

CHARLOTTE ALWARD

Government Contracts & Operations Leader | Subcontracts | Process Architecture | Training & Enablement
Shawnee, KS • 660-525-4099 • charlottealward631@gmail.com • linkedin.com/in/charlotte-alward • Open to Remote

EXECUTIVE PROFILE

Strategic government contracts and operations leader who builds structure around complex, regulated work. Brings federal subcontract lifecycle depth, FAR/DFARS compliance, IDIQ/task-order execution, supplier governance, CLIN/SLIN financial traceability, workflow automation, and instructional enablement. Known for finding control and visibility gaps, architecting practical operating systems, and converting requirements into auditable execution, decision-ready reporting, and repeatable workforce capability.

SELECTED IMPACT

\$300M+ Federal subcontract portfolio	#1 PERFORMER Rated #1 in department since 2017	40% Subcontractor risk reduction	\$3M+ Supplier risk eliminated
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CORE EXPERTISE

FEDERAL CONTRACTS & COMPLIANCE FAR/DFARS • IDIQ / Task Orders • SOWs • MSAs • Flowdowns • FFP / T&M / CPFF • Audit Readiness	SUBCONTRACTS & SUPPLIER GOVERNANCE Full Lifecycle • Supplier Performance • Risk & Issues • Contested Terms • VAR / Licensing • Corrective Action
CONTRACT OPERATIONS & CONTROLS CLIN/SLIN Traceability • Milestones / Deliverables • Invoices • Option Periods • Expirations • Portfolio Governance	OPERATIONAL EXCELLENCE & SYSTEMS Continuous Workflow Analysis • Process Architecture • Oracle APEX • Automation • SOP / RACI • Internal Controls
PROGRAM & EXECUTIVE OPERATIONS KPIs • Deployment / Deliverable Mapping • Burn Rate • Executive Reporting • Cross-Functional Integration • Due-Outs	LEARNING & ENABLEMENT Training Content • Facilitation • Facilitator Guides • Job Aids • Feedback / Assessment • Knowledge Transfer • User Adoption

PROFESSIONAL EXPERIENCE

Professional Development & Capability Expansion Strategic Sabbatical Targeted capability expansion. Focused development in government contracts, supplier governance, workflow redesign, Oracle APEX, DevOps, Power BI/SQL, and AI-assisted process improvement. AI-enabled business systems design. Architected an integrated operations control center and CLM-style system for risk, reporting, procurement outreach, NDAs, licensing, vendor relationships, contacts, and due-outs.	Dec 2025–Present
Senior Federal Subcontracts Administrator II Oracle Health Portfolio leadership. Directed full-lifecycle administration of a \$300M+ subcontract portfolio supporting a \$23B+ VA EHRM program, from scope/SOW development and supplier evaluation through award, administration, performance, invoicing, modifications, risk resolution, and closeout. Complex contract governance. Managed IDIQ/task-order structures, MSAs, SOWs, VAR/licensing agreements, FFP/T&M/CPFF vehicles, mandatory flowdowns, funding constraints, shifting deployments, option periods, expirations, milestones, and supplier obligations. Negotiations and redlines, NDA, BAA, insurance compliance and risk analysis. Systems architecture. Architected an Oracle APEX contract-operations platform integrating suppliers, subcontracts, task orders, CLIN/SLIN funding, SKUs, pricing, quantity, approvals, and reporting into a unified, auditable operating environment. Commercial-to-federal integration. Designed the missing crosswalk linking Oracle orderable SKUs to federal CLIN/SLIN funding and subcontract workshare, strengthening financial traceability, reporting integrity, and execution visibility. Risk and supplier performance. Reduced subcontractor risk 40% and eliminated \$3M+ in supplier risk through earlier issue visibility, disciplined reporting, performance controls, SOW critique, terms/flowdown verification, and management intervention. Cross-functional execution. Integrated Legal, Finance, Procurement, Program Management, Operations, and suppliers to resolve contested terms, reconcile scope/funding, address contracting delays, and protect program delivery. Knowledge transfer. Institutionalized continuity through user training, process documentation, transition checklists, and successor training on policies, systems, controls, and compliance expectations.	2022–2025

Senior Engagement Controller | Cerner Government

2019–2022

Services

Built a compliance framework from scratch. Established VA EHRM Government Furnished Equipment controls for asset accountability, hand receipts, task-order alignment, COR visibility, reporting, option periods, expirations, scope transitions, and periods of performance.

Supplier / vendor collaboration. Worked directly with suppliers and vendors throughout the Engagement Controller role to align operational requirements, timelines, dependencies, deliverables, and issue resolution across VA EHRM workflows, establishing hands-on supplier/vendor experience dating to 2019.

Operational turnaround. Formed and coordinated a cross-functional tiger team to recover a resource-onboarding backlog spanning security clearances, PIV credentialing, eQIP/background investigations, time-sensitive dependencies, and stakeholder follow-through.

Improved workforce mobilization. Reduced onboarding cycle time 25%, restored backlog currency, and created HR execution plans, training assets, trackers, and operating cadences to sustain performance.

Decision-ready reporting. Translated resource utilization, funding, and burn-rate data into executive reporting across five national projects; recognized by VA OIT leadership for national resource-management excellence.

Transition discipline. Created handoff frameworks and trained successors on compliance obligations, controls, reporting cadence, policies, and stakeholder expectations.

Lead Administrative Assistant / Senior Project

2016–2019

Coordinator | Cerner

Executive portfolio orchestration. Managed up to 12 executive portfolios spanning calendar strategy, expense governance, corporate-card reconciliation, international travel, communications, meetings, and high-priority operational support.

Executive operating cadence. Partnered with the GM of Cerner Government Services and Operations VP to manage KPIs, due-outs, priorities, briefings, heat maps, reporting, and C-suite presentation materials.

Leadership continuity. Represented executives in meetings they could not attend, translating discussions into decisions, accountable actions, follow-up, and sustained visibility of priorities.

Training and launch support. Developed training content, facilitator guides, executive presentations, and operational documentation; supported launch of Cerner's Arlington, Virginia office for the VA program.

Human Resources NCO / Brigade S-1 Operations |

2009–2017

Missouri Army National Guard

Brigade-level personnel operations. Managed readiness, records, awards, policy enforcement, accountability, and S-1 administration supporting 250+ soldiers across two companies in a regulated DoD environment.

Direct leadership. Led a seven-soldier squad for three years CONUS and OCONUS, providing supervision, coaching, standards enforcement, accountability, and day-to-day execution leadership.

Operational accountability. Produced daily PERSTAT reporting for 300+ personnel during Operation Enduring Freedom with less than 3% variance; represented the unit on the Women's Mentorship Council.

Leadership development. Advanced through Warrior and Advanced Leadership courses; recognized as Honor Graduate and recipient of multiple commendations and leadership awards.

EARLY CAREER FOUNDATION

Election Systems Programmer, Trainer & Implementation Support | Adkins Printing

Early Career

Election systems implementation. Programmed county election data in GEMS (Global Election Management System), supporting technology-enabled election administration and data integrity.

Technical-to-user translation. Converted the GEMS technical manual into practical end-user curriculum and delivered system training to county clerks and election personnel across Missouri, Kansas, and parts of Iowa.

Live election operations. Supported Cass County, Missouri by receiving election results and transmitting official results electronically by modem to state headquarters.

EDUCATION & PROFESSIONAL DEVELOPMENT

Southwest Baptist University — Business Management, 75 undergraduate credit hours completed; Dean's List.

Professional Development & Certifications: Lean Six Sigma Green Belt • BCS Foundation in Business Analysis • DevOps • Oracle APEX Developer • Using AI to Reimagine Workflows • Process Improvement & Teams • Harvard: Leading People, Presentation Skills • U.S. Army Warrior & Advanced Leadership Courses