Toolie Merchant

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Senior Scrum Master/Agile Coach

Summary: I am a versatile candidate with a broad range of Agile/Scrum, Product Management, and Project Management skills. My work with major corporations over multiple assignments means that I bring with me best practices from highly successful companies. Consequently, I can bring value to your company in a matter of weeks, not months.

Work Experience

Alaska Airlines   05/2024 - 04/2025
Sr. Scrum Master/Product Owner

- **Sr. Scrum Master:** Led 4 different scrum teams, including one focused on payments and payment gateways. Conducted Scrum ceremonies (stand-ups, review, retrospectives, planning), helped manage backlogs, and coached and mentored other scrum masters and scrum product owners. Independently created custom Azure DevOps query scripts to solve capacity/velocity reporting issues and improve accuracy in tracking. Created a SharePoint site for better visibility and consistent team behaviors, documenting current practices. Consolidated, deduplicated, and edited 10 working agreements into a single working agreement.
- **Agile Coach:** Led an Agile Methodology coaching and mentoring subgroup for team building on a team of 18 scrum masters working in an Agile software engineering environment. Created and populated an Agile Delivery SharePoint site containing team-produced resources that elevated the profile of the Scrum Masters Team across the organization, guiding leadership styles, boosting morale, and building credibility with both stakeholders and engineers. Curated and improved existing content to support team members and end users.

Starbucks (Corporate)   08/2023 - 04/2024
Sr. Scrum Master   Seattle WA

- **Senior Scrum Master:** Led 3 project teams, the Real Estate Transaction Management (leasing) team, the Atlas (geolocation/geospatial) team, and the Portfolio Management Team (finance and resources). Ran stand-ups, sprint planning, sprint retrospectives, and other Scrum ceremonies. Established cross-team communication and Scrum practices using Jira.
- **Agile Transformation:** Codified Scrum practices, mentored other Scrum Masters, trained Scrum teams, generated definitions of Ready and Done, and defined development practices and standards. Collaborating with stakeholders, worked with both on-shore and offshore development teams, monitored scope, and smoothed cross-project communications and processes.
- **Systems Analyst:** Studied inter-team dynamics in IT, interviewed internal teams to gain their insights, mapped ServiceNow processes for their information systems, wrote and negotiated working agreements to improve the flow of application development work, and to prevent CI/CD bottlenecks in engineering. Set up automations to speed task completion.

Expeditors/Helo Team   05/2022 - 03/2023
Sr Scrum Product Owner/Scrum Master   Seattle WA

- **Agile Coach:** Initiated Scrum practices for 5 development teams to use Azure DevOps (ADO) and enforced Scrum best practices. Mentored Team Leads in Scrum practices, established sprints, sprint planning, sprint retrospectives, and other Scrum processes. Interviewed and onboarded new team members, mentoring them in team culture and scrum practices. Cleaned up prior ADO content, and updated a 450-page internal Wiki with current practices and team "tribal" knowledge.

Boeing Global Services
Product Analyst and Agile Coach (SAFe)
03/2022 - 05/2022

- **Scrum Master/RTE**: Conducted Daily Standups, and led quarterly Program Increment (PI) planning for a team of over 100 people. Coordinated with the Development manager on Azure DevOps (ADO) best practices and Backlog Grooming; with the project manager (PMO) on scheduling; and with management for on-boarding. Represented our teams to the Solution and Executive levels.
- **Systems Analyst:** Did a broad analysis of the 5 teams who developed the code for a 3-D design environment. Identified strengths and weakness, interviewed development and test leads for process improvement, and proposed end-to-end recommendations.

Expedia Group
Sr. Technical Product Owner and Agile Coach
10/2021 - 03/2022
Seattle WA

- **Agile Coach:** Worked with the Division director on a vision and strategy for improvements to their software intake process, adjusting it to Scrum principles and behaviors. Created and delivered comprehensive Scrum training to 6 teams of software and data engineers, as well as a team of technical program managers on 3 continents.

98point6 Telemedicine
Technical Product Owner/Scrum Master
04/2021 - 10/2021

- **Scrum Master/Agile Coach:** Took on a previously shelved product feature and helped ship it in less time than forecasted. Set up Scrum practice based on Atlassian Jira. Cleaned up the backlog and established Scrum Ceremonies; ran Daily Standups, Sprint Planning, Sprint Refinement, and Sprint Demos; and taught the team how to more effectively use Jira.
- **Data Mapping:** Mapped the connections between multiple services for three additional features to aid rapid technical design.

Providence Health Patient Marketing
Sr. Technical Product/Scrum Manager
08/2020 - 03/2021

- **Scrum Master:** Led the integration of patient data with a new marketing platform to expand communications with patients and prospective patients. Set up a new Scrum practice based on Microsoft Azure DevOps. Designed area paths, set up Git repositories, established Scrum Ceremonies, ran Daily Standups, and coordinated with the larger DevOps practice within the company. Conducted daily scrum calls, working directly with developers, writing test cases, and coordinating user acceptance testing.

