

# Susan Crutchfield

Manager Tech Ops IT PMO Manager at American Airlines

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## Summary

Leader with expertise in mortgage, financial services, IT business services, airline maintenance, and government defense production. Results-driven with proven experience in increasing employee effectiveness and impacting bottom-line results. Recognized for strong leadership, communication, business acumen, problem solving, and collaboration skills. Specialties: # Multi-million Dollar Project Management, Organizational Turnarounds, Systems Automation. Process Improvement – Lean Six Sigma Black Belt, Mortgage Operations, Credit Risk Management, Vendor Management

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## Experience

### **Tech Ops IT PMO Manager at American Airlines**

March 2014 - Present (1 year 10 months)

Define processes and procedures for project management supporting Maintenance and Engineering IT. Lead project manager team.

### **Sr Project Manager at American Airlines**

May 2012 - March 2014 (1 year 11 months)

Perform Project Management and Business Analyst functions for various projects at the Tulsa Maintenance Base including Part Cert Scanning, Drafting, Documentum, Sunset MRS, EFPAC, and DockPlan System. Supported US Airways merger / integration efforts for M&E IT.

### **Lean Six Sigma Consultant at Fannie Mae**

February 2012 - May 2012 (4 months)

Provided Six Sigma and Process expertise to enable FNMA to identify and obtain senior management consensus on key metrics that linked to FNMA's overall corporate goals in Securitization, Commitment, Pricing, and Delivery. FNMA offered a permanent position which was turned down due to location.

### **Senior Vice President, Manager Mortgage Operations at BOK Financial Corp**

April 2010 - November 2011 (1 year 8 months)

A \$24 billion regional financial services company.; Developed highly functional Operations team consisting of Quality Control, Underwriters, Closers, Post Closers, Credit Risk Manager, Communication, and Training that supports Retail and Correspondent Channels (7 direct reports, 90 indirects). "Own" process from application through loan delivery - workflow, technology, vendors, investors, and compliance. Successfully supported record production increase from \$1.3B to \$3.1B in one year. Managed risk resulting in an industry record low of 13 Re-Purchases over the last 18 months. Implemented Fannie Mae and DU to a Freddie only operation reducing risk and improving pricing opportunities. Wrote business case to replace 15 year old Loan

Origination System with a 5 year IRR of 43%. Led RFP process, selected vendor, and led price reduction negotiations. Developed MI strategy to protect assets and provide total relationship value-add benefits. Selected Fraud tool and successfully implemented while still maintaining an efficient process. Developed interactive communication plan resulting in collaborative relationships with sales teams in 8 states.

### **Vice President, Senior Process Engineer at Bank of Oklahoma**

January 2006 - March 2010 (4 years 3 months)

Established reputation as results generating lead on multiple projects throughout the bank utilizing Lean Six Sigma tools and methodology to reduce expense, increase productivity, and generate revenue. Mortgage Imaging/ Workflow -Performed vendor analysis, productivity evaluations, and expense reduction research. Developed business case with a 5 year 25% IRR. Mortgage Servicing - Gained the trust and respect of the Servicing team resulting in implementing 18 recommendations with an annual benefit of \$680K. Cash Vault - Led project utilizing process engineering and project management tools to improve financial value of the overall operational spend by \$1.2M and improve service value to customers. Reduce Overnight Express Mail Usage - Developed internal BOK Ground envelope to reduce overnight shipping expenses by \$190K. Retail Remittance - Utilized Lean Six Sigma tools to reduce spend by \$500K a year.

### **Vice President, Enterprise Business Architect at Bank of Oklahoma**

January 2008 - May 2008 (5 months)

Enterprise Architect assigned to several key projects. Mentored Business Analysts and Project Managers. Created the Content Imaging and FileNet Premise document for the OCC Created the Content Imaging and Workflow Strategy document

### **Lean Six Sigma Black Belt at Electronic Data Systems**

January 2001 - January 2006 (5 years 1 month)

A leading global technology services company delivering business solutions. Lean Six Sigma Black Belt, Tulsa Service Excellence Managed project to reduce "unsuccessful" changes in Data Center by 50% improving customer experience and reducing expenses by millions.

### **Service Delivery Executive at Electronic Data Systems**

2001 - 2006 (5 years)

Sabre Accounts Managed relationships for top Transportation clients for mainframe and midrange environments. Responsible for "Excellent" service delivery. Led resolution of operational incidents, subsequent root cause analysis, and implemented process improvements and change management to prevent future incidents. Established, monitored, and met Service Level Agreements. Provided account financial forecasting.

### **Manager / Project Manager / Senior Consultant at Sabre Holdings, Inc**

January 1997 - January 2001 (4 years 1 month)

Manager, Volumetrics Led staff responsible for providing technical and business research/analysis/support to ensure the reliability, integrity, and accurateness of mainframe billing. Made strategic decisions through

system usage trending and resource recovery efforts. Built alliances with Clients, Account Teams, Product Development, Finance, Product Management, and Systems Engineering. Senior Lead, Volumetrics Managed Volumetric Data Analysis and ReEngineering project that developed into full time department. First year recouped \$5.1M "lost" revenue with implementation of processes to accurately capture usage and pass to billing. Manager, Worldfare Development Led programmers, project managers, project office staff, and industrial engineers that supported SABRE WorldFare Data Management.; Managed long-term process improvement initiative and resulting systems development projects. Focused on user-centered processes and systems to maximize client group productivity, accuracy and timeliness. Client contact for internal SABRE group systems development and process improvement consulting projects.

### **Manager / Project Manager at American Airlines**

January 1989 - January 1997 (8 years 1 month)

The world's fourth largest airline in passenger miles transported[5] and operating revenues. Manager, Production Control - Led personnel supporting aircraft maintenance. Interfaced with shops, dock personnel, Supply, and Inventory Control to ensure timely parts support. Coordinated effort with Production to develop maintenance visit flow charts. Project Manager, Long Range Planning- Managed plans for aircraft mods, upgrades, storage, cannibalization, and reactivations. Developed and implemented solutions for field Maintenance and Supply space inadequacies and relocation. Analyzed maintenance facility usage trends and generated hangar strategies.; Maintenance Schedule Planning - Planned overnight aircraft linkages to provide field maintenance the optimal access to aircraft. Analyzed flight schedules and operating plans to determine resource requirements. Consultant, IdeAAs In Action - Evaluated feasibility of maintenance suggestions. Generated cost/benefit analysis for submitted ideas. Designed implementation plans.

### **Producibility and Methods Engineer at Texas Instruments**

January 1985 - January 1993 (8 years 1 month)

A global analog and digital semiconductor IC design and manufacturing company. Producibility Engineer - Researched the optimal electrical design for Forward Looking Infrared Systems. Ensured government specifications were met while maintaining producibility. Methods Engineer - Provided innovative cost-effective assembly improvements. Monitored and controlled contract budgets. Researched, provided programmer logic, and directed group to fully automate an Expert System for Electrical Assembly Instructions

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## Skills & Expertise

**Lean Six Sigma Black Belt**

**Vendor Management**

**Six Sigma**

**Leadership**

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## Education

**University of Missouri-Columbia**



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[Contact Susan on LinkedIn](#)