

# ANDREW NORTON HARRIS

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An experienced professional with a decade of work experience focusing on: change and project management, business process reengineering, process and operational improvement, gap analysis, strategic communications, and organizational design with a variety of clients across several industries.

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## **SELECTED EXPERIENCE**

### **Ernst & Young LLP – Austin, Texas**

#### **Manager** – February 2015- Present

*A Manager in Ernst & Young's Advisory practice focused on strategic change, purpose lead transformations, and organizational alignment*

- Manager developing an organization design for a \$6B insurance company's data management and analysis group. The team has developed organization design options, stakeholder engagement plans, change management messages, positions descriptions, RACI diagrams, and new process definition
- Led a three person team conducting a market analysis of competitors in the strategic change and culture market offering as part of a revised brand position and service offering for a 7,000 FTE organization
- Developed the change management, implementation plan, and organizational alignment approach for an \$11M technology enabled transformation project affecting over 2,500 FTEs and 10,000 customers

### **Deloitte Consulting LLP – Austin, Texas**

#### **Senior Consultant & Manager** – February 2011- February 2015

*Working as a practitioner with Deloitte Consulting LLP, providing advisory services across a variety of industries*

#### **Human Capital**

- Project leader for a 20 person team providing strategic advisory and workforce planning services for an organization as it prepared to transition its workforce following a business model transformation
- Developed process flows, roles and responsibilities, and decision rights following the adoption of a new IT governance process due to a major business unit reorganization
- Led a four person consulting team that developed organizational functions and responsibilities for all positions in a newly created 15 FTE business unit within a 135 person organization
- Provided gap analysis, process improvement, and governance redesign support to a state based health care exchange with over 400 employees and an operating budget over \$100M
- Supported senior business unit leaders in developing a communications strategy, engagement plan, and organizational change management programs in preparation for discussions with external stakeholders
- Led a cross functional consulting team conducting a business process re-engineering including: process improvement, standardization, and organizational design efforts in support of a major reorganization

#### **Strategy & Operations**

- Led a four person team supporting Deloitte Consulting's Chief Marketing Officer in developing Deloitte marketing materials and thought leadership materials to be presented across industries served by Deloitte
- Managed a five person PMO team overseeing operations for a health care exchange systems integration project consisting of six different vendors, two state agencies, over 200+ FTEs, and valued over \$45M
- Led a team developing a portfolio management and prioritization tool for a \$3.5B aerospace firm
- Developed and implemented a methodology for prioritizing requirements and programs for a defense agency; the results of which were briefed to the US Congress during oversight hearings

#### **Business Development**

- Led technical development of a successful proposal to perform Organizational Change Management activities for a 2,500 person organization with over 10,000 customers valued at \$4.5M
- Awarded Deloitte's Outstanding Performance Award for business development during a successful proposal to provide advisory services to a 3,200 person organization with a \$2.5B budget

**United States Army** – Fort Hood, Texas/ Baghdad, Iraq

Commissioned Officer – May 2004-June 2009

*Twice promoted in three years to Captain while excelling in operations, management, and leadership roles*

- Analyzed operational trends and briefed senior American and Iraqi military leaders
- Led a platoon of 40 soldiers during a year of combat operations in Western Baghdad
- Responsible for planning operations of an Iraqi Army Battalion of 600 soldiers while developing, coaching, and mentoring the Iraqi operations staff of the new unit

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**COMMUNITY INVOLVEMENT AND AWARDS HONORS**

- Awarded the Purple Heart, Bronze Star, and Combat Action Badge during service in Iraq
- Deloitte Volunteerism Hero of the Month for community outreach in the local community
- Mayor's Committee for People with Disabilities, Commissioner for District 3 2015- Present
- Young Men's Business League of Austin, Member 2013- 2015
- Capital Partners for Education Mentor Committee Leader 2011-2013

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**Education**

George Washington University, Washington, DC  
Master of Public Policy, 2010

Virginia Military Institute, Lexington, VA  
Bachelor of Arts with Distinction, 2004

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**Skills**

- **Software:** Microsoft Office, Visio, SharePoint, MS Project, Tableau, Adobe Software, and Decision Lens
- **Certifications:** Project Management Professional (PMP), Lean Six Sigma Yellow Belt