

CHARLOTTE ALWARD, CLSSG

OPERATIONAL WORKFLOW ANALYSIS • PROCESS ARCHITECTURE • CHANGE ENABLEMENT • VETERAN

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I turn fragmented, high-stakes workflows into visible, measurable, repeatable operating systems.

IMPACT SNAPSHOT

\$300M+

Portfolio governed

\$23B+

Enterprise initiative

40%

Risk reduction

\$3M+

Supplier risk
eliminated

25%

Cycle-time
reduction

#1 PERFORMER

Since 2017 was rated
the top performer in
organization's
department

PROFILE

Senior operations and process-improvement professional with 30+ years of experience diagnosing how work moves across people, systems, data, controls, and handoffs. Builds current-state clarity, identifies root causes and failure points, designs future-state workflows, and drives implementation through standard work, metrics, automation, training, and adoption. Lean Six Sigma Green Belt with working knowledge of Power BI and SQL, Oracle APEX experience, workflow automation, solution design, process architecture and practical use of AI for coding.

CORE CAPABILITIES

WORKFLOW ANALYSIS

Current/Future State • Process Mapping • Gap Analysis • Root Cause • Bottlenecks • Handoffs • Data Driven Decisions

PROCESS REDESIGN

Lean Six Sigma • Standard Work • SOPs • RACIs • Controls • Cycle-Time Improvement

CHANGE ENABLEMENT

Clear Communication • Stakeholder Facilitation • Impact Analysis • Training • Adoption • Transition Planning & Implementation • Learning Checks & Revisits

DATA & INSIGHT

KPIs • Power BI (Basic) • SQL (Basic) • Dashboards • Exceptions • Data Integrity

AUTOMATION & SYSTEMS

Oracle APEX • AI-Assisted Coding • Database Architecture • Workflow Design & Automation • Cross-System Reconciliation

ARCHITECTURE & GOVERNANCE

Business Requirements • Process Architecture • Governance Cadence • Issue Closure

PROFESSIONAL EXPERIENCE

Professional Development & Capability Expansion | Strategic Sabbatical

Dec 2025-Present

- **Targeted repositioning** — Focused professional development on operational excellence, business process analysis, workflow redesign, change enablement, Oracle APEX, DevOps, Power BI/SQL fundamentals, and AI-assisted process improvement.
- **AI-enabled business systems design** — Architected an integrated operations control center to improve visibility, coordination, and execution across risks, dependencies, finances, grants, intellectual property, deadlines, reporting, and administrative workflows. Built a CLM-style system to manage procurement outreach, NDAs, licensing, vendor relationships, contacts, and due-outs.

Senior Federal Subcontracts Administrator II | Oracle Health

2022-2025

- **Workflow diagnosis** — Analyzed end-to-end contracting and supplier workflows across a \$300M+ portfolio supporting a \$23B+ enterprise health technology initiative; surfaced control gaps, handoff failures, data inconsistencies, aging work, and execution risk.
- **Future-state architecture** — Translated contract, funding, SKU, approval, supplier, and deployment processes into structured workflows, trackers, controls, and standard work with clearer ownership and decision points.
- **Automation** — Architected and implemented an Oracle APEX contract-operations solution integrating supplier, subcontract, task-order, CLIN/SLIN funding, SKU, pricing, quantity, approval, and reporting data into one auditable operating environment. Leveraged DevOps and Lean Six Sigma credentials.
- **Cross-system design** — Created the missing commercial-to-federal data crosswalk linking Oracle orderable SKUs to task-order funding and subcontract workshare, strengthening traceability, reporting and audit integrity, and execution visibility.
- **Risk & performance** — Reduced subcontractor risk 40% and eliminated \$3M+ in supplier risk through earlier issue visibility, structured escalation, data reconciliation, performance intervention, and policy-aligned governance.

- **Change adoption** — Standardized SOW quality controls, documentation, checklists, training, and transition plans; coordinated Legal, Finance, Procurement, Program Management, Operations, and suppliers through resolution and implementation.

Operations Senior Engagement Controller | Cerner Government Services

2019-2022

- **Operating-model design** — Built the VA EHRM project's Government Furnished Equipment operating model from the ground up, replacing fragmented intake, accountability, task-order equipment alignment, ownership, and reporting practices with disciplined lifecycle controls.
- **Supplier/vendor coordination** — Worked directly with suppliers and stakeholders throughout the Engagement Controller role to align operational requirements, timelines, dependencies, deliverables, and issue resolution across VA EHRM workflows, demonstrating hands-on supplier/vendor experience dating to 2019.
- **Backlog recovery** — Led a cross-functional tiger team of 6 people to diagnose and recover a resource-onboarding backlog involving clearances, credentialing, background investigations, ownership gaps, and time-sensitive dependencies.
- **Cycle-time improvement** — Reduced onboarding cycle time 25% by redesigning sequencing, clarifying roles, introducing trackers and operating cadences, and sustaining the new workflow through documentation and training.
- **Decision support** — Converted utilization, funding, burn-rate, status, and dependency data into management reporting across five national projects; **recognized by VA OIT leadership for national resource-management excellence.**

Operations Lead Administrative Assistant / Senior Project Coordinator | Cerner

2016-2019

- **Executive workflow visibility** — Supported up to 12 executive portfolios, tracking priorities, KPIs, due-outs, risks, decisions, dependencies, approvals, and follow-up across fast-moving operational environments.
- **Action-to-closure discipline** — Converted meetings and decisions into accountable actions, heat maps, briefings, trackers, and executive reporting that kept cross-functional work visible.
- **Enablement** — Created training content, facilitator guides, process documentation, and presentations; supported operational launch activities for Cerner's Arlington, Virginia office serving the VA program.

Operations Human Resources NCO / Brigade S-1 | Missouri Army National Guard

2009-2017

- **Regulated operations** — Managed personnel, readiness, records, awards, policy, and accountability workflows supporting 250+ soldiers; reconciled operational data, requirements, and exceptions in a high-accountability DoD environment.
- **Leadership & data quality** — Led a seven-soldier team for approximately three years CONUS and OCONUS, and produced daily personnel accountability reporting for 300+ personnel during Operation Enduring Freedom with less than 3% variance.

ADDITIONAL RELEVANT EXPERIENCE

Election Systems Programmer, Trainer & Implementation | Adkins Printing

Early Career

- **Systems implementation** — Programmed county election data in GEMS (Global Election Management System), supporting controlled data-processing workflows, quality checks, implementation readiness, and time-critical delivery.
- **Technical translation** — Converted a technical system manual into practical end-user curriculum and trained county clerks and election personnel across Missouri, Kansas, and parts of Iowa.

PROFESSIONAL DEVELOPMENT & TOOLS

Methods: Lean Six Sigma Green Belt • BCS Foundation in Business Analysis • Process Improvement • Workflow Redesign • Change Enablement

Technology: Oracle APEX • Power BI (Basic) • SQL (Basic) • Advanced Excel • Microsoft 365 • AI-Assisted Coding • DevOps Concepts • SharePoint • PeopleSoft • Workday • Salesforce • AI modules (ChatGPT, ChatGPT Codex, Claude, Claude Codex)

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