

# Melody J. Laughlin

## **PMP-certified program and PMO leader**

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PMP-certified program and PMO leader with 25+ years of experience building delivery frameworks, leading teams, and personally managing complex business and technology initiatives. Established enterprise governance, project intake, portfolio prioritization, and executive dashboards; partnered with leadership to align investment, capacity, and business priorities. Experience spans global enterprise programs, regulated financial services, SaaS implementations, software development, and business operations. Brings Microsoft Copilot skills and authorship of AI-Powered Project Management to an interest in advancing AI-enabled delivery practices.

## **Professional Experience**

Driscoll's | Watsonville, CA | 2024-2026

### **IS Program Manager**

- Led enterprise PMO execution and portfolio alignment across a global organization supporting 800+ stakeholders and multiple strategic initiatives.
- Designed and implemented an enterprise PPM framework in Smartsheet, providing real-time portfolio visibility and executive dashboards.
- Established governance standards, intake processes, and compliance structures to strengthen delivery consistency and risk management.
- Partnered with executive leadership to align technology investments with business strategy and capacity constraints; directed prioritization and execution oversight across interdependent programs.
- Drove continuous improvement to increase portfolio throughput and strengthen execution discipline.

BMO | Chicago, IL | 2023-2024

### **Senior IT Project Manager**

- Personally delivered an enterprise transformation program in a regulated financial environment, integrating the Touchless Platform with the InfoLease 10 portfolio system.
- Directed cross-functional execution across IT, business teams, user groups, consultants, contractors, and external partners.
- Managed workstreams, program financials, risks, and performance metrics; adjusted delivery plans to maintain timelines and commitments.
- Provided structured executive reporting and governance updates while maintaining enterprise PMO and regulatory alignment.

The Cruise Travellers LLC | San Diego, CA | December 2019-Present

### **Owner and Luxury Cruise Specialist**

- Lead business operations, client service, supplier relationships, marketing, and growth for a full-service travel agency.
- Manage end-to-end client engagements and group voyages, coordinating budgets, suppliers, documentation, payment deadlines, transportation, and events.

- Create CRM workflows, proposals, social media campaigns, and client communications supporting sales and retention.

Jacobs | 2014-2019 | Selected initiatives

### **Project and Portfolio Transformation**

- Led a 2018-2019 project management system transformation for Jacobs IT: stakeholder interviews, gap analysis, migration of active projects from Microsoft Project to Smartsheet, project intake, and PMO dashboards. Enabled scope, cost, and resource-based portfolio prioritization across a \$100 million annual budget.
- Co-led a \$35 million finance back-office transformation during 2014-2017 spanning Oracle EBS R12 Finance and HR, Oracle EPM, Hyperion HFM, OBIEE, OBIA, Salesforce, Concur, and ServiceNow. Led uniform portfolio reporting and Smartsheet development and administration.

Jacobs Engineering | Pasadena, CA | October 2014-November 2015

### **Enterprise Architecture Manager**

- Led enterprise architects in establishing an architecture foundation within Jacobs IT; released the Trough application portfolio management platform and migrated data representing more than 90,000 applications.
- Created enterprise architecture governance documentation aligned with TOGAF principles.

Jacobs Engineering | Pasadena, CA | October 2013-October 2014

### **Project Manager**

- Led consultants, offshore developers, and on-site teams through large-scale delivery; planned phases, monitored performance and risks, and took corrective action.
- Worked with team members to establish SMART objectives and support annual performance reviews.

Jacobs Engineering | Pasadena, CA | May 2012-October 2013

### **IT PMO Methodology Expert**

- Created the IT project life-cycle framework and new-employee onboarding manual; partnered with the PMO Director to hire, onboard, and manage project managers.
- Delivered C-suite communications and supported annual budget planning with finance and senior executives.

SAIC | San Diego, CA | September 2008-May 2012

### **IT Project Manager**

- Led a \$10 million Taleo SaaS implementation with HR and IT, covering requirements, gap analysis, budgeting, planning, and migration of hundreds of thousands of recruiting and employee records; reduced duplicate recruiting efforts.
- Prepared budgets, executive gate materials, and OCIO briefings; coordinated cross-functional issue resolution and risk mitigation. Led the effort to achieve CMMI Level 2 process governance within one year.

Lightspan / Plato Learning, now Edmentum | San Diego, CA | September 1998-May 2008

### **Web Development and Project Manager**

- Hired, trained, and developed web development staff; led internal developers and 100 offshore developers supporting the Learning Network e-learning portal.
- Led creation of the 5,000-page Learning Network, generating approximately \$2.5 million in annual revenue; delivered Lightspan.com and partnered with business development on customer requirements and release validation.

## Core Expertise

PMO development and governance; program delivery; portfolio prioritization; intake; resource and capacity planning; risk and dependency management; executive reporting; team development; change adoption; integrations; budget planning.

## Education & Certifications

M.S. Organizational Leadership, National University, Magna Cum Laude, 2012. B.S. IT Project Management, Capella University, Summa Cum Laude, 2011. PMP (in good standing); SAMC, 2022; ITIL Foundations, 2010; TOGAF.

## Technology

Smartsheet PPM and administration; Microsoft Project; Power BI; Microsoft Copilot; Jira; Confluence; Microsoft 365; Visio; Excel; Oracle BI; Troux APM; SDLC; Agile methodologies.

## Selected Authorship

AI-Powered Project Management; People First: Building Culture Intentionally; Servant Leadership: Power through People, Not Position.