

Randy Triezenberg, PMP

Sr. Project Manager

Specialization

- Project Management / Product Management
- Organizational Change Management
- Business Process Reengineering
- Systems Integration

Representative Clients

- City of Los Angeles
- Department of Social Services (CDSS)
- Office of Statewide Health Planning and Development (OSHDP)
- California State Teachers' Retirement System (CalSTRS)
- State of Ohio, Office of Information Technology
- State Controller's Office (SCO)
- Department of Corrections and Rehabilitation (CDCR)
- Department of Water Resources (DWR)
- United States Air Force, Air Force Material Command
- Department of Conversation (DOC)
- Department of Child Support Services (DCSS)
- Administrative Office of the Courts (AOC)
- California State Legislature
- Department of Education (CDE)
- Department of Transportation (Caltrans)
- California Public Employees' Retirement System (CalPERS)
- Department of Justice (DOJ)

Industries

- Social Services
- Justice
- Environmental
- Technology
- Pension/Retirement

Summary

With over 25 years of dedicated service in public sector consulting, Randy excels in spearheading the successful implementation of large-scale information technology solutions. His expertise spans project management, organizational change management, product management, and leadership development, positioning him as a versatile leader capable of navigating the complex intersection of technical, functional, and human aspects inherent in project execution. Randy possesses an exceptional ability to bridge communication gaps among diverse project stakeholders, facilitating cohesion and collaboration within multidisciplinary teams. Beyond his core competencies, he brings invaluable experience in strategic planning, policy analysis, management analysis, and business process improvement, complemented by his adeptness in facilitation techniques.

Professional Experience

Client: City of Los Angeles

Project: Human Resource and Payroll (HRP) System Implementation

Project Manager

April 2023 – Present

Randy is a project manager in the Project Management Office (PMO) and is responsible for the technical workstreams for the City of Los Angeles Human Resources and Payroll (HRP) project. Randy manages the integrations, reporting, security, and data conversion teams consisting of City and system implementation vendor staff. His responsibilities include project plan maintenance, risks and issue resolution, management of testing, and project team communications. Randy was instrumental in establishing the project scope change control process and escalation procedures to ensure that project scope meets critical business requirements without an adverse impact on project schedule. The HRP project encompasses Workday human capital management (HCM), time tracking, absence, benefits, and payroll modules. The HRP system will go live in June 2024 and replace the legacy HR and payroll systems that pays 45,000 City employees across 44 departments.

Client: State of California, Department of Social Services (CDSS)

Project: County Expense Claim Reporting Information System (CECRIS)

Product Manager

May 2018 to December 2023

In the role of Product Manager, Randy served as a consultant to the CECRIS Product Owner and Project Management Office (PMO) for implementation of CECRIS, a digital claim reporting and tracking system to support all 58 California counties. Randy worked with the Product Owner to develop the product roadmap and implementation strategy,

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Education, Licenses, & Certifications

- BS Business Administration, Washington University in St. Louis, 1991
- Master in Public Policy, Harvard University Kennedy School, 1998
- Project Management Professional (PMP), June 2013
- Certified Advanced Change Management Practitioner, Prosci, June 2013
- Certified Scrum Master (CSM), April 2017
- Advanced Certified Scrum Product Owner (ACSPPO), February 2022
- Agile Coaching Skills Certified Facilitator, January 2024

provide guidance on prioritization of functionality based on stakeholder input, advise on Agile implementation principles, assist with system process and business rules analysis, guide user experience (UX) development, and manage the product backlog. Randy worked with the PMO and system implementation vendor to identify and execute tasks for user acceptance testing (UAT) and production releases, lead the effort for requirements traceability to product roadmap features and user stories, and develop estimates for product feature and solution development completion. Valued at \$24 million, this large web-based IT system supports approximately 300 State and County users statewide.

