Progressive Insurance).

Account (Relationship) Manager (Operations Specialist), liaison for technical staff. (1987 - 1991)

Led the IS Infrastructure teams in merging of computing facilities and/or the application systems of several acquired companies and brands. Usually the first MIS Operations person on site at the acquired company.

Liaison between line departments, IS Divisional support staff, and central technical division staff. Created and participated on teams to proactively attack systemic problems affecting the entire IS Division and their business partners.

Introduced the concept of Service Level Agreements within company by implementing the first agreement at P&G for a major new project installation.

Decentralized Computing Specialist. (1985 - 1987)

Managed all operational aspects of mid-range and personal computing including adherence to corporate policies for application development.

Managed and personally participated in the Total Quality training of over 400 people in central IS, both exempt and non-exempt.

Problem and Change Manager, Corporate Computing Facility (1984 - 1985)

Remote Operations Support Manger (1978 - 1984)

Industrial Engineer, Corporate Computing Facility (1976 - 1978)

Baltimore Regional Data Center Manager in order to close the facility and move the operation to the onsite staff divisions. (Manufacturing & Commercial) (1974 - 1976)

Boston Regional Data Center Manager in order to close the facility and move the operation to the onsite staff divisions. (Manufacturing & Commercial) (1972 - 1974)

Corporate Data Center Shift Manager (1967 - 1972)

Programmer, Commercial Systems (COBOL, PL/1, RPG, FORTRAN, SAS, etc.) (1964 - 1967)

Data Processing Operator (1961 - 1964)

Mail Clerk (1957 - 1961)

Education

George Washington University
Total Quality Training
ISO 9000 Standards Fundamentals
Internal Consulting in a Large Organization

Graphics Press LLC
Presenting Data and Information

Hammer Reengineering seminars
Reengineering Theory
Reengineering Implementation
Lessons in Leadership

IBM
Service Level Agreements
Change Management

Innovation Associates
Systems Thinking seminars
Learning Organizations training

International Validation Forum
FDA Validation Certification
Validation Professional Certification

L B M S
Project Management Methodology

Project Management Institute and
ESI International
Rapid Application Development
Information Systems Project Management
Successful Management of Distributed Project
Teams
Managing Project Conflict
Project Risk Management
Quality for Project Managers
Managing Projects in Organizations

Simulation Modeling & Analysis
Process Modeling for Analysis and Improvement

University of Louisville
UNIX fundamentals

Weinberg, Spelton, & Sax
FDA Validation Certification

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Northern Kentucky University
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BA Organizational Leadership 2010
BS Psychology 2016

Associations

Project Management Institute, GUIDE, SHARE, AFCOM, International Validation Forum,

Vendor / Environment Management

Mainframe Computing Hardware and Software IBM, AMDAHL, Hatachi, etc.

Data Base Management Systems IMS, DB2, IDMS, Sybase, Access, etc.

Mid Range Computing IBM, HP, etc.

Personal Computing IBM, Apple, various clones and packages.

Networks and other Supporting Hardware and Software