Philip Codington

IT Project Management and IT Management

Experienced IT Project Management and IT Management professional. Proven track record of meeting customer needs through project delivery, portfolio leadership, staff development, championing change and continuous improvement through collaboration with business and IT leadership.

PROFESSIONAL EXPERIENCE

2011 – 2025   BCBSSC I/S   **Columbia, SC.**
PMO Director – December 2019 – July 2025
PMO Director Infrastructure PMO June 2023 to July 2025
PMO Director Commercial Systems PMO December 2021 to June 2023
PMO Sr Manager Commercial Systems PMO December 2019 to November 2021

Project Delivery
- Led PMO of 25 Project Managers to successfully execute a diverse portfolio of projects with an average annual portfolio of 115+ projects with $20M+ in labor.
- Executed strategic multi-year initiatives by developing and executing on multi-year roadmaps for IT Service Management platform and Network Modernization initiative. Team also implemented and integrated with ERP Workday platform, and internally developed CRM solutions.
- Partnered with Security and Compliance team to organize Security initiatives around security pillars.
    o Provided executive kick-offs and completion reviews to improve executive stakeholder buy-in and understanding of business drivers, risk posture, budget impacts, and final outcomes.
- Successfully executed implementation of cloud business applications and IT vendor product integrations.
- Successfully implemented broad portfolios including PaaS, SaaS, Windows, z/Linux, Mainframe, Cloud, Virtualization, Telephony and Network solutions.
- Enabled business growth through successful onboarding of large new customer contracts.
- Leveraged project metrics for evaluation of PMO project delivery health and maturity. Leveraged customer feedback to evaluate customer satisfaction.
- Supported Government hosting contracts and other CMS (Centers for Medicare and Medicaid Services) support activities including SSO collaboration and TRB submissions.
- Supported the delivery of work through program budget planning, executive status reporting, escalation support, portfolio coordination, and customer engagement.
- Initiated and managed department budget requests for capital expenditures, projects, consulting and training.
- Ensured adequate staffing levels and skill sets through training and development of staffing plans, headcount budget, and workload forecasts utilizing internal planning tools and ongoing budget analysis.

Process Improvement
- Accelerated the speed of proposal responses by researching with IT Architecture on IT RFS/RFP efficiency opportunities.
- Increased small project delivery time by 3x to 10x in collaboration with development and client management by streamlining the teams and documenting repeatable best practices and processes.
- Championed balance between rigorous processes and flexibility by helping to develop and champion I/S application delivery processes.
- Accelerated business responsiveness in delivery of mobile, web, and other applications by enabling the development of Product development teams in collaboration with business and I/S leadership, including providing joint Business / I/S training on Agile techniques and the Agile Product Owner role. Conducted lessons learned and process improvements for Agile Product teams.
- Partnered with Corporate Audit, Governance, and Security and Compliance teams to establish appropriate processes to ensure secure, compliant, and auditable project delivery in the heavily regulated insurance environment.

- Improved internal Agile Coaching through development of Agile Coach Guidance Committee with representation across I/S to oversee Agile Coach development and designation. Also oversaw development of Agile coaching best practices.

Leadership Development and Team Engagement
- Improved Key Engagement Drivers beating our department's previous year's scores and the I/S and/or Industry averages for "The I/S Division Values My Contribution" (80%), "The I/S Division Recognized Productive People" (80%), and "My Ideas and Suggestions Count" (90%).
- Improved those key Engagement Drivers by strong results in the following categories:
  o "Customer problems and concerns are dealt with quickly" (100%)
  o "The Senior Leadership of I/S is committed to providing high-quality products and services to external customers" (90%)
  o "We regularly use customer feedback to improve our processes" 80%
  o "My immediate supervisor is an outstanding leader" 80%
- Strengthened collaboration among I/S Directors by creating I/S Directors for knowledge sharing and mutual support of Modernization, Innovation, and Progress initiatives. Also facilitated Infrastructure Directors forum for collaboration and support of common budget and training activities.
- Developed and mentored project managers for Portfolio Manager and Portfolio Director roles.
- Coordinated Extraordinary Coaching training for department SME's.
- Coordinated Conflict Management training for all Commercial PMO FTE staff.
- Developed internal Agile Coach cohort, providing training, mentoring through external Agile coaches, and internal collaboration across Agile Coaches and system teams to promote best practices and successful business outcomes.
- Increased staff engagement during COVID remote work protocols through weekly video messages, employee engagement activities, forums and training activities, and 1on1's with staff.

PMO Manager – March 2014 – December 2019
Commercial Systems PMO
- Primary responsibility of managing a team of 8 to 10 Project Managers ensuring successful delivery of business objectives and an average workload of 40+ projects.
- Successfully delivered large, strategic efforts and tactical efforts utilizing waterfall, Agile, and hybrid methodologies.
- Improved RFS Portfolio team maturity through development and execution of RFS Team Vision and 5 year roadmap.
- Championed Empowerment as part of Employee Action Team supporting employee engagement activities, employee feedback forums, and development of management empowerment training workshops.
- Improved collaborative and iterative delivery through development of Agile delivery teams.
- Improved Agile delivery maturity by engaging external coaches for our teams and then an external coach to develop our internally mentored and developed Agile coaches.

Sr Project Leader – July 2011 – March 2014
TM Floyd Contractor 2011-2012
Commercial Systems PMO
- Successfully implemented a wide array of IT projects including State Year End, Scanner Upgrades, Financial Reporting changes, etc.
- Implemented large IBM document imaging (CMOD) rollout across multiple lines of business. Project required
- Implemented document workflow management (DocFinity) across multiple lines of business. Project involved complex implementation planning and execution and continued customer engagement and negotiation throughout effort to implementation.
- Facilitated extended Red Alerts, provided year end coordination across multiple lines of business for EOY initiatives, and other special assignments.

2002 – 2011   The Palmetto Bank   Laurens, SC.
IT Manager
Shared Services Group Manager (Application Support, Data Management & Reporting, Project Management Office, Programming & Development)
Regional bank with retail, commercial, trust and investment services.

General Management responsibilities:
- Supported financial systems ensuring accurate processing across multiple integrated financial platforms.
- Actively engaged and managed vendor relationships and contract management including attending vendor conferences, escalating vendor issues, coordinating vendor activities and negotiating and reviewing contracts and SOWs.
- Improved team capabilities to support various technologies by recruiting, retaining, and developing staff while creating ownership for IT strategies that support corporate imperatives. Promoted positive work environment including office planning, mentoring, coaching, corrective actions, and terminations, rewarding and encouraging strong teams.
- Prioritized strategic business objectives through Technology Steering Committee and other management committees to align activities and approve and prioritize projects.
- Improved compliance posture through review and implementation of Sarbanes-Oxley and FDIC controls and management recommendations.
- Supported strategic initiatives as part of Product Task Force, Lending Future Bank, CRM Review Team, and other action teams to review and align strategic activities.
- Work with LOB managers and executives to support SLAs, key projects and LOB strategic objectives and related support requirements.
- Developed budget, strategic plan, resource plan, long-term plan, and growth plan for department.

Program/Portfolio Management responsibilities:
- Established PMO and improved PMO maturity by establishing standardized Project Management procedures, establishing & maintaining PMO oversight and developing a Rapid Deployment PM framework that is repeatable and sustainable.
- Responsible for PMO project pipeline of 130+ projects.
- Provided direct Project Management for annual mainframe upgrades and product rollouts from initiation through implementation and closeout.
- Partnered with business leaders to support their project portfolios as part of their strategic planning.

Previous experience as Network Analyst, Software Developer, Reporting Analyst, Workstation Support, Technical Support Lead, and Manufacturing Inventory Process Analyst.

Special Assignments

BCBSSC Experience
- EAT (Employee Action Team) Empowerment Committee
- Enabling Committee member for employee support
- ASM (Application Systems Management) Rollout Champion
- Guiding Principle Awards Rollout
- Guiding Principles Champion
- Established Directors MIPs Forum
- Established Agile Coach Guidance Committee

EDUCATION

BCBSSC I/S – Columbia, SC. 2021
ELS – Extraordinary Leadership Summit

BCBSSC I/S – Columbia, SC. 2015
PGDP – Post Graduate Diploma in I/S Management

BCBSSC I/S – Columbia, SC. 2014
EMLP – Extraordinary Matrix Leadership Program

BCBSSC I/S – Columbia, SC. 2013

PMCP – *Project Management Certified Professional*

South Carolina Bankers Association – Greenwood, SC. 2010
Year 1, Bankers School
Banking Finance, Lending Policies, Communications.

University of South Carolina – Columbia, SC. 2010
MBA
Concentration in International Business with studies in Project and Risk Management.

Wisconsin Indian Head Technical College - Online. 2006
IBM Midrange Continuing Education Classes
IBM RPG and CL programming, iSeries administration and operations.

Piedmont Technical College – Greenwood, SC. 2002
Cisco Academy
Classroom training and labs in TCP/IP networking, cabling, Cisco switches and routers.

Columbia International University – Columbia, SC. 2001
Bachelor of Arts - *Intercultural Studies - Magna Cum Laude*

CERTIFICATIONS

PMP – current, active since May, 2014

CSM – current, active since April, 2017

Network +

TOOLS

MS Project, MS Office, Teams, Planner, Trello, Jira, Smartsheet, Azure DevOps