

STEVE CARTER, PMP

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SUMMARY

Strategic Project / Program Office (PMO) Manager with extensive experience in project / program office leadership, program / project management, change management, and process improvement. Passion for creating and leading project management offices that help organizations identify, prioritize, initiate, manage, and track the most critical projects. Strong track record of collaboration, creating effective partnerships across organizational lines, and establishing thought leadership around shared organizational challenges. Analytical and process-oriented by nature, and experienced at working at both the strategic and tactical levels of an initiative. Known for being a calming influence during stressful times, and for being a trustworthy, supportive leader of people.

AREAS OF EXPERTISE

- Program Management
- Project Management
- Project Management Office (PMO)
- Collaborative Leadership
- Change Management
- Personnel Management
- Team Building
- Process Improvement
- Merger Integration

PROFESSIONAL EXPERIENCE

WELLS FARGO / WACHOVIA / FIRST UNION, Charlotte, NC

1995 – 2010

Manager, Wells Fargo Corporate HR Project Management Office 2009 – 2010

- Led the Wells Fargo Corporate HR PMO, with 22 Project Managers, Project Coordinators, and Business Process Consultants. Developed, coached and assigned project resources for prioritized projects.
- Created and implemented transition plans to evaluate multiple PMO models, templates, and practices from the two legacy orgs, and to define the go-forward model.
- Served as a program manager for the Corp HR Wells Fargo / Wachovia integration leadership team. Monitored all HR integration projects with regard to scope, schedule, and budget, and reported HR progress to the enterprise integration leaders.
- Defined and implemented Interim Parallel Operations guidelines for HR, to assist with cross-org process help while we were still on separate platforms and systems.
- Defined and implemented a revised Corp HR project methodology, working with key leaders and partners to ensure full adoption and compliance.
- Implemented new monthly leadership reviews of major project statuses, business cases, and issues. Developed executive summary documents to capture rolled up status info from all PMs.

Manager, Wachovia HR Project Management Office 2005 – 2008

- Managed the newly defined HR Shared Services project office, with 16 team members. Defined a model based on conversations with key stakeholders, and staffed that model with existing and new resources.
- Provided hands on guidance for PMs and Business Analysts as they led enterprise-wide projects, including our learning management system (SumTotal), payroll system (PeopleSoft), recruiting systems (Kenexa, Taleo), and performance management system (Success Factors).
- Represented Corp HR needs/interests on enterprise team that developed and implemented a company-wide project review and approval process (Investment Review Board or IRB).

- Implemented the new HR division IRB, including new processes for project registration, review, and approval. Conducted HR monthly project portfolio reviews with Corp. HR leadership team, creating new visibility into all project work planned and underway in HR.

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WELLS FARGO / WACHOVIA / FIRST UNION (Continued)

- Implemented new project prioritization process for HR, and facilitated both annual and quarterly reviews with stakeholders and the HR leadership team.
- Managed the HR division adoption and deployment of the Wachovia Enterprise Project Management Methodology. Ensured sponsors, project managers, and business owners were equipped for their roles.
- Led the Human Resources FutureFocus Strategic Planning process, which fed into the enterprise strategic planning work.
- Led teams supporting business process outsourcing/insourcing projects with Hewitt Associates.

Sr. Project Manager, First Union / Wachovia HR Shared Services 2001 – 2005

- Led the Change Management work for enterprise-wide Time and Attendance system implementation (Infor/Workbrain).
- Served as corporate Selection Oversight project manager for the SouthTrust merger.
- Managed the Design / Implementation of a new Enterprise Performance Management System, blending specific business needs with corporate consistency mandates.
- Spearheaded HR involvement in the Wachovia Client Partnership (WCP) project, helping revenue lines of business create a more effective cross-selling and referral process.
- Served as project manager for the Wachovia / Prudential Securities LLC HR Model Migration.
- Co-led design/implementation of a corporate Human Capital Scorecard.

Director, HR Enterprise Initiatives Team, First Union HR 2000 – 2001

- Created a new program / project office for HR enterprise projects, and staffed it with 27 project managers, project specialists, and change management experts. Defined standard program and project management procedures, and led the overall team in supporting dozens of corporate-wide implementations.
- Led a redesign of the project support needs for HR, as part of the Wachovia merger.
- Served as Employee Selection Oversight leader for the Wachovia / First Union Merger.

HR Team Leader 2, First Union Automation and Operations HR Team 1999 – 2000

- Managed on-location activities for employee notification phase of The Money Store shutdown.
- Led Project Office team in the design and deployment of numerous HR tools, processes, and programs to support multiple clients.

HR Team Leader 1, First Union Automation and Operations HR 1998 – 1999

HR Specialist, First Union Automation and Operations HR 1995 – 1998

EQM, INC., Spartanburg, SC 1990 – 1995

TQM Consultant

TEXAS INSTRUMENTS, Dallas, TX 1984 – 1990

Manufacturing Manager, Harpoon / Tomahawk Cruise Missile Programs

EDUCATION

BS, Industrial Management, Georgia Tech, Atlanta, GA

PROFESSIONAL AND CIVIC INVOLVEMENT

Member, Project Management Institute (PMI), Project Management Professional (PMP) certification
Member, Society for Human Resource Management (SHRM)
Former Board Member / Secretary for the Metrolina Regional Scholars Academy (Charter School)