



Paula A. Perreira

Process Improvement and Operational Readiness Leader

Specialty Focus: Process Improvement | Customer Service and Service Readiness | Change Management, Governance, and Quality

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PMP · PMI-ACP · CSPO · CSM · ITIL4

PROFESSIONAL SUMMARY

Process improvement and operational readiness leader with 25+ years of enterprise experience mapping current state, redesigning workflows, and standing up the processes, governance, training, and support that make enterprise change stick. Experience spans business analysis, requirements gathering, and As-Is/To-Be process mapping paired with hands on delivery of large technology programs across Fortune 500, government, information technology services, hardware, telecommunications, healthcare services, insurance, financial services, and banking. Lead with customer service, measure with metrics and incident trends, and keep quality, risk, and adoption in view from the first requirement through steady state support.

SELECTED PROCESS IMPROVEMENT HIGHLIGHTS

- Qualification process at scale: identified 100+ applications requiring remediation out of approximately 2,000, designed a qualification process so only eligible assets received the Windows 10 and Internet Explorer 11 upgrade, then led deployment across 43,000 assets, 41,000 users, and 32 departments, averaging about 8,000 assets per month.
- Delivery process standardization: developed the processes and procedures governing Azure, MuleSoft, and Salesforce maintenance, defects, enhancements, and new application builds, and supported PMO standardization of project management practice.
- Program leadership: led the \$9.9 million federally funded Family First Prevention Services Act technology program, managing quality, risk, work breakdown structures, and schedules.

CORE COMPETENCIES

Process Improvement and Analysis: Business analysis, requirements gathering, As-Is/To-Be process mapping, workflow redesign, current state discovery, gap analysis, standard operating procedures, process documentation, continuous improvement, root cause and trend analysis, metrics driven decision making

Customer Service and Support Readiness: Service desk readiness, transition, and consolidation, customer service continuity, incident management, trouble ticket trend monitoring, knowledge resources, training delivery, escalation handling, user adoption, stakeholder support, and clear communication

Governance, Quality, and Risk: PMO standardization and practice development, project governance, quality management against charter terms, risk and issue identification and mitigation, action and decision logs, change control, work breakdown structures, scheduling, budget management, and compliance with legal, security, and regulatory standards

Change and Operational Readiness: Organizational change management, operational readiness, user acceptance testing coordination, phased rollout, cutover and support ownership transition, workforce enablement, communications planning, post implementation support

Methods and Frameworks: ITIL and ITSM, Agile, Scrum, Kanban, Waterfall, Hybrid, SDLC, RAID management, PMI practice standards

Tools and Platforms: Artificial intelligence (AI), PeopleSoft, ServiceNow, Salesforce, MuleSoft, Microsoft Azure, Azure DevOps, Jira, Confluence, Smartsheet, Microsoft Project, SharePoint, Microsoft 365, Visio, Tableau

Planview PPM Pro: 3 years of extensive use at TxDOT; implemented the platform at Texas Mutual, including installation, configuration, and Jira integration



PROFESSIONAL EXPERIENCE

PAPCOM, L.L.C. | Independent Technology Consulting Practice

2003 to present

Provide enterprise program, project, and process-improvement management and consulting through W-2, C2C, and 1099 engagements.

Senior IT Project Manager, Enterprise Technology Delivery, PMO

Texas Department of Transportation (TxDOT) | 2023 to August 2026

Consulting engagement through NEOS Consulting

- Led service desk transition and support readiness through user acceptance testing coordination, knowledge resources, training, and phased rollout, sustaining customer service continuity as support ownership moved to a new vendor.
- Earned the CIO MVP Award for service desk training and support readiness.
- Managed projects within the Information Technology Division Project Management Office from requirements and planning through testing, rollout, and support, coordinating workstreams, owners, blockers, risks, dependencies, governance, and status reporting.
- Used Planview PPM Pro extensively for 3 years while managing projects within the TxDOT Information Technology Division Project Management Office.
- Defined scope, quality standards, milestones, timelines, and change controls, facilitated stakeholder meetings, directed professional and technical staff, and confirmed deliverables were ready to advance to the next phase.
- Developed enterprise AI adoption content, including a SharePoint resource hub, role based learning paths, practical quick guides, a use case intake process, and a glossary that gave employees a repeatable path to adopting new tools.
- Coordinated adoption workstreams across change management, communications, security, data, architecture, application delivery, licensing, and workforce enablement.
- Drove Adobe Experience Manager Guides delivery readiness through testing coordination, documentation, and training, and built a digital accessibility compliance tool that simplified a manual document review process.