JPMorgan Chase Commercial Real Estate
Sr. Technical Analyst & Project Manager
03/2019 - 02/2020

- **Agile Project Management:** Reported to the Chief Technology Officer, served as a Project Manager for an IT software development organization of 115 people in 4 US cities plus Bangalore, India. Measured and tracked KPIs, and provided progress reporting to the management team on 6 active projects as well as smaller applications. Produced executive-level slide presentations, reports, and narrative documents that are delivered to the entire CTO/CIO level within the division.
- **Agile Coach:** Provided coaching to 4 existing teams; coordinating knowledge-sharing sessions, encouraging analytical thinking, and driving improvements in staff tracking, management, and education.

Providence Health Digital Innovation Group
Sr. Technical Product Manager/Certified Scrum Master
05/2018 - 03/2019
Seattle WA

- **Scrum Master:** Developed project strategies, wrote and assembled requirements, identified KPIs, created an infrastructure for task tracking using Atlassian JIRA and Confluence; created schedules using Atlassian Portfolio; set up content tracking using Smartsheet.
- **Agile Coach:** Trained team members on Agile/Scrum principles and conducted regular Scrum meetings such as Daily Standups, Sprint Planning, and Retrospectives. Programmed custom reports for progress tracking, and wrote custom code to tie external systems together.

Bridge Partners Consulting
Senior Technical Product Manager/AWS

08/2016 - 03/2018
Seattle WA

- **Senior Technical Product Owner:** Researched potential product offerings, conducted strategic planning sessions for product strategies, and wrote messaging and positioning documents. Codified deliverable types, worked with visual designers, tracked KPIs, worked on time-based, effort-based custom-programmed reports, and mentored new hires. Created and enforced a consistent product lifecycle. Deliverable types included technical blog posts, case studies, and architectural diagrams. Designed overall team workflows, established task tracking and communications using Atlassian JIRA, Atlassian Portfolio, and other add-ons, and served as administrator.
- **Direct-to-Client Consulting:** Program-managed several projects to prepare go-to-market content for our client's partner platform, partner software marketplace, and use case-based content. Provided Agile coaching and trained team members, conducted daily Scrum/Kanban meetings, and acted as subject matter expert for a team of 25 consultants working for Amazon Web Services (AWS).

SpaceCurve, Inc.
Technical Communications Program Manager

02/2013 - 08/2015

- **Technical Program Manager:** Analyzed the existing corporate intellectual property assets for this early-stage product, and developed a plan to capture, develop, and distribute and evangelize a consistent message to prospects and customers through corporate content, including slide decks, booth demos, hands-on labs, online self-paced training, and standard documentation. Designed the first documentation set (including the overall appearance and structure) for a Big-Data and Internet-of-Things database platform, working directly with senior management to prioritize content over numerous releases, including technical materials for marketing purposes.
- **Developer Community Manager:** Designed, installed, and populated an online developer community using add-ons and custom code for the existing corporate site. Worked with programmers to capture existing customer demo applications and have them converted to integration tools. Worked with the Sales department to automatically capture developer leads for grassroots adoption.
- **Internal AWS Expert:** Researched, analyzed, and initially managed AWS assets for the company, training employees as needed, and serving as an ongoing resource. Worked directly with AWS personnel on solutions to SpaceCurve's infrastructure needs, including EC2, IAM, SES, Route 53, CloudFront, CloudFormation, and other AWS services.

Education

Bachelor's Degree · Wheaton College

Wheaton IL

Master's Degree · Calif. State Univ. at Fullerton

Fullerton

Skills

- Agile Transformations, Process Development and Implementation, Technical Product Management with Scrum Product Owner Certification, Technical Program Management with Scrum Master Certification

- **Top Skills:** Atlassian JIRA and Confluence Design, Implementation, and Management, Certified Agile/Scrum Coach and Startup Specialist, Certified Scrum Teacher, Microsoft Azure DevOps Implementation and Management, Travel Industry Experience

- **Programming Languages and Tools:** Agile Development – JIRA, Azure DevOps, Confluence, Git, GitHub, Programing: – PHP, HTML, CSS, XML, XSL, XSLT, Markdown, Project Management – Clarity PPM and related tools

- **Media Skills:** Adobe Creative Suite: Premier Pro, Dreamweaver, Photoshop, InDesign, Audition, Acrobat Pro, Video: Screen Capture (Camtasia), Full-motion Video, Voiceovers

- **ChatGPT Skills:** ChatGPT Prompt Engineering: Interactive Strategy and "As-If" Role Play, Research, Content Generation, and Customization, Software Code Problem-Solving

Certifications

Certified Scrum Product Owner, Certified Scrum Master, Agile Master Certified, Certified Scrum Trainer, Authorized Training Partner
SCRUMstudy.com

Community College Lifetime Instructor Credential #369747
State of California

Teaching Credential (expired)
State of Illinois

Volunteering & Leadership

National Speakers Association   09/2003 - Present
Professional Member, Seattle Chapter Past President, and National Leadership Team Member

Publications

MFC Programmer's Workshop
Microsoft Press

Co-author – Frank Crockett and Jocelyn Garner (Merchant)