

James Payne | Technical Program / Project Management

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Executive Profile

Senior Program / Project professional with 25+ years of experience delivering large scale, customer-centric platforms across healthcare and gaming. Proven ability to drive multi-portfolio strategy, improve delivery efficiency, and lead cross-functional teams to achieve measurable business outcomes. Recognized for operational excellence, strong stakeholder alignment, and the ability to translate complex technology initiatives into clear, actionable roadmaps.

Core Skills

- Product Strategy & Roadmaps
 - Portfolio Management
 - Agile / SAgile Leadership
 - OKRs & Metrics
 - Stakeholder Alignment
 - Budget & Forecasting (\$11M+)
 - CI/CD & DevOps
 - Customer Experience
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Professional Experience

Optum Technology (Remote) Camas, WA

2021–Present

2024–2026 | Technical Program Manager (TPM) – Inbound Modernization (DEAR + AMPLIFY) led multi-portfolio strategy and roadmap execution, delivering high-impact releases, and aligned OKRs to customer outcomes.

- As the program manager led the Digital Enterprise Automated Routing (DEAR) | macOS & Windows:
 - Led delivery of the Digital Enterprise Automated Routing (DEAR) platform, directing 5 distributed sprint teams (U.S. and India) across 37 cross-functional engineers and QA resources to modernize enterprise inbound communication processing.
 - Served as the bridge between Engineering and business stakeholders, translating operational requirements into a scalable digital platform for enterprise document intake, validation, and routing workflows.
 - Executed and delivered AI-enabled document automation using Microsoft Azure Content Understanding (CU) and Document Intelligence (DI) to automate classification, validation, and routing of non-keyable documents and medical/dental claims into downstream processing systems.

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- Replaced manual Regional Mail Office (RMO) vendor workflows with a secure, scalable, high-throughput digital pipeline, eliminating intake volume constraints and significantly improving operational resilience.
- Reduced inbound file processing cycle time from 7–10 days to less than 24 hours, accelerating claims and document handling while improving enterprise responsiveness.
- Helped to deliver outcomes from a \$15M, multi-year digital transformation investment, generating an estimated \$47M in savings over 5 years through vendor insourcing, automation, and operational efficiencies.
- Led the Analytics Monitoring Performance Lifecycle Management & Insights For You (AMPLIFY) | macOS & Windows:
 - Led development of the AMPLIFY analytics platform to centralize enterprise data infrastructure, improve reporting consistency, and establish governed, trusted operational insights.
 - Automated enterprise reporting workflows, reducing manual effort, improving data consistency, and enabling faster, data-driven decision-making across stakeholders.
 - Implemented end-to-end fulfillment monitoring and production controls, enabling proactive anomaly detection and issue identification in live production environment.
 - Established a secure, governed analytics ecosystem to improve visibility into operational performance, strengthen monitoring capabilities, and support scalable lifecycle management.
- Managed \$11M+ portfolio budget and capacity planning, improving forecasting accuracy and resource allocation.
- Drove cross-functional prioritization and backlog optimization, reducing delivery risk and improving time-to-market.
- Improved operational and customer metrics through data-driven initiatives and platform enhancements.
- Moderated all key Agile ceremonies: Prod Support Triage, Scrums/Scrum-of-Scrums, Sprint Planning, Reviews, Backlog Refinement, Retrospectives, and cross-application weekly calls.

2023 | Director, Portfolio Management – Enterprise Eligibility

- Operationalized portfolio governance and financial planning to support executive decision-making through forecasting and cost-benefit analysis.
- Enhanced financial and operational maturity using enterprise tools (Rally, JIRA, PPM Optics, Aha!, CDM, Essbase) and Power BI reporting for transparency across work effort, chargeback, and infrastructure consumption.

2022 | Director, Agile Delivery Services & Front Office Tools

- Led enterprise Agile transformation across 50+ product development teams, standardizing tools and processes to improve delivery consistency.
- Implemented incident-management improvements, reducing downtime and accelerating service recovery.

2020–2021 | Director, Project Management Office (PMO)

- Orchestrated cross-functional alignment across value streams, release trains, and Scrum-of-Scrums; served as escalation point for delivery risks.

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- Advanced Agile transformation by coaching leaders, Scrum Masters, and teams; partnered with Product and Engineering to optimize backlogs, budgets, and feature delivery.

Rally Health, Inc. (Acquired by UnitedHealth Group) — San Francisco, CA

2017–2020

2019 | Director, PMO

- Led enterprise PMO delivery across CORE, DATA, NUCLEUS, and RTS portfolios, supporting ~45 Agile teams responsible for ~22% of roadmap initiatives and ~35% of company releases.
- Standardized intake, prioritization, and delivery processes, improving alignment across product, engineering, and business stakeholders.
- Implemented JIRA workflow and dashboard standardization to improve visibility/predictability.
- Established governance, capacity modeling, and scorecards to improve on-time delivery and identify unplanned work drivers.
- Led PMO culture initiatives, including team health programs, internship pipeline, All Hands, and competency frameworks.

2018 | Manager, PMO (CORE Technology & DATA Portfolios)

- Led the delivering CORE & DATA initiatives while maintaining hands-on program execution.
- Introduced standardized portfolio planning (Smartsheet, status reporting, roadmap tracking) to improve visibility into risks and dependencies.
- Built PMO operating rhythms (QBR/MBR, staffing models, portfolio reviews) to support leadership decision-making.
- Designed consistent JIRA dashboards and led onboarding/training to scale PMO best practices.

2017 | Senior Project Manager (CORE Technology Portfolio)

- Delivered CORE platform initiatives (Identity, Authentication, Eligibility) through Agile execution and quarterly roadmap planning.
- Identified risks and dependencies, enabling informed tradeoffs across executive stakeholders.
- Implemented release calendar/capacity modeling frameworks to improve planning accuracy.
- Introduced structured intake/prioritization processes to clarify scope, cost, and commitments. Improved operational processes including on-call workflows and release coordination.

Education

- **Bachelor of Fine Arts, Computer Arts** — Academy of Art University
- **Radio, Television & Digital Communication** — Glendale Community College

Certifications

- Certified Scrum Master (CSM) — Scrum Alliance (2007–Present)