THOMAS EDISON STATE UNIVERSITY
221 W. Hanover St.
Trenton, NJ 08618
www.tesu.edu

Center for the Assessment of Learning
Office of Portfolio Assessment
(609) 984-1140
Fax: (609) 984-3898
PLAWeb@tesc.edu

SAMPLE

Portfolio Assessment

for

MAN-435

Project Management

Notes from the Office of Portfolio Assessment

While a typical portfolio narrative is double spaced, this one was formatted as a single-spaced document for the sake of saving pages. You will note that all other sample portfolios are formatted as double-spaced documents.

As a reminder, there is no single correct format for a portfolio, but all samples tend be fairly similar in organization and format.

Also note that any portfolio is very personal to the writer. In some instances the evidence is fairly standardized (industry credentials) while in other instances the evidence included is directly tied to the learning experiences of the writer.

Finally, students should recognize that there is no specific format or collection of contents for a portfolio because every individual brings his/her own background and learning experiences to a portfolio. The “Project Management” certification is not essential for a successful portfolio.

Project Management **(***MAN-435***)** *3.00 s.h.*

Course Description

Change is endemic in modern corporate life. Project management is the principal means of incorporating change in a business environment. Successful creation of new products and processes enhances competitive advantage, ensuring a corporation's long-term survival. This course provides the foundation and framework for managing projects for completion within budget, schedule and performance specifications.

Learning Outcomes
Through the Portfolio Assessment process, students will demonstrate that they can appropriately address the following outcomes:

- Differentiate between project management and more traditional process management.
- Discuss what motivates companies to adopt project management practices.
- Connect effective project management with the achievement of strategic outcomes.
- Analyze the criteria for screening projects for implementation.
- Differentiate between the role of a manager and leader and formulate principles of effective project leadership.
- Assess the importance of scope management and devise methods for breaking work down in planning for a project.
- Evaluate the reasons why project teams typically succeed and fail and recommend ways to foster success.
- Identify causes of project risk and devise ways to mitigate risk in project management.
- Compare various methods of project cost estimation.
- Apply principles of project scheduling, including network analysis and construction of the critical path.
- Explain critical chain project scheduling techniques and apply key principles.
- Explain and apply resource management concepts.
- Distinguish the phases of project evaluation and control and assess common evaluation and control methods.
- Assess the importance of successful project closeout and termination.

MAN-435 Project Management – Table of Contents

Introduction

There is not a single phase or position in the world of business where someone isn't managing a project in some form or another. We are all project managers, trying to initiate, guide or close one project or task, only to move on to the next project or task.

I have been involved in project management for over 10 years in both military and civilian projects such as re-writing of company manuals, developing and executing training programs, and managing the maintenance evolutions of a helicopter fleet. Throughout this time I have received both formal and practical training in project management and have received accolades for my knowledge and skill.

My first exposure to project management was as a CH-46E Flight Line shop supervisor in the United States Marine Corps, in charge of a shop of over 20 mechanics. I was required to estimate timelines, materials, and manpower required to perform the maintenance of the engines, driveline, and rotor system of the 14 helicopters assigned to the squadron. On one particular project, a three aircraft training detachment to California, I was awarded the Navy Achievement Medal for my management of the flight line maintenance as well as the development and management of the aircrew training program. See "Navy Achievement Medal 10Sep05" in evidence.

I continued to develop my project management skills as the Enlisted Aircrew Training Manager (EATM) of my squadron. In this position I had to create daily, weekly, monthly, and quarterly training plans, identify and allocate assets to execute those plans and analyze the effectiveness of the resulting training against the training plan. This was a very dynamic environment that was constantly changing from day to day, the ever present risks of aircraft not being flyable and aircrew personnel getting sick made me very effective at creating contingency plans to mitigate those risks. Contrary to the ideas of a runaway military budget, I worked within a very tight budget in this position, though my budget was not in dollars and cents, it was in aircraft flight hours and rounds of ammunition. Much of the challenge was evaluating the multiple training needs and creating a training plan that ensured that the highest quantity and quality training was conducted within the set number of flight hours and rounds of ammunition that was allocated each month. For my proficient management of the enlisted aircrew I was awarded a Navy Achievement Medal. See "Navy Achievement Medal 09Dec06" in evidence.