Senior IT Project Manager, IT Program Manager

2020 to 2023

Texas Department of Family and Protective Services

- Developed the processes and procedures used to manage Azure, MuleSoft, and Salesforce maintenance, defects, enhancements, and new application builds, giving delivery and support teams one consistent intake and handling model.
- Worked within the PMO to establish and standardize project management practices, then guided project managers in applying them to goals, resource plans, schedules, scope, quality, risk, and budget.
- Led the \$9.9 million federally funded Family First Prevention Services Act program and integrated the state child welfare system with the National Electronic Interstate Compact Enterprise for secure interstate placement data and document exchange.
- Managed project quality so deliverables fulfilled the terms of the project charter, and partnered with PMO staff and stakeholders to identify risks and issues and develop mitigation strategies.
- Developed and maintained project plans, work breakdown structures, schedules, risk and issue logs, and action and decision logs across a multi project program.
- Established Salesforce development, integration, and user acceptance testing environments connected to MuleSoft and Azure, and built a Scrum support model covering builds, enhancements, defects, maintenance, and support.

IT Program Manager, IT Project Manager

2005 to 2019

Nationwide Mutual Insurance Company

Contractor 2005 to 2015, employee 2016 to 2019.



- Windows 10 and Internet Explorer 11 remediation: identified 100+ applications requiring code remediation out of approximately 2,000, and developed a qualification process so only assets eligible for the upgrade were scheduled, releasing assets for deployment as each application was remediated.
- Monitored trouble tickets daily to spot and mitigate trending issues, built a tracking system that kept upgrade status visible, and led deployment across 43,000 assets, 41,000 users, and 32 departments, averaging about 8,000 assets per month.
- Home Office-In-A-Box: helped create a cost effective, secure remote work package covering computing devices, peripherals, software, connectivity, and security, with simplified single request provisioning and servicing, a single point of contact, and a flexible pricing and configuration model.
- Extranet environment build: delivered a standardized, shared, secure, and scalable environment for business partners that simplified the physical network and the plan, build, and run process, reduced the data center footprint, and required fewer full time equivalents per connection.
- Merger and acquisition integration: consolidated acquired service desk operations, migrated ticketing data, trained staff on systems and processes, and transitioned application and infrastructure support ownership without interrupting user service.
- Integrated business processes, infrastructure, applications, data, and workforce onboarding across acquired companies, partnering with business analysts to document current state, frame future state, and decide what to integrate, migrate, retire, or dismantle.
- Led a portfolio of enterprise IT projects representing more than \$300 million in cumulative project budgets over tenure, directing teams of 10 to 250 under corporate security, legal, regulatory, and compliance standards.

EARLIER CAREER

- Telecom Project Manager: NextLink, XO Communications, and ETI/Frontier/Global Crossing
- Business Operations Manager: Grubb and Ellis | Adena Realty Advisors
- Regional Carrier Operations Manager, promoted from Senior Project Manager: CoreComm
- Licensed Child Welfare Clinical Case Manager: South Community Children and Youth Services and Directions for Youth

EDUCATION

Master of Business Administration, Information Systems Management

Keller Graduate School of Management

Master of Project Management, PMI curriculum

Keller Graduate School of Management

Post Graduate Program, Artificial Intelligence for Leaders

The University of Texas at Austin

Bachelor of Technical Management

DeVry University

Associate of Applied Science, Mental Health Technology

Sinclair College

CERTIFICATIONS

- Project Management Professional (PMP), PMI, credential 493138
- PMI Agile Certified Practitioner (PMI-ACP), PMI, credential 3455840
- Certified Scrum Product Owner (CSPO), Scrum Alliance, credential 944420
- Certified ScrumMaster (CSM), Scrum Alliance, credential 944420
- ITIL4 Foundation, PeopleCert, credential GR671097031PP
- Crucial Conversations Mastery, course curriculum

RECOGNITION

CIO MVP Award, Texas Department of Transportation, for service desk training and support readiness.