



Paula A. Perreira

Merger and Acquisition Integration Program Leader

Specialty Focus: Merger and Acquisition Integration | Senior IT Project and Program Management | Service Readiness and Change Management

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PMP · PMI-ACP · CSPO · CSM · ITIL4

PROFESSIONAL PROFILE

- Senior project and program manager with 25+ years leading complex enterprise technology initiatives across Fortune 500, government, information technology services, hardware, telecommunications, healthcare services, insurance, financial services, and banking, including 7 years directing merger and acquisition integration work.
- Led end to end integration of two acquired companies at Nationwide across infrastructure, applications, data, service desk operations, workforce onboarding, and business processes.
- Direct cross functional teams, project plans, risks, dependencies, executive reporting, and change activities while maintaining clear communication, confidentiality, security, and compliance.
- Keep service readiness, customer service continuity, process improvement, user adoption, and stakeholder support at the center of transitions, from service desk consolidation and training through post migration support ownership.

CORE SKILLS

- Merger and acquisition integration and enterprise consolidation
- Cross functional program leadership, accountability, and stakeholder alignment
- Project plans, milestones, timelines, risks, dependencies, action items, and decisions
- Executive status reporting, meeting facilitation, and project documentation
- Infrastructure, application, data, identity, and service desk migration
- Service readiness, customer service continuity, and process improvement
- Organizational change management, user adoption, training, and workforce onboarding

TECHNICAL SKILLS

Project Management: Agile, Scrum, Kanban, Waterfall, Hybrid, SDLC, ITIL, work breakdown structures, scheduling, budget management, change control, change management, user acceptance testing

Tools and Platforms: Artificial intelligence (AI), PeopleSoft, ServiceNow, Salesforce, MuleSoft, Microsoft Azure, Azure DevOps, Binary Tree, Workday, Jira, Confluence, Smartsheet, Microsoft Project, Planview, SharePoint, Microsoft 365, Visio, Tableau

Infrastructure and Identity: Active Directory, domain and trust migration, single sign on, LAN/WAN/Wi-Fi, data centers, mainframe, servers, storage, firewalls, VoIP, APIs, SaaS and cloud, human resources systems

Customer Service and Process Improvement: Service desk readiness and transition, customer service continuity, knowledge resources and training, process improvement, organizational change management, user adoption, stakeholder support, and clear communication



PROFESSIONAL EXPERIENCE

PAPCOM, L.L.C. | Independent Technology Consulting Practice

2003 to present

Provide enterprise program, project, and process-improvement management and consulting through W-2, C2C, and 1099 engagements.

Senior IT Project Manager, Enterprise Technology Delivery, PMO

Texas Department of Transportation (TxDOT) | 2023 to August 2026

Consulting engagement through NEOS Consulting

- Managed projects within the Information Technology Division Project Management Office from requirements and planning through testing, rollout, and support, coordinating workstreams, owners, blockers, risks, dependencies, governance, and status reporting.
- Defined scope, quality standards, milestones, timelines, and change controls; facilitated stakeholder meetings, directed professional and technical staff, and confirmed deliverables were ready to move to the next phase.
- Drove service desk transition and Adobe Experience Manager Guides delivery readiness through user acceptance testing coordination, knowledge resources, training, and phased rollout, protecting customer service continuity for end users.
- Coordinated enterprise artificial intelligence adoption workstreams across change management, communications, security, data management, architecture, application delivery, licensing, and workforce enablement, including a SharePoint resource hub and role based learning materials.

Senior IT Project Manager, IT Program Manager

2020 to 2023

Texas Department of Family and Protective Services (DFPS)

- Managed a \$9.9 million federally funded Family First Prevention Services Act program and integrated the state child welfare system with the National Electronic Interstate Compact Enterprise for secure interstate placement data and document exchange.
- Built and managed Salesforce cloud environments across development, integration, and user acceptance testing, integrated with MuleSoft and Azure, and established a Scrum support model for builds, enhancements, defects, maintenance, and support.
- Developed and maintained project plans, work breakdown structures, schedules, risk and issue logs, action and decision logs, and project documentation; coordinated state agencies, governmental jurisdictions, partners, contractors, and project managers.

IT Program Manager, IT Project Manager

2005 to 2019

Nationwide Mutual Insurance Company

Contractor 2005 to 2015, employee 2016 to 2019.

- Led 7 years of merger and acquisition integration for Harleysville Insurance Company and Jefferson National Insurance Company, coordinating end to end integration of acquired teams, technology, infrastructure, applications, data, support operations, and business processes.
- Managed project managers responsible for Active Directory and domain migration, mainframe data conversion and retirement, data center migration, and infrastructure workstreams; directly led application migration, service desk consolidation, workforce transition, and coordination with Human Resources.
- Directed full discovery of systems, networks, Active Directory, infrastructure, data, data centers, mainframe, applications, products, team responsibilities, support ownership, and delivery practices; partnered with business analysts to document current state, frame future state, and determine what to integrate, migrate, retire, or dismantle.
- Built the integrated migration plan with project managers and business analysts, including milestones, timelines, dependencies, risks, action items, decisions, and deliverables, and met regularly with project managers to assure alignment and forward progress, capturing and mitigating risks before they became issues.



- Drove accountability across workstreams, prepared status updates, escalated blockers and decisions, and kept leaders and stakeholders informed of progress, risks, and dependencies.
- Coordinated acquired employee onboarding with Human Resources under confidentiality requirements, including new laptops, Nationwide Active Directory access, systems and process training, cultural orientation, and respectful, accurate communication without overpromising.
- Integrated and migrated network, authentication, Active Directory domains and trusts, LAN/WAN/Wi-Fi, data centers, mainframe data, SharePoint, human resources systems, Salesforce, Microsoft 365, instant messaging, VoIP, ServiceNow, cloud data, and operational support in alignment with legal, security, regulatory, and compliance standards.
- Consolidated acquired service desk operations, migrated ticketing data, trained staff on Nationwide systems and processes, and transitioned application and infrastructure support ownership.
- Led a portfolio of enterprise IT projects representing more than \$300 million in cumulative project budgets over tenure, directing project teams of 10 to 250.
- Led Windows and Internet Explorer remediation and deployment across approximately 43,000 assets, 41,000 users, and 32 departments, averaging about 8,000 asset deployments per month.

EARLIER CAREER

- Telecom Project Manager: NextLink, XO Communications, and ETI/Frontier/Global Crossing
- Business Operations Manager: Grubb and Ellis | Adena Realty Advisors
- Regional Carrier Operations Manager, promoted from Senior Project Manager: CoreComm
- Licensed Child Welfare Clinical Case Manager: South Community Children and Youth Services and Directions for Youth

EDUCATION

Master of Business Administration, Information Systems Management

Keller Graduate School of Management

Master of Project Management, PMI curriculum

Keller Graduate School of Management

Post Graduate Program, Artificial Intelligence for Leaders

The University of Texas at Austin

Bachelor of Technical Management

DeVry University

Associate of Applied Science, Mental Health Technology

Sinclair College

CERTIFICATIONS

- Project Management Professional (PMP), PMI, credential 493138
- PMI Agile Certified Practitioner (PMI-ACP), PMI, credential 3455840
- PMI Certified Professional in Managing AI (PMI-CPMAI), expected completion 08/14/2026
- Certified Scrum Product Owner (CSPO), Scrum Alliance, credential 944420
- Certified ScrumMaster (CSM), Scrum Alliance, credential 944420
- ITIL4 Foundation, PeopleCert, credential GR671097031PP
- Crucial Conversations Mastery, course curriculum

RECOGNITION

CIO MVP Award, Texas Department of Transportation, for service desk training and support readiness.