After I ended my active service with the Marines, I transitioned to the civilian world and became a helicopter mechanic. After a year in a heavy maintenance facility, I was reassigned to a stand-alone air ambulance base where I was the only mechanic. I created my own maintenance plans, procure my own parts, evaluate flight hours to ensure maintenance was performed during off peak hours, and maintenance was executed so that the least amount of down time was incurred. By verifying all aspects that were required to complete the job, and breaking the entire job down into tasks, I was able to accurately measure the time and materials that would be required to complete the job. By breaking down the job into tasks I was able to assess where issues may arise and plan ahead so that those issues would be mitigated or at least have a plan in place if the issues became a reality. The most important aspect of managing these small maintenance projects was evaluating the positives and negatives of the project and learning lessons that could be applied to the next project. Additionally, by saving information on each project, I was able to create processes for the more common or related maintenance tasks. This hand-on learning would help me greatly in the next phase of my development.

After a few years as a base aircraft mechanic I was recognized for my skills by being promoted into management. I became the Field Maintenance Manager of my company, overseeing 13 mechanics and 12 aircraft at 10 locations throughout Northern California. After my promotion I was introduced to formal project management by one of my mentors, the Director of Safety, who was a Project Management Institute (PMI) certified Project Management Professional (PMP). I read through the copy of the Project Management Body of Knowledge (PMBOK) that the director loaned me and became intrigued that project management was broken down into such a precise science. I purchased a subscription to LearnSmart.com to learn more about the PMI PMP processes and how to implement them. I dove into the project management courses enjoying the way the material was taught and how the material was reinforced through case studies and quizzes. Upon completion of the PMP courses I noticed that there were more courses that the PMI gave Professional Development Units (PDUs) for and proceeded to take nearly all courses in the course catalog with PMI PDUs. These additional courses, that I took over the next 2 years, helped me to understand how to effective include employees into project management teams by learning additional leadership skills and methods to lead diverse teams. These additional PMI PDU courses helped me hone my communication and meeting organization and conduction skills.

Upon completion of the PMP portion of the courses, I was eager to apply the knowledge that I had learned. Fortunately, my company had just taken delivery of new aircraft and I volunteered to manage the first heavy maintenance evolution, the 500 hours intermediate inspection. This inspection requires significant disassembly of the aircraft with subsequent inspection and repairs. By following the project management process I was able to effectively predict the financial, manpower, and aircraft down

time costs of the project, ensure materials and tooling arrival was properly timed to the project needs and that the project was completed on time and budget. I subsequently moved onto other projects involving completely rewriting the companies Federal Aviation Administration (FAA) approved Repair Station Manual (RSM), Quality Assurance Manual (QAM) and Approved Aircraft inspection Program (AAIP) for the BO-105LS aircraft.

Since the completion of these projects I have focused on small projects that improve the efficiency of my department such as the creation and implementation of tool control, safety, and quality control initiatives.

In the evidence section I have included the LearnSmart *Project Management & Project Management PDU Credits training catalog* (outlines the content of each of the courses), the certificates of completion for all the courses that I completed, and an Excel document that compiles the applicable information for the courses into one location. The course as taught by Learnsmart follows the format of the PMBOK chapters; I have associated the courses with the course objectives of MAN-435 throughout my narrative but invite you to read the training catalog for the specific subjects covered in each course.

I have also included copies of the final working drafts of the RSM, QAM, and AAIP as proof of my application of my project management knowledge.

Differentiate between project management and more traditional process management.

- Project Management Overview

Project management differs from process management on many levels. But, the most common differentiation is that a project management is generally used for a one-time endeavor, such as erecting a statue, where as a process management is used where the same process is executed numerous times, manufacturing cars. Having used both project and process management, I have determined that project management can be a very effective first step in developing a highly effective process.

A few years ago my company transitioned to a different type of helicopter. The new helicopter was significantly different than the previous model. Very little information was known regarding the maintenance of the new airframes other than they required major inspection at 500 flight hours intervals. I was put in charge of planning the first major inspection evolution. Because there was no previous process for the 500 hours inspection of this aircraft, I applied the principles of project management to ensure the success of this initial evolution.

The planning and processes that I developed through project management in the initial project were then used on subsequent projects and became part of the standard process for conducting a 500 hours inspection. Now that the process is in place I have made changes with each iteration of the process to ensure it operates efficiently.

Discuss what motivates companies to adopt project management practices.

- Managing Projects within Organizations

Companies are motivated to adopt project management practices to provide a standard method to evaluate, plan and execute projects, while improving the success rate of project completion and lowering the risks associated with taking on large projects.

In my experience project management techniques give a company the tools to ensure project success within the required constraints. Not only are new projects successful, but I have lead previously failed from the past to completion and success by using project management techniques. I have concluded that by using project management techniques projects are more likely to be successfully completed with less manpower and in less time than previously estimated without using project management techniques. In my assessment project management is a valuable skill that I increases the value of a manager within their company and increases the efficiency of a company overall.

Connect effective project management with the achievement of strategic outcomes.

- Project Management Process Groups

By using project management processes I have been able to ensure successes of projects within my department of projects that had been previously attempted and abandoned due to lack of direction. Using project management techniques I was able to succeed where others had failed. The strategic value of the projects that I lead to completion ensured the proper maintenance of company aircraft assets preventing premature devaluation and high reliability and usage rates of those assets. The projects to rewrite the RSM and QAM for my companies FAA Part145 repair station ensured the continued compliance with the latest aviation regulations and standardized the induction maintenance and delivery process of aircraft maintenance within the repair station. The rewriting of the manuals helped to correct deficiencies that would have led to regulatory actions by the FAA and improved customer satisfaction with the aircraft delivered. These successes directly supported the goals of the company goals to ensure compliance with all regulations and provide our customers with aircraft with the safest and most available aircraft possible.

Analyze the criteria for screening projects for implementation.

- Initiation Basics, Developing a Project Charter, and Project Management Plan
- Stakeholder Identification and Planning
- Collecting Requirements and Defining Scope

The criteria for screening projects vary depending on a company's needs both strategically and tactically. This criterion varies from company to company, and is determined based on the needs, capital available and a company's risk threshold.

When I am asked to assess the queue of departmental projects and make recommendations regarding the next project to execute, I weigh many factors when making my decision. One of the more important factors is timing, is the company in the boon portion of the year or the slower portion and will the current work load allow for the timely completion of the project in a timely manner. The return on investment of the project is always a key factor, is the project going to be worth the effort and by how much? Projects with high return on investment are high on the selection list. Project sequence, does the execution of one project hinge on the completion of another project? These projects must be selected in order. The amount of capital in the budget to support a project determines what projects are eligible by selection as well. And one of the most important selection criteria that I use is the current corporate and departmental atmosphere. Did the company or department just complete a major project? How large of a project can the culture currently tolerate? Does the department need a quick win project or is it time to work on a larger more involved project? These questions are based on judgment and an understanding of the environment, but are just as important as having the time or capitol to devote to the project. These factors are what I decided are important in the process and are the factors that are supported by my director. Every company has their own criteria based on their needs and unique company atmosphere.

Differentiate between the role of a manager and leader and formulate principles of effective project leadership.

- Advanced Management Skills
- Business Execution Series
- Front-Line Leadership Series
- Managing Contractors and Temporary Employees
- Moving from Technical Professional to Management Series
- Moving into Management Series

- Workforce Generations Series
- Problem Performance Management Series

The role of a leader and a manager are quite different but in order to be a successful project manager both skills sets are critical.

When I am in a position of a pure manager my position is to measure a current situations progress, asses the progress based upon the expected timeline and decided how best to use the assets at my disposal to best execute the project within the provided constraints. In my role as a pure manager I rely on progress reports form subordinates and other applicable departments as I am quite frequently not physically on the premises of the project but am managing remotely. I have determined that this method is most effective with highly skilled and knowledgeable technical workers. These workers have a thorough understanding of the requirements of a project and essentially need a person to coordinate the administrative, communication and logistical functions of the project.

When workers are not as skilled as the group I previously discussed then a leadership role must be taken. In leadership role it is necessary to provide guidance and coaching to a subordinate to develop them into more skilled and confident workers. As a leader I asses the needs of a situation and explain those needs to the worker, guiding the discussion to allow the worker to come to the best decision for the situation. Leadership takes much more time than strictly managing a situation, but the time spent leading develops workers who will be much higher functioning on future projects.

Assess the importance of scope management and devise methods for breaking work down in planning for a project.

- Collecting Requirements and Defining Scope
- Developing and Controlling the project Schedule
- Define and Sequencing Project Activities
- Estimating Activities and Durations

Scope management is critical to meeting the timeline and quality goals of a project. I have experienced scope creep in projects and have since determined that by having a well written project scope and a disciplined approach to the project I can mitigate the effects of scope creep. One such project that I experienced and mitigated scope was on the rewriting of the Approved Aircraft Inspection Program (AAIP).

The AAIP for the BO-105LS my company was using to inspect aircraft had not been full vetted in a number of years and had many out of date references and processes. The scope of the project was to completely rewrite the program to ensure the aircraft were being inspected to the most current standards. I gathered a team of 3 highly experienced BO-105LS technicians to participate in the project. It was just after I explained the scope, timeline and goals of the project in the opening statements of the first meeting when the scope creep began. Many of the suggestions were valid, in the typical “if we are rewriting this then we should also rewrite that” line of thought. I was keeping track of the comments on a white board and quickly identified the significant scope creep that we had developed in the opening meeting. I concluded the best course of action was to use this opportunity as a learning lesson and brain storming session for future project ideas and I dutifully kept track of each idea as it came up in discussion. At the end of the discussion we had no less than a dozen other renovations to the aircraft maintenance department that the group thought should be included in the project. I again explained to the group the resources that were available to us and the timeline that the project needed to be completed in and estimated that if were to incorporate all the suggestions into the project we would have a year of work ahead of us and explained the dangers of scope creep. This was a valuable lesson, not just to the group but especially for me as this was my first experience mitigating scope creep of a project. Having this situation occur early on in the project allow for the team members to visualize scope creep and understand the importance of staying within scope for the rest of the project. The ideas that I recorded in this session went on to be initiated as their own projects, such as the rewriting of the Repair Station Manual and Quality Assurance Manual (see evidence section)

I have determined that the most effective way of breaking down in a project is to use Work Breakdown Structure (WBS). By using WBS a manager can accurately account for the manpower and cost of each task within a project and ensure that all subtasks have been accounted for prior to marking a task as complete. The WBS can also be used to verify that a project cost and schedule are staying within established estimates by establishing control points within the task structure. I used the WBS to great success in the initial 500 hours EC-135 inspection project. By examining the individual tasks to complete the project and decomposing each task into subtasks and assigning resources and manpower to those subtasks; I was able to accurately predict the 3 weeks required to complete the project as well as identify most of the parts, tools and equipment needed for completion.

Evaluate the reasons why project teams typically succeed and fail and recommend ways to foster success.

- The risks involved with each of the topics covered in the courses were discussed in their respective courses

Project teams fail for numerous reasons; I would like to focus on a few that I have personally experienced. The first reason I have seen projects fail is scope creep. One particular project that I previously alluded to was the BO-105LS AAIP rewrite, during the first meeting I experienced the temptation to allow significant scope creep in the project. But by properly identifying the potential hazard early, I was able to mitigate the scope creep, and use the event as a learning lesson for the team. The ideas that were proposed in that first meeting were used as subsequent projects in their own right and by giving each of the projects the attention they required and not allowing their scope to creep into another each project was successfully completed and lead to the increased efficiency of the maintenance department.

Lack of risk identification / management is another leading cause of project failure. When a proper risk assessment is not conducted and/or risks are not properly controlled. Those risks become very difficult to manage as they arise within the project. A project that has a poor risk management plan is subject to significant setbacks and sometimes complete failure and cancelation. The risk management plans and risk registers I create are usually quite lengthy, and detailed to the smallest risk I could identify. I ensure that prior to a risk laden task the risk plan for that task is understood and implemented. Proper risk identification and management ensures that there are no negative “surprises” in a project.

When managing a project comprised of team members that work on other projects or work on the project in addition to their primary duties over allocation of recourses becomes a significant concern. Most of my project teams are comprised of aircraft technicians whose primary duties are to perform maintenance on their assigned aircraft. If an aircraft needed more attention during a week than usual, the technician would have little time to dedicate to his responsibilities within the project. This lead to significant delays in the BO-105LS AAIP project and the Repair Station Manual and Quality Assurance Manual rewrite projects. Using internal company personnel with other primary duties to work on a project is a double edged sword. These individuals have great knowledge of the needs of the company and are engaged in a project to improve the company, but these individuals with the expert knowledge required generally have primary duties that are of a higher importance than the project.

Identify causes of project risk and devise ways to mitigate risk in project management.

- Processes for Managing Communications
- Stakeholder and the Communication Management Plan
- Identifying Project Risk
- Performing Risk Analysis
- Risk Management Planning
- Risk Response, Monitor and Control

Risk exit in all projects and the success or failure of a project may depend on how effectively a project manager can identify and manage those risks. One of the benefits of managing projects within my department is that I have been able to learn the risk threshold of my company. Knowing my company's risk threshold allows me to assess risks and respond to those risks in an acceptable manner. Some of the more reoccurring risks in projects I manage are team member availability and parts and tool availability. Having explained the personnel issue in a preceding section involving over allocation of resources, I would like to focus on parts and tool availability.

The risk of parts and tool availability is a real and constant risk in aviation as some of the tools required to accomplish tasks are only owned by the aircraft manufacturing company and must be rented from the manufacturer as needed. Tools can be reserved for particular periods of time, but these times are subject to change depending on if other companies return the tools on time to the manufacture. To mitigate this risk I assess the risk impact and leave the tasks that require these special tools as "free-floating" within a project time line to ensure that the timeline is not being held up waiting on the tools and allowing for the task to be completed as soon as the tools arrive. This expedient use of tools upon arrival is necessary to keep rental costs low as some of these tools are $1000/day to rent.

Compare various methods of project cost estimation.

- Estimating Activity Resources and Durations
- Controlling Costs
- Estimating & Budgeting Project Cost

The costs of the projects that I have worked are relatively small, being under $100,000, and generally use the same distributors. By using the same suppliers I am able to very accurately assess the cost of a project and predict future cost increases on similar projects. When given the proper planning time to execute a project, I prefer bottom-up estimation. By using the WBS to establish manpower and material requirements, I can be much more precise in the creation of a project cost estimates and allow for the assignment of costs to specific tasks. When a project planning must be conducted under a restricted time frame using the same suppliers with known costs and known cost increase schedules makes analogous estimating give a relatively accurate estimation of costs. On the rare occasion that I decide to outsource a portion of a project either, I assess the cost by using three-point estimating. In the case my department, that has high quality needs, I have concluded that the actual cost of work that meets the quality needs of the project is 10-25% higher than the estimated number.

Apply principles of project scheduling, including network analysis and construction of the critical path.

- Defining and Sequencing Project Activities
- Developing and Controlling Project Schedule
- Estimating Activity Resources and Duration

By analyzing the network of work to be performed on a project I have been able to determine project timelines very accurately. The network analysis begins with identifying the processes that must be conducted in order, those that can be conducted in parallel, and identifying the length of time that is required to complete the longest chain. During the projects to rewrite the RSM and subsequently the QAM of my companies repair station, I divided the tasks up amongst the team members so that multiple sections were being written at once. This allowed for one member to write the forms required by the manual, while other members wrote the manual contents and another member checked the contents against federal regulation. By having the forms developed and quality control provided throughout the process the manual the manual sections only needed compiling prior to final approval. By deciding to schedule the task in this way instead of working one path front to back through the manual, I was able to complete the project in much less time than was anticipated by other individuals.

To develop a critical path I start with the WBS of the project and by sketching a network diagram, sometime multiple times, of the required tasks I create the critical path. Once I have established the critical path and the non-critical paths, I can then transfer this information to a Gnatt chart or to simple task lists depending on if the project is large or small respectively. For complex and fluid projects where exact timelines are liable to shift significantly I will choose to leave the network diagram as my visual aid to allow for easy updates without having to remake special charts.

Explain critical chain project scheduling techniques and apply key principles.

- Defining and Sequencing Project Activities
- Developing and Controlling Project Schedule
- Estimating Activity Resources and Duration

The critical chain is similar to the critical path, building on the critical path, but incorporates the idea of constraining resources to allow for further planning of workflows and task orders. The constraining resource is the resource that has a limited capacity and will cause delays if overloaded. By identifying this resource and planning tasks so that the resource is never overloaded the each of the projects paths can flow without restriction to completion.

An example of using critical chain that I have experienced and had to develop plans to control is the paint booth in my company's maintenance shop. If the tasks for the aircraft project were not evaluated to identify this paint booth as a constrained resource, many non-critical paths if started at the same time would converge at similar times on the paint booth for completion of the task, this would cause delays in many of those paths. But by identifying the paint booth as a constraint the non-critical paths can be staggered in their start times allowing the paint booth to operate continuously without constraining output. This in an example on one constraint that I must evaluate when creating a critical chain, depending on the project and tasks other resources such as tools, machines, work areas, or even highly experienced personnel may be the constraining resource.

Explain and apply resource management concepts.

- Managing Projects for Human Resources
- Planning Projects for Human Resources
- Managing Procurement During your Project
- Planning Procurement for Your Project

Project resources go beyond the physical and financial assets required to complete a project. Other resources such as manpower and information can lead to a projects failure or success just as quickly as the tangible resources can. Throughout the projects I have lead I have determined that it takes the most skill and time to manage manpower.

With a well created and executed procurement plan and a reliable supply chain I have had little issues with the management of "hard" assets such as parts and tools. These assets, when ordered in a timely manner with clear instructions for delivery times and places tend to arrive as scheduled and required little additional management. I have concluded that human assets required much more time and management to complete a project successfully. I do not mean this in a negative way, in fact I find myself often limiting my employees work hours to prevent burnout or physical ailments. I am sure that many managers would enjoy such a problem, but this high motivation can lead to the burnout of a good employee. I must be diligent in measuring my teams mental and physical health to ensure that the project is completed but not at the cost of an employee's welfare.

Throughout the projects involving the rewriting of company publications, the management of information was a consistent burden. This ranged from revision control of common documents, to the format of submission of deliverables, to the communication of ideas and lessons learned. Working with a team that was spread out at different locations over hundreds of miles was a challenge. In the first few

weeks of the AAIP project I struggled with information management attempting to use email chains to control the project. Around that time I was able to create a project forum in my departments Sharepoint page that allowed for document sharing and a discussion forum for lessons learned to be disseminated. At this time I also began using video conferencing once a week to have meetings where ideas and files could be viewed by the group simultaneously. These two inclusions really helped increase the knowledge of the group and ensure that a mistake or lesson only had to be learned the hard way by one group member instead of each individually.

Distinguish the phases of project evaluation and control and assess common evaluation and control methods.

- Executing, Monitoring and Controlling
- Monitor and Control Project Scope
- Developing and Controlling the Project Schedule
- Controlling Costs
- Project Quality Planning
- Quality Assurance and Cost Control

Proper ongoing project evaluation and monitoring is absolutely critical to the success of a project within the projects constraints. I have concluded that the monitoring and controlling of a project is what separated the good from the great project managers. It is in this phase that any details that were missed in planning will become evident and the project plan and manager are truly tested.

I have monitored the projects I have managed have used the WBS with specific intermediate checkpoints to analyze whether a project is on timeline and what the earned value was for that task; this technique is effective at accounting and status, but rarely can identify problems in real time. To identify real time problems I like to use Pulse meetings, I implemented pulse meetings twice a day on the aircraft inspection project, before lunch and before close of business. These meetings were rarely more than a few minutes long and most times were held on the shop floor next to the project aircraft, but were critical to understanding and correcting issues that were encountered on the project before they impacted the timeline. When work on a section of the aircraft was complete, I would hold gateway meetings prior to closing that section of the project. These gateway meetings I would ensure that all project quality needs had been met and all appropriate documentation was completed before allowing that section of the project to be closed.

On the knowledge based projects of rewriting company manuals, I would personally check in with the project team members twice a week to assess their tasks status and create solutions to issues that they had encountered. The weekly video conference was used as a technical review of specific tasks that were not specifically detailed and required expert opinions or a gateway meeting depending on the project needs.

By using these techniques I was able to measure progress against the project plan and to identify and assess complications that had arisen within the project and decide on the proper course of action to ensure the project completion remained on schedule and within the projected budget.

Assess the importance of successful project closeout and termination.

- Project Change Control and Closure

Project closeout is my favorite phase of a project not because the project is over, but because you get to see how the deliverables from your project are accepted by the customer. At the end of each project I always follow up with the internal customer that took delivery of an aircraft that was released from maintenance to measure how the customer viewed the product versus how well I felt the project was completed. After gathering the customer input I summarize and distribute the information in the project

team closeout meeting. In the project team closeout meeting I like to gather the team members input on how the project could have been better as well as what they thought worked well. I analyze the information from both the customers and project team members for use on future projects. This constant analysis and improvement has allowed me to develop as a project manager.

Bibliography

In preparation for certification I have read numerous publications including the PMBOK Guide, along with countless journal articles and web publications too numerous to list. The following is a list of a small number of the current texts I have read or referred to at one time or another:

Berkun, Scott. Making Things Happen – Mastering Project Management. 2008.

Craig PMP, Juana Clark. Project Management Life: Just Enough to Get the Job Done. 2012

Layton, Mark C. Agile Project Management for Dummies. 2012

PMBOK. A Guide to the Project Management Body of Knowledge. Fifth Edition. 2015.

Schmidt PMP, Terry. Strategic Project Management Made Simple. 2009.

Index of Evidence Exhibits Included

- Exhibit 1 – Resume of Background
- Exhibit 2 – Certificate of Commendation, US Navy
- Exhibit 3 – Letter of Support, current supervisor
- Exhibit 4 – Letter of Completion, PMP Certification
- Exhibit 5 – Certification, Management Training program
- Exhibit 6 – Information about the PMP Program
- Exhibit 7 – Transcