



JEFF VARNEY, PMP
SR. ADVISOR, PROCESS IMPROVEMENT PRACTICE LEAD

Jeff Varney is a Sr. Advisor within APQC's Custom Solutions Group. In this role he is responsible for the implementation of business process management and process improvement projects, knowledge management, custom benchmarking, performance measurement, and performance improvement activities. A significant part of Jeff's role is change management - working with organizations to manage change for their initiatives. All improvement projects whether process or knowledge based require strong change management to achieve the desired outcomes.

As the process improvement practice lead within APQC, Jeff coordinates research and custom projects for Business Process Management and process improvement (e.g., Lean, Six Sigma, etc.) spanning all industries and disciplines. Jeff recently co-authored a paper on the status of [green supply chain maturity within the US](#) and lead research on best practices in new product development and total life cycle configuration management. Jeff's role also includes developing and implementing solutions that combine KM approaches with process improvement efforts. This combination of methodologies proves up compelling business results.

Jeff is APQC's program director for energy and utility initiatives. This includes coordinating all Smart Grid efforts and supporting the T&D committee of the EUCG. Jeff was instrumental in the development of the Smart Grid Maturity Model and the associated assessment and performance surveys being used by a growing number of electric utilities worldwide. He also worked closely with DOE to gather data on the current state of smart grid in the US as part of their 2008 report to the US Congress.

Jeff is an instructor for many of APQC's training courses including KM Strategies and Tactics, Building and Sustaining Communities of Practice, Measuring KM, Process Mapping, and Applying Benchmarking Skills in your Organization.

Jeff has extensive experience with enterprise projects across multiple industries including software development, banking, insurance, military and space. In each instance, he has been a catalyst for process improvement and innovation, leading PMI certification efforts, driving SEI CMM and ISO 9001 adoption, driving six sigma initiatives, establishing balanced scorecard



reporting, and nurturing strong, effective teams. This has been achieved through a blending of process, technology, and training.

As a Project Management Professional and member of the Project Management Institute, Jeff regularly contributes to his local chapter, most recently leading a panel discussion on PMO Best Practices. He consistently advocates knowledge sharing, mentoring, and process improvement with his peers.

Prior to joining APQC, Jeff worked with CSC as their Banking PMO Director, establishing a project management office which merged three disparate cultures (due to acquisitions) into a single, cohesive project management and reporting practice. He also established and maintained several communities of practice and assisted in creation of their opportunity management approach which resulted in a structured sales process. He was an active member of the CSC Project Management steering committee and led their Best Practices capture team.

Jeff has a history of successfully participating on, and leading, technology projects with CSC, Raytheon and McDonnell Douglas. These included custom call center solutions, military command and control applications, and the International Space Station. With a degree in aerospace engineering, Jeff has a strong technical background that complements his experience in management, process improvement and knowledge management.