Client: State of California, Department of Social Services (CDSS)
Project: County Expense Claim Reporting Information System (CECRIS) Business Process Reengineering (BPR) and Organizational Change Management (OCM)

OCM Advisor

August 2016 to February 2018

Randy served as OCM advisor for this project to deliver BPR and OCM services for implementation of CECRIS. Using the Prosci framework, he served as an advisor to the project team and has developed an OCM strategy and plan to promote awareness of the effort and prepare end users for the change to the new environment. Randy provided examples of product roadmaps and user story tracking tools used in other organizations to help the CECRIS Product Owner and project team understand how a software solution is developed using Agile Scrum. He also facilitated working sessions with the business process owner, Product Owner, and subject matter experts representing CDSS and California counties to develop a product roadmap for development and delivery of CECRIS functionality. The facilitated sessions had participants consider technical, functional, and implementation aspects of development and implementation to come to agreement on a logical sequence for moving forward.

Client: State of California, Department of Social Services (CDSS)
Project: Child Welfare Digital Services (CWDS), Organizational Change Management

Project Manager

March 2014 to July 2017

CDSS engaged Randy and his team to provide OCM expertise for the planning and procurement of solutions to replace the State's aging child welfare and foster care case management system, in accordance with the California Department of Technology (CDT) Project Approval Lifecycle (PAL) process. The new system, when fully implemented and integrated, will support over 20,000 end users responsible for the

investigation of half a million claims of child abuse and neglect each year and ongoing welfare of more than 60,000 California youth in foster care.

In November 2015, the project undertook a significant shift in its approach. Instead of hiring a single integrator who would follow a traditional waterfall method, the State choose to release multiple procurements for software vendors using agile software development principles. During his tenure on the project, Randy served in the following consultant roles:

Senior OCM Consultant

- Updated the OCM Strategy for the project and developed supporting Stakeholder Management and OCM Plans to be implemented before and after the system integrator is selected.
- Conducted interviews with executive stakeholders to conduct a preliminary project change sponsor assessment.
- Planned OCM awareness sessions with all project team members and key stakeholders from the divisions within CDSS who will be impacted by the new system implementation.
- Conducted business process analysis to identify how different groups of end users would be impacted by the change to the new system.
- Developed contractor requirements for OCM activities for the system integrator Request for Proposal (RFP).

Communications and Stakeholder Relations Team Scrum Master

- Led the scrum team, maintained and refined team user stories in the Pivotal Tracker tool, led sprint planning, and coordinated sprint review sessions.
- Advised the Executive Leadership Team on stakeholder relations and communications strategies from an OCM perspective.
- Developed the social media strategy and infrastructure for CWDS stakeholder outreach.
- Completed web development (HTML, GitHub) for the launching of the new CWDS website: <https://cwds.ca.gov/>
- Configured MS SharePoint for communications, calendaring with overlays for room scheduling, and issue and risk tracking
- Led the team to develop a product roadmap for Communications and Stakeholder Relations activities in

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conjunction with software functionality release planning sessions

Client: State of California, Office of Statewide Health Planning and Development (OSHPD)

Project: ePlanCheck (ePC), Organizational Change Management Project Director

January 2016 to April 2017

OSHPD engaged Highlands Consulting to develop a comprehensive organizational change management (OCM) strategy and set of plans to successfully adopt ePlanCheck, a system to submit, review, and approve construction/architecture plans online. As Project Director, Randy performed the following tasks:

- Developed the organizational change management strategy and plans based on the Prosci® Change Management Methodology and ADKAR® model of individual change, including Communications Plan, Sponsor Roadmap, Coaching Plan, Training Plan, and Resistance Management Plan.
- Provided oversight and guidance to the Highlands OCM team who coordinated the activities outlined in the OCM plans.
- Conducted business process analysis to determine which groups of end users were most impacted by the changes as a result of implementing ePC.
- Monitored the project management schedule and processes, including risk, issue, stakeholder, resource, and communication.
- Monitored the implementation of the OCM Plans by OSHPD managers and staff.

Client: California State Teachers' Retirement System (CalSTRS)

Project: BusinessDirect SAP Implementation

Change Management Advisor

September 2013 to July 2015

In January 2013, CalSTRS went live with its SAP enterprise resource planning system called BusinessDirect. Randy was selected to perform a post-implementation analysis of how well the organization had adapted to the changes brought about by the implementation and provide recommendations for improvement. Randy analyzed data compiled from executive interviews and stakeholder focus groups in the months immediately following implementation, in order to develop findings and recommendations. Randy also designed and conducted an online survey of all BusinessDirect end users to gauge their adoption of the new

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system and related processes and to identify opportunities for improvement. Upon acceptance of the findings and recommendations deliverable, CalSTRS retained Randy as an advisor to implement one of the key recommendations to develop an ongoing sustainable training program for BusinessDirect.

Client: State of Ohio, Office of Information Technology, Co-Managed Services Data Center

Project: Shared Services Data Center

Workforce Transition Manager

February 2013 to July 2013

Randy led the effort to develop a comprehensive Workforce Transition Approach and Plan for the implementation of a shared services data center to be co-managed by IBM and the State of Ohio. Randy developed an approach and detailed work plans for organizational design, recruitment, change readiness, and training activities. In addition, Randy provided a framework for interim operations planning for those state agencies that would be transitioning their infrastructure maintenance to the shared services facilities, an approach for employee development and continual improvement for the co-managed services data center, and workforce planning gap analysis and supply and demand analysis tools.

Client: California State Controller's Office (SCO)

Project: SAP Deployment and Transition Support

Project Manager

February 2012 to February 2013

The California State Controller's Office engaged IBM to assist with the deployment of its SAP Human Resources (HR)/Payroll system, to replace dozens of custom applications, and support more than 160 departments representing approximately 250,000 employees.

As project manager, Randy led a team of 24 Deployment Liaisons skilled in organizational change management to work with individual departments and agencies to prepare for system go-live. The Liaisons worked directly with State departments to monitor and assist the 160+ departments to validate and coordinate tasks across four primary areas:

- *User Readiness* included educating department executives and managers on their role in organizational change management, business process analysis, role definition, communications, and training.
- *Functional Readiness* included data collection of data not available in legacy systems and the data cleansing of data in legacy systems prior to the transformation and loading into the system.

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- *Technical Readiness* included changes required to the department's information technology infrastructure, installation of software, interface development and conversion testing.
- *Site Readiness* included system cutover and post deployment implementation support.

Client: State of California Department of Corrections and Rehabilitation (CDCR)**Project: Business Information System (BIS) Project
System Integrator Change Management Lead
July 2007 to February 2012**

The California Department of Corrections and Rehabilitation selected the SAP Enterprise Resource Planning software as the foundation for its Business Information System (BIS) project. The BIS project consisted of SAP FI, CO, FM, MM, SRM, and HR modules and had 8,500 end users across 33 adult institutions and eight juvenile facilities at completion. Randy was the system integrator change management lead, responsible for conducting organizational change readiness assessments, stakeholder management activities, and organizational impact analyses. In this role, he also managed a change agent network, prepared communications strategy, and oversaw execution of the communications plans by client staff. In addition, Randy led a training team of 30 consultants and client staff to develop and execute the end user training strategy, develop end user training standards and training design, develop training materials, and conduct a train-the-trainer program and deploy training. Randy was responsible for ensuring adequate knowledge transfer to client staff for the client to build a sustaining training organization. Randy also served as the HR functional lead responsible for the deployment of SAP HR workflow functionality, overseeing integration testing, user acceptance testing, cutover activities, go-live, and post-go-live support.

Client: State of California, Department of Water Resources (DWR)**Project: SAP Migration Project Stabilization Phase
Project Manager****August 2006 to July 2007**

Following "Go Live" of the Department of Water Resources' SAP Enterprise Resource Planning system, the Department engaged IBM to support the implementation. Post-implementation support (stabilization) included fixing system errors, fine tuning operational processes, and ongoing training and communications to DWR staff. DWR selected Randy to serve as the project manager for this phase of the project. Randy was responsible for managing the project workplan, securing and managing systems integrator and subcontractor resources,

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facilitating project management meetings, and assisting with ongoing training and communication efforts. Randy's team successfully resolved all outstanding issues allowing the Department to fully execute a financial year-end close at the end of the fiscal year.

Client: State of California, Department of Water Resources (DWR)

Project: SAP Migration Project

System Integrator Change Management Lead

August 2005 to August 2006

The California Department of Water Resources' SAP Migration Project was a 14-month effort to migrate DWR's existing business processes from their current version of SAP Enterprise Resource Planning system (4.5b) to the most recent release for the public sector, mySAP ERP 2005. While some business processes saw primarily improvements in look-and-feel and navigation of the system, others such as the Department's budget process underwent fundamental changes with far-reaching consequences for the way staff do their jobs.

As Change Management Lead, Randy conducted stakeholder analysis, led organizational change readiness assessments, and managed the change leadership plan for the project. He developed and implemented the project's communication program for both the 100+ project team members and all 3,000 DWR employees at headquarters and in the field. Randy was also responsible for conducting a training needs assessment, coordinating the development of training materials, and managing the training program for the project. This entailed analyzing business processes to understand the degree of change required and incorporating the changes into project communications and training materials.

Client: United States Air Force, Air Force Materiel Command

Project: Purchasing and Supply Chain Management (PSCM) Project, Deployment Planning

Deployment Manager

June 2005 to August 2005

The PSCM project was a major Air Force initiative to improve and integrate purchasing and supply processes by linking demand planning, purchasing, inventory management, and supply chain, supplier, and supply base management to get customers what they want, when they want it, and at reasonable costs. Randy provided guidance to the Oklahoma City Air Logistics Center in the planning and deployment of a customer service center to accept and manage requisitions. Randy developed the deployment plan and a process for tracking project issues and resolution, performed stakeholder analysis, provided subject matter expertise by analyzing business processes, and led the client team in

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development of use cases documenting business and application requirements for the Remedy call center software application.

Client: State of California, Department of Conservation, Division of Recycling

Project: Cash Flow Forecasting Model Project & Business Process Reengineering

Project Manager

June 2004 to May 2005

Randy evaluated, made recommendations, and implemented improvements to the Division of Recycling's cash flow management processes and tools. Randy led the development of to-be processes and alternatives for a new cash flow management tool. Randy managed a senior economist and programmer in identification and documentation of data sources, development of an econometric model, and creation of a user-friendly Excel-based tool. Randy conducted ongoing business process analysis, stakeholder management, and project communications.

Client: State of California, Department of Conservation, Division of Recycling

Project: Accounts Receivable Process Improvement Project, Performance Measurement

BPR Consultant

June 2004 to February 2005

For the Division of Recycling's Accounts Receivable business process improvement project, Randy led workshops to develop, prioritize, guide implementation of various improvement alternatives including process redesign, development of new technology tools, and performance metrics. Randy performed quality review on redesigned processes and captured user and technical requirements for technology improvements. Randy also led the development of performance metrics, identified data sources, and created a performance measurement reporting tool. Randy coached the staff responsible for the implementation of the improvements in project management techniques.

Client: State of California, Department of Child Support Services

Project: Customer Service Support Center Assessment

Operations Analyst

April 2004 to June 2004

During the systems implementation for the California Child Support Automation System, Randy conducted an assessment of call center operations of the state's local child support agencies. Randy assessed the current environment and business processes, and made

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recommendations for the organization and staffing of a statewide centralized customer contact center. Randy's recommendations addressed strategy, organizational model, roles and responsibilities, performance management, and labor relations issues.

Client: State of California, Department of Conservation, Division of Recycling

Project: As-Is Process Documentation

BPR Consultant

June 2003 to March 2004

For the Division of Recycling's comprehensive documentation effort of over 100 processes, Randy facilitated work sessions and documented processes and process metrics including cycle times, system interfaces, and process handoffs. The as-is process documentation was the first step in the Division's larger efforts to redesign process and strive for continuous improvement.

Client: State of California, Department of Water Resources

Project: Overhead Services Cost Management Study

Financial Analyst

June 2003 to December 2003

Randy conducted a study on DWR's administrative and other overhead cost management practices. Randy surveyed each of the Department's divisions to understand the cost of administrative functions in the line organizations. He also researched industry leading practices in overhead management in areas including human resources, information technology, and financial management. Randy led the development of the draft and final reports. Randy managed project communications with multiple stakeholders and participated in the presentation of the study results to the project Executive Steering Committee.

Client: Judicial Council of California, Administrative Office of the Courts (AOC)

Project: HR Assessment and HRMIS Study

Facilitator & Analyst

September 2002 to December 2002

AOC conducted an assessment of the human resources (HR) needs of the 58 Superior Trial Courts in California as a result of legislation that transferred the responsibility for HR from counties to the Trial Courts. To aid in this effort, Randy facilitated focus groups with HR staff in 22 of the 58 Courts to understand their HR needs in terms of people and culture, organization and service delivery, process, and systems and technology. Randy analyzed the current environment data and conducted a gap analysis of the current environment against best practices. He also contributed to the development of a comprehensive business case for

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change for an AOC-led effort to develop a statewide HR Management Information System (MIS) that will be made available to all Trial Courts.

Client: California State Legislature
Project: Information Technology Business Plan Development
Facilitator & Analyst
June 2002 to September 2002

Randy assisted with the development of a business plan for the Legislature to guide the development and deployment of technologies to support the legislative process and legislative support functions. Randy created a model of the Legislature's core and support business functions to ensure that the business plan captured needs across the entire organization. He conducted interviews and focus groups with representatives from the functional areas, compiled and analyzed the data collected to determine the Legislature's primary business needs with respect to information technology, and prioritized specific improvement opportunities in a framework the Legislature will continue to use as it proceeds with implementation planning.

Client: State of California, Department of Education (CDE)
Project: Education Technology Office, Statewide Education Technology Services Project Review
Project Analyst
January 2002 to February 2002

The California Department of Education (CDE) had established contracts with four county offices of education to provide Statewide Education Technology Services (SETS), intended to provide support for school administrators, teachers, and school technologists. Randy conducted a review of these projects, specifically to assess how well the projects were managed, whether the level of funding for the projects was adequate for the scope of work, and whether the funding was appropriate given the value of the services provided. Randy developed, administered, and analyzed a survey of stakeholders; conducted interviews with SETS project managers and staff; reviewed materials provided by the SETS projects and CDE; and co-authored the final deliverable.

Client: State of California, Department of Transportation (Caltrans)
Project: Transportation Management Systems Master Plan
Development
Planning Consultant
November 2001 to August 2002

Randy assisted with the development of a master plan for Caltrans Transportation Management Systems (TMS). Faced with ever growing demand and limited ability to expand the physical capacity of the

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freeway and road network in the state, Caltrans was turning to intelligent transportation systems to better manage existing – as well as new – freeways and roadways in the state. Randy assisted the Department forge a vision for how these systems would work together effectively to reduce traffic congestion and improve reliability of travel times by allowing Caltrans and other state and local agencies to respond to rapidly changing conditions effectively and efficiently. Randy co-facilitated Caltrans staff focus groups, conducted independent research, and wrote a comprehensive business plan for traveler information that identified required resources and milestones, and co-authored business plans for Transportation Management Centers.

Client: California Public Employees' Retirement System (CalPERS)

Project: Member Home Loan Program Request for Proposal

Development

RFP Writer

October 2001 to February 2002

CalPERS operates the largest public pension fund in the United States and is the nation's second largest purchaser of health care. It has more than one million active and retired members and serves more than 2,300 public employers. CalPERS makes mortgage loans and personal loans available to eligible members through its Member Home Loan Program. Randy developed a request for proposal (RFP) to establish a new agreement with a mortgage loan master servicer to be manager of the program. Randy interviewed CalPERS staff, documented requirements for a program manager, conducted independent research on the mortgage industry, developed the RFP questionnaire and scoring mechanism, and produced the final RFP document.

Client: State of California, Enterprise Business Office

Project: Government-to-Business (G2B) Data Collection Effort

Project Analyst

July 2001 to October 2001

The Enterprise Business Office was created by the California Governor's office to bring government-to-business (G2B) services to the state's newly launched web portal. The Enterprise Business Office hired our firm to collect data on G2B transactions across all California state agencies. Randy helped client staff to determine what data should be collected to meet business needs, built and maintained a database to collect and convey the results, and managed three consultants to carry out the data collection effort.

Client: State of California, Department of Justice (DOJ)

Project: Network Operations Assessment

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Project Analyst

June 2001 to September 2001

DOJ undertook this project to assess network operations as a result of the emergence of several information technology (IT) support units in various divisions throughout the department. Randy assessed the risk to the department of having dispersed IT management functions and explored alternatives for IT governance and management (e.g., centralized, decentralized, or a hybrid) by conducting surveys, a series of focus groups, and best practice research on IT risk management and organization. Randy organized and facilitated focus groups with each IT unit at DOJ and with end-users, conducted interviews with Division Directors, led project communications and stakeholder management, and led the development of the final deliverable.

Client: State of California, Enterprise Business Office

Project: Business Process Review

Facilitator & Analyst

November 2000 to March 2001

The Enterprise Business Office conducted a review of G2B business process across 20 state agencies to devise an implementation strategy for incorporating them into the new state web portal. Randy coordinated and conducted focus groups with state agencies to understand and document their business processes in the Unified Modeling Language. Randy also conducted data analysis, led cross-agency focus groups, and participated in the development of the implementation strategy and resulting deliverables.

Client: State of California, Department of Education (CDE)

Project: Education Technology Study

Project Analyst

July 2000 to August 2000

CDE conducted a comparative study of 17 other states on how other states administer education technology programs, sources and uses of funding, and the current state of educational technology in other states. Randy developed the survey instrument, led the team that conducted the survey, and oversaw data analysis and report production. The resulting report served as a benchmark for the Education Technology Office to understand how they might improve their own operations and to support proposed changes to their operating budget.

Client: State of California, Health and Human Services Agency

Project: Strategic Visioning

Facilitator & Analyst

March 2000 to July 2000

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The California Health and Human Services Agency is comprised of 14 different state departments that provide a wide array of services to the people of California. The new agency secretary saw a need to increase collaboration among the departments and to create a unifying vision among new and incumbent directors. Randy facilitated three workshops to clarify organizational roles, clarify mutual expectations, and establish shared values, principles, and vision for the agency. Randy coordinated the registration of participants with Agency staff, created participant materials for the workshops, and developed the resulting deliverables.

Client: City of Los Angeles, California

**Project: Automated Services and Information Systems Project
BPR Consultant**

September 1999 to December 1999

The City of Los Angeles initiated this project to assess the city's call handling capabilities, compare these capabilities to best practices, and design a concept of operation for a citywide 3-1-1 call center in conjunction with Internet access to city services. For the 3-1-1 phase of the project, Randy led one of six teams that assessed the current environment of contacts between city departments and the public. His team collected data, conducted analysis, and summarized the findings in reports using the Customer Care Diagnostic, a proprietary firm methodology. For the Internet service phase of the project, Randy identified which services were most suitable for the Internet. He documented current processes, designed target processes, and conducted a requirements analysis for the target environment. The resulting reports were used to develop an integrated strategy for 3-1-1 and Internet services for the city.

Client: Mercy Housing, Inc.

**Project: Financial Management Business Process Reengineering Project
BPR Consultant**

July 1999 to September 1999

Mercy Housing launched this project to examine their financial management processes including general ledger, accounts receivable and payable, and asset management. Randy was on the facilitation team that worked with Mercy staff to document current processes, identify business issues, and develop target processes. Randy conducted a value-added analysis of Mercy's current financial management processes.

Client: California Public Employees' Retirement System (CalPERS)

**Project: Customer Service/Business Process Reengineering (BPR)
Project**

BPR Consultant

October 1998 to June 1999



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CalPERS wanted to implement of call center and self-service technologies, Internet and interactive voice response, as the initial phase of a full-scale customer service delivery system. Randy conducted a thorough examination of best practices to develop performance targets for CalPERS customer service. Randy developed an organizational structure to meet those targets, examined policy implications arising from implementing changes, and presented strategies to address those issues. In addition, he helped CalPERS to determine which back office processes would be most appropriate to consolidate in the customer contact center.