

# NICK HAUGE

www.quanimityatwork.com  
nick@equanimityatwork.com

Nick has proven to be a key contributor to the process improvement and utilization of technology in strategy through the application of Agile principles. He is passionate about investing in people and living the Agile mindset. He has ten years of Agile Project Management, Business Analysis, and Process Improvement experience and eleven years of experience in technology and development. Strong leadership, communication, team and individual development, accountability and collaboration skills are what have contributed to his success as a high performer.

**EMERGENETICS:** ANALYTICAL (34%) CONCEPTUAL (35%) SOCIAL (29%) STRUCTURAL (2%)

**GALLUP STRENGTHS:** IDEATION • COMMUNICATION • STRATEGIC • ARRANGER • RELATOR

## EXPERIENCE

**JUNE 2020 – PRESENT**

### **SCRUM MASTER II, WOODMENLIFE**

Primarily accountable for coaching two teams in the early stages of WoodmenLife's SAFe Agile transformation. Coached the teams through becoming an empowered, self organized team in the new Agile environment by understanding their current situation and iteratively moving forward. Both teams supported systems with a high level of integration with other teams and systems internal to WoodmenLife and with external vendors. Responsible for ensuring the teams have a safe environment to collaborate with the information needed to continuously improve. Also responsible for ensuring the teams are prepared for each sprint and program increment and during execution.

### **ACCOMPLISHMENTS**

- Facilitated team interviews for multiple positions.
  - Was a first for both teams.
  - Prepped questions and a plan with the team.
  - Made sure the large group dynamic did not cause a problem for any involved.
- Brought vendor into team standup, refinement, and planning to create a unified team dynamic.
- Collaborated with manager to identify a resource gap and plan to bring on an additional developer.
- Established team predictability
  - Facilitated session on how to create crossfunctional customer focused user stories.
  - Introduced practice to define when a story is ready for execution and process to progressively refine stories.
  - Worked to consider quality throughout the SDLC and across the team.
  - Established collaborative process for estimating effort and understanding purpose.

**JUNE 2019 – JUNE 2020**

### **CONTINUOUS IMPROVEMENT COACH, KIEWIT**

Primarily accountable for facilitating and coaching individuals and teams within the Kiewit Technology Group (KTG) on continuous improvement concepts aimed at providing a quality customer experience. Created the components of a quality management system based on COBIT and began implementation. Also responsible for a

centralized library of documentation and related processes for technology policies, standards, and procedures that provides the foundation for governance and improvement efforts.

## PROJECTS AND ACCOMPLISHMENTS

- Documentation Library
  - Initial planning to understand the requirements of the documentation management process unique to the Kiewit Technology Group.
  - Defined MVP requirements for an initial **SharePoint** deliverable and collaborated on build.
  - Library design setup to efficiently accommodate future user needs and organizational changes.
- Standardized Process Definition
  - Facilitated collaboration sessions to establish one requirements gathering standard and procedure.
  - Documentation supported the remediation of multiple cyber security audit controls.
  - Includes process measurement definitions to support improvement efforts.
  - Modeled a change management processes based on **ADKAR** with packaged tools for managers.
- Quality Management System (QMS) Foundation
  - Created components of an initial system to provide the foundation for evaluating and defining current state of processes and setting target improvements.
  - Setup to support future evaluation and improvement efforts.
  - Includes components from **COBIT**, ITIL, and NIST CSF.
  - Power BI dashboard to visualize current and target capability and process level metrics once defined and tracked.
  - **Smartsheet** workspace for program level tracking and reporting.
  - **Azure DevOps** backlog and boards for project level workflow.

## NOVEMBER 2016 – JUNE 2019

### CLAIMS TECHNOLOGY STRATEGY ADVISOR, BLUE CROSS BLUE SHIELD OF NE

Primarily accountable for ensuring technical resources were aligned with the corporate and division strategy within the claim division. Also responsible for ensuring clarity and progressive elaboration of large, complex projects. Served as a leader on an enterprise wide core system replacement project program team challenged with evolving business processes and maintain legacy support.

## PROJECTS AND ACCOMPLISHMENTS

- Core System Replacement
  - Feature and requirements elaboration to understand what systems and business processes are impacted by the new system.
  - Represented the Claims division from a technical and business perspective in program activities.
  - Established feature roadmap and then used **Visio** to visualize deliverables and managed work with **TFS**.
  - Facilitated a new business team to establish **Agile** practices using **Scrum** that provided stability and visibility quickly.
  - Transitioned from a solution shared with other business partners, to one independently managed. Defined new roles and systems that would be needed.
  - Different set of integrated systems and process created confusion. Used **Visio**, **Enterprise Architect**, and other visual aids to illustrate the data flows and integrations.
  - Created an **Agile** testing data and process strategy. Moved from legacy system with test automation to younger system that did not have regression and masking automation.
  - Defined requirements and implementation strategy for a test automation tool. Served as product owner until process became stable enough to transition.

- Built testing resource models to support team planning. Models mixed manual, automated, and external options to help ensure the best testing results.
- Knowledge Management System Implementation
  - Problem was the existing SharePoint solution used to store and access information used by claim examiners, was not intuitive and efficient.
  - Did market research for options and a thorough RFP with top candidates.
  - Implemented a SaaS solution that offered an intuitive easy to customize interface, with advanced user modifiable dynamic search.
  - Vendor did not offer an Enterprise suitable support model. Negotiated a new offering that met our needs and fit in the business strategy of the vendor.
  - The SharePoint solution required training, the new KMS system eliminated the need to provide training before introducing to users.
  - Improved quality by getting the best information in front of the users with little effort.
  - Reduced time spent researching by 50%.
  - Streamlined the documentation and archival process.
- Microsoft Team Foundation Server (TFS) Outlook Add-In
  - **Lean Six Sigma** project aimed at improving a correspondence workflow. Solution used **TFS** which did not offer an efficient method for importing emails as work items.
  - After investigating technical options, determined that an Outlook Add-In that integrated with **TFS** was needed.
  - Built the **VSTO** Add-In using **Visual Studio** in **C#** with a **Web API** service layer for the **TFS** integration. Used **Clickonce** with a **vNext** build to automate deployments.
  - Reduced the amount of time to create a work item from an email, or attach an email to an existing item, from minutes to seconds.
  - Used in a single group at first, but soon spread throughout the company due to popularity.

## DECEMBER 2014 – NOVEMBER 2016

### TECH LEAD, BLUE CROSS BLUE SHIELD OF NE

Primarily accountable to ensuring team tech tools and methods aligned with enterprise standards and supported efficient, easily scalable projects. Also responsible for team development and coaching team roles in Agile, establishing design and acceptance criteria, and managing team tech debt.

### PROJECTS AND ACCOMPLISHMENTS

- Claim Overpayment Recovery System Replacement
  - Legacy Oracle Forms system that reconciled claim overpayment recovery monies received via check or claim payment offsetting, had reached end-of-life. The system also handled related correspondence. The system is responsible for recovering over \$20 million per year.
  - Created a proposal for an in-house built, **MVC** and **Angular** hybrid web application with an **MS SQL** database that integrates with the claim system and Great Plains for automating general ledger entries.
  - Established the project with **Agile** principles using **Scrum** processes with a team that did not have all the skills needed. Coached the team leaders through the transition and coordinated resources on other teams to partner with the developers to use pair programming to grow the skills as the project progressed.
  - Evaluated the current state inputs and outputs in defining the new process to avoid re-creating the old ways.
  - Automated correspondence that was previously manual.

- Replacement system automation reduced manual work, which enabled four members, of the six-person team, to focus on value-add activities.
- Team Transition to Agile and Scrum
  - Looked to move the team to Agile to overcome customer satisfaction and throughput issues.
  - Demonstrated the impact of slicing work into iterations that are focused on delivering a usable enhancement, rather than delivering a component of the application.
  - Introduced pair programming to the team.
  - The concept of pointing was very unpopular amongst the team. Worked to build trust and demonstrate how knowing the team's capacity and velocity works for them and will not be used to evaluate individual performance.
- Source Control and Application Deployment Uplift
  - The team's application source code structure and deployment methods within **TFS** was inconsistent and cumbersome.
  - Implemented a structure that streamlined the peer review process.
  - New structure also encouraged better documentation and testing.
  - Added **Clickonce** installation and **vNext** builds to streamline deploys.
  - Process improvement provided consistency to help with onboarding new team members and reduced deployment time to enable more focus on value-add activities.

#### AUGUST 2010 – DECEMBER 2014

#### **BUSINESS PROCESS ANALYST PROGRAMMER III**, BLUE CROSS BLUE SHIELD OF NE

Primarily accountable to deliver and support workflow and automation solutions using a variety of technologies. Also responsible for analysis of the problem to be solved and collecting requirements for the proposed solution.

#### PROJECTS AND ACCOMPLISHMENTS

- Medical Record and Appeal Workflow
  - The process for working medical records and claim appeals was entirely paper and manual. The project was to convert to an electronic workflow with custom automation.
  - Initiated the project by observing the manual processes watching for significant bottlenecks.
  - Built the process into a vendor BPM tool that allowed custom scripts to be included in the workflow.
  - Implemented custom **C#** and **SQL** scripts to automate processes to generate correspondence and match received responses to the requests.
  - Created a script to generate **HTML** email notifications of key events.
  - Created **SSRS** reports to help manage backlog, timeliness, velocity, and productivity.
- Provider Credentialing Quality Workflow
  - The provider credentialing process was not supported by an electronic quality workflow which created challenges in adhering to accreditation requirements.
  - Developed a real-time random percentage selection algorithm with an **SQL** script.
  - Created a script to generate **HTML** email notifications to alert managers of a dispute.
  - Created a solution to support a peer review requirement that evaluated the prior history of each item to dynamically determine who to assign the peer review item to.
  - Delivered an **SSRS** report that returned results that differed depending on the user's access level. Manager level access returned all results, but user level only returned the individual's quality information.

- Microsoft TFS Project Request Form
  - The previous form for submitting project requests was not user friendly and was difficult to maintain and deploy.
  - Replacement was an **MVC C#** web application that integrated with **TFS** to create user stories.
  - Reduced the number of required fields and focused on the user telling a story to describe the request instead of capturing estimated volumes or costs that users struggled to derive.
  - Used bootstrap to simplify the user interface maintenance.
  - Created automated tests using mocks.
  - Deployed using **TFS XAML** builds which include execution of the automated tests.

## EDUCATION

MAY 2014

**MANAGEMENT INFORMATION SYSTEMS IN BUSINESS**, BELLEVUE UNIVERSITY

## CERTIFICATIONS

OCTOBER 2020

**CERTIFIED SAFE 5 PRACTITIONER**, ESCALED AGILE, INC.

AUGUST 2019

**CERTIFIED AGILE LEADERSHIP I**, SCRUM ALLIANCE

AUGUST 2019

**CERTIFIED AGILE PROFESSIONAL AGILE COACHING**, ICAGILE

NOVEMBER 2013

**SIX SIGMA GREEN BELT CERTIFICATION**, BCBSNE

## SKILLS

### Project Leadership

- Six Sigma Green Belt Certified
- SAFe
- Lean Six Sigma
- Scrum
- Kanban
- Crucial Conversations
- Agile in Technology and Business
- Waterfall
- Project Management
- TFS XAML and vNext automated builds
- Smartsheets
- TFS
- Jira
- Confluence
- Bitbucket
- Azure DevOps
- Visual Studio
- .Net
- SharePoint
- Clickonce
- SQL Server
- SSMS
- SSRS
- Informatica
- PowerShell
- Tableau
- Power BI

- ADKAR
- COBIT
- Devops

Technical

- Enterprise Architect
- Data Architect
- MVVM
- VSTO

- C#
- VB.Net
- VBA
- MVC
- HTML
- CSS
- JavaScript

- Visio
- Microsoft Suite
- XML
- IIS
- WPF
- WCF
- Angular