

Sharon A. Yencharis

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PERSONAL MISSION: To be a change agent in a progressive, accountable organization that inspires, delivers and measures top quality and standards for their products and services as well as their people and customers.

LEADERSHIP SUMMARY: Executive level technical professional who thrives on accountability, enjoys challenges and loves motivating teams. Detail-oriented and results-driven with over 20 years of experience creating as well as delivering technical products and establishing processes in a project management framework to accelerate work management and end-user engagement. Creative problem solver establishing strategic roadmaps that implement technical solutions to meet business objectives and overall strategy. Energetic and happy to deliver:

- Leadership through difficult internal changes and external customer management
- Strategic changes to mission, vision and values and technology roadmaps to support them
- Project Management and PMO transformation
- Off-the-shelf and internally developed software products using a variety of software development lifecycle methods, including Agile as a certified scrum master and Waterfall
- Large scale implementations of hardware and network infrastructure
- Tier 1, 2 and 3 technical support management and help desk services

VERTICALS: Healthcare, banking, utilities, insurance, social media, web analytics and non-profit.

EXPERIENCE

Fine Arts Museums of San Francisco (de Young and Legion of Honor)
Director of IT

1/18-Present

- Established project management process for overall organization.
- Helped refine mission, vision and values to align projects and determine priorities.
- Created platform for project management and governance and mentored senior leadership team through the change management process.
- Worked closely with senior staff to establish standards for how project work is surfaced and approved.
- Established governance for organizational readiness and trained staff on new business processes.
- Mentored IT staff and established 3 areas of management—operations, applications and help desk—to define and prioritize project and operational work.
- Managed team responsible for technical platform migrations: Microsoft Office to Google Suite, Raiser's Edge to Salesforce and migration from home grown collections management system (CMS).
- Established road maps for all technical platforms for quarterly roll-outs of new features.
- Worked with Development team to write a grant for implementation of the new CMS system.
- Managed expense and capital budgets and created a plan to upgrade all infrastructure and devices.
- Performed a gap analysis on policies and created a plan for additions and updates.

Monterey Bay Aquarium
Director of IT

12/14 - 01/18

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- Mentored and led IT Operations, Help Desk and Software Applications teams.
- Set up IT department infrastructure working with staff to ensure transparency and communication regarding projects and operations.
- Identified talent gaps and created positions to round out team's ability to execute.
- Created the framework for cataloging all technology including hardware and network components, core and ancillary software applications and other systems as well as configurations and access for current state.
- Worked with team to establish standards including tools, processes, governance, SLAs, application use standards, roadmaps and reporting.

- Worked with team to implement Innotas, a project portfolio management (PPM) application to manage IT project prioritization and create standards to roll out the solution to the larger organization for annual planning.

Director of Project Management Office (PMO)

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- Managed and mentored a team of Project Managers and Business Analysts in this new department at the aquarium.
- Created a project repository and presented roadmap options to the executive committee for annual planning.
- Organized and managed change control for organization-wide annual planning process.
- Managed Salesforce project implementation throughout the organization for functions such as Sales, Marketing and Communications, Education, Conservation and Science, Policy, Research, Business and Outreach and the aquarium's Seafood Watch program.
- Managed ERP implementation and upgrade for Finance and Accounting:
 - Worked with CFO, Controller and Director of Finance to select implementation firm, determine requirements and customize solution.
 - Managed a team of internal and external people to collaborate on project delivery.
 - Managed project progress, change management and rollout.
 - Experience with Oracle's Fusion and PBCS, Microsoft Dynamics and Intacct.
- Created communication platform for the Project Management Office (PMO) and Technology Governance Committee (TGC).
- Mentored many departments in project management, including a grassroots rollout of Wrike, a project management platform.

Capital Insurance Group (CIG)

Senior Project Manager, Scrum Master, Business Analyst Manager

12/13 - 12/14

- Brought on board to deliver one of the 2 major corporate initiatives of 2014: transformation of the billing platform from an in-house solution to an industry standard using Guidewire Billing-Center 8.0.
- Evaluated and selected the implementation vendor to guide implementation and to employ best practices for timely, quality delivery of a minimally customized, standard solution.
- Negotiated contract for inception phase of project with selected vendor.
- Hired and on-boarded Business Analysts exceeding expectations in delivery in a challenging hiring environment.
- Mentored and guided project team, peers and Business Analysts with best practice approaches regarding the Software Development Life Cycle (SDLC).

Golden Hour

Software Product and Project Manager

03/10 - 12/13

- Built a new revenue cycle management system for the emergency transportation industry from the ground up.
 - Created the vision for the new system and collaborate on product functionality and architecture.
 - Drove all levels of new product delivery from marketing through production delivery focusing on upstream definition using UML to ensure all requirements are met including ICD-10 corporate readiness.
 - Coached, managed and mentored the software development team in an agile environment to deliver product changes that met clients' needs.
 - Maintained project plans and other project artifacts created as a result of project tasks and meeting deliverables.
 - Held client requirements meetings and created and delivered executive presentations from granular project detail to big picture corporate strategy mission, vision and values.
- Clearinghouse Migration
 - Managed the selection process and implementation of a new clearinghouse for our billing service.

- Worked with SMEs on fit gap analysis considering variables such as standard 837 submission vs. proprietary .xml or .txt formats as well as high level functionality requirements related to claim submission, eligibility checking and remittance processing.
- Created and maintained the project plan for the migration which included sun-setting claim submission through original clearinghouse through final migration of receipt of electronic remittance advice through the new system.
- 4010 to 5010 Conversion
 - Drove the product conversion from 4010 to 5010 including creating requirements, completing testing, and executive reporting.
 - Managed all communications and financial reporting as it related to payment delays due to clearinghouse ability to send 4010 vs. 5010 based on payer migration to new standard.
- Fractional Miles Implementation
 - Updated billing software to be compliant with policy change to bill emergency transportation services at a tenth of a mile.
 - Wrote requirements, managed software developers via agile methodology, tested changes, trained staff and managed deployment to production.
 - Completed 3 project iterations over 9 months as this was implemented in phases.

HERAE

10/07 - 02/10

Senior Director, Client Services

- Built Client Services team from the ground up including all customer-facing areas of responsibility: Project Management/PMO, Account Management, Customer and Technical Support, Paper Conversion, and Security and Privacy as it related to compliance and accreditation. Also provided interim management of Marketing and Communications.
- Participated as a key leadership team member responsible for strategy and corporate initiatives and for leading annual business planning using the balanced scorecard methodology.
- Provided key team members and individual contribution in securing two of the company's first high volume customers on both the provider and payer side.
- Provided mentoring and leadership to management team, conducting performance reviews and staff planning.
- Worked closely with executive management to ensure release timeframes met market requirements.

Director, Product Management

- Managed product direction working closely with executive management, software developers, network systems engineers, quality assurance and technical support.
- Drove product roadmap and ensured customer feedback was integrated into product direction.
- Worked closely with executive management to ensure release timeframes met market requirements.
- Completed Request for Proposals (RFPs) to establish partner relationships with banks and other industry vendors related to healthcare revenue cycle management.
- Established processes with bank partners, OCR partners and contract management partners to support the complete billing cycle for hospitals and practices.
- Acquired knowledge of Electronic Remittance Advice (ERA) and Electronic Funds Transfer (EFT) file formats.
- Gained experience with HIPAA compliance requirements while supporting SAS70 evaluations.

Skylight Healthcare Systems

02/06 - 07/07

Director of Program Management

- Managed three teams: Regional Technical Services Managers, Technical Support, and Inventory Management including all infrastructure issues as well as project-related issues.

- Established processes and workflow within all three areas to ensure seamless escalations and efficient communication throughout the organization.
- Managed team responsible for on average 15-20 project schedules for large-scale implementations of patient interactive TV. Implementations included installing servers, TV Head Ends, in-room equipment and network infrastructure, including horizontal cabling and all MDF and IDF equipment.
- Interfaced with all departments within the company to ensure timely deployments which went from 14 months on average to 6 months due to new project planning strategy.
- Introduced version control of assets including hardware and firmware.
- Maintained vendor relationships and schedules for shipments of hardware produced overseas.
- Helped drive overall company priorities.

WebSideStory (now Adobe)

11/00 - 02/06

Director of Software Development

- Managed Software Developers consisting of
 - Backend developers specializing in C/C++ and Java in a UNIX environment
 - Business layer developers specializing in Java, Perl and JavaScript
 - UI developers specializing in HTML, DHTML, Flash and JavaScript
- Managed a Technical Writer and a Technical Support team consisting of
 - Level 1 support providing cursory research and troubleshooting
 - Level 3 support providing in-depth research and troubleshooting all areas of the application including writing scripts and tools to help determine causes of issues
- Provided consistent management to team members including performance reviews, performance improvement plans, weekly one on ones, career path management, job descriptions and job classifications and general coaching.
- Provided yearly budgeting for the teams including headcount, hardware, software, training, conferences, training, and professional memberships.
- Developed processes for managing the three areas of focus for software development: new product development, maintenance releases and custom requests by working with product management, account management and sales to set priorities and assign work.
- Hired and negotiated contracts for additional technical writing resources and localization companies when there was a need for additional help with documentation.
- Acted as point person for all customer issues requiring software development involvement and worked with VP of Software Development and CTO to set priorities and drive work.
- Used Salesforce and proprietary issue management system to manage customer issues.
- Tracked technical support activity and progress by measuring open customer cases and product issues and number of customer cases managed per person per day.
- Measured overall customer satisfaction using polling data taken during customer satisfaction surveys to determine where we needed to focus strategies for improvement.
- Mentored other managers and provided coaching and feedback regarding employee-management related issues as well as process issues.
- Directed a team of employees to develop a corporate rewards and recognition program and helped organize morale-building team events after major software releases.

Sr. Manager: QA, Documentation, Configuration Management

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- Managed a team of 9 including Quality Assurance Engineers and a Technical Writer.
- Provided consistent management to team members including performance reviews, performance improvement plans, weekly one on ones, career path management, job descriptions and job classifications and general coaching.
- Provided yearly budgeting for the teams including headcount, hardware, software, training, conferences, training and professional memberships.
- Developed processes for managing software releases including establishing work flow for software environments to keep the 30+ test machines running with the proper configuration including components, operating systems and any other software required to run each component.
- Hired and negotiated contracts for additional technical writing resources and localization companies when there was a need for additional help with documentation.

- Helped determine the best approach for regression testing between WinRunner and proprietary scripts to ensure code changes did not negatively affect other areas of the system.
- Created a plan for cross training so each component in the system had an owner and a back-up.
- Managed all templates for documents and the process for updating them as well as the documentation for the process of each phase of the software development lifecycle. Documents included Marketing Requirements, Technical Specifications, System Design, Release Notes, Change Request Form, Test Case Templates, Acceptance Test Plan, End-to-end project plan.
- Successfully delivered many major, minor and maintenance releases into the production environment, including two projects that fundamentally changed the system architecture, the second of which was the launch of the new HBX product, previously named HitBox Enterprise.
- Distributed daily reports for management. Provided metrics on bugs in each status, open bugs per day, bugs per QA Engineer (total per day and total per project).

Senior Project Manager

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- Successfully completed numerous projects on time working with Java and C/C++ software engineers, CGI team, Windows group, database team, web design, network operations, technical support, documentation, quality assurance, accounting, marketing, and sales.
- Delivered both web-based projects in a SaaS environment as well as Windows-based projects for e-commerce and traffic analysis products. Projects delivered included:
 - HitBox Enterprise v6.3, 6.5, 6.8, 7.0, 7.4
 - HitBox Professional v3
 - HitBox Commerce v1
 - HitBox DataWise v1
 - StatMarket v4
- Wrote and edited Technical Specifications and other documents required for the product development lifecycle.
- Contributed hands-on participation in database analysis, quality assurance, and documentation during the project lifecycle.
- Created Product Development area of corporate Intranet to publish project management, product management, and development process documentation using Cold Fusion.
- Created project plans, requirements documents, and general specifications and used leadership skills to motivate team members and foster decision-making.
- Created company-wide processes and training program to engage all departments in the project management process, and aided other departments in creating processes to enable seamless corporate growth.

ideaEDGE Ventures

07/00 - 11/00

Project Management Consultant

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- Created the concept document to start new venture.
- Supported business development and marketing needs for Series A proposal.
- Created requirements document, user experience flows and contributed to marketing requirements.
- Engaged with engineering firm to create prototype.
- Initiated project leadership with leading user experience firm.
- Formulated project plan, scheduled resources, and determined project needs.
- Completed risk analysis and development assumptions.
- Employed multifaceted background to play numerous roles in the product definition phase.

CollegeClub.com

02/00 - 07/00

Quality Assurance Manager/Project Manager

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- Created Quality Assurance department structure; selected leads for each area of responsibility.
- Set up processes for interdepartmental communication and for reporting status.
- Evaluated software tools for issue tracking, load testing, and regression testing.
- Estimated budget items for tools, personnel, education, and office-related activities.
- Interviewed candidates and completed performance reviews.
- Led project for architecture migration from MS SQL Server to ORACLE.
- Worked with developers, Quality Assurance analysts, network administrators, and data mining group on all projects to pinpoint scope, estimate timelines, and delegate tasks.
- Interfaced with consultants to determine need based on project requirements.
- Analyzed web applications, created test plans, and tested web interface and database.

SCT Corp

05/98 - 02/00

Senior Systems Analyst: Professional Services Division

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- Performed DBA backup activities: maintained product loading zone databases, created user accounts with proper security and private synonyms, aided in troubleshooting security-related problems.
- Created implementation plan for client go-live.
- Tested application web functionality on 3-tier architecture.
- Completed preliminary analysis to work-flow-enable the General Services Layer, the technical software foundation of SCT supply chain products.
- Produced client design specifications and test scripts for new client-specific features.
- Created and maintained business flow diagrams for client interview toolkits.

Senior Writer, Technical Architecture Group: R&D Division

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- Redesigned and tested security working with database roles.
- Completed seed data, form, and object analysis for all products.
- Tested all facets of the install process including the install software and verified database updates and application owner accounts.
- Created and tested implementation methodology.
- Created installation and implementation documents and on-line help for all products.
- Tested all functionality of the GSL, technical software foundation of SCT supply chain products.
- Created test scripts for all GSL modules.

GERS Retail Systems

06/96 -05/98

Account Manager: Professional Services Division

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- Completed preliminary analysis of customer's transition from proprietary software version to current base product version.
- Researched and created additional design requirements. Redesigned functionality of program and report output when necessary.
- Completed all quality control, custom documentation and implementation facets of modules.
- Coordinated with client to install all programs and forms.
- Tested and ran all rev-up scripts for installation.
- Provided application support for customer accounts.
- Coordinated Technical Support personnel to work with customers to resolve hardware and networking issues.

SOFTWARE

- MS Outlook
- MS Project
- MS Excel
- MS Word
- MS PowerPoint
- MS Visio
- HTML/JavaScript
- SharePoint
- Adobe Photoshop
- ORACLE
- MySQL (SQL)
- Visual Source Safe
- UNIX
- Wrike
- Salesforce
- MS Project Server
- Innotas
- Zendesk

EDUCATION

Certified Scrum Master
San Diego State University
Muhlenberg College

CSM
Master of Arts in English
BA in English & Political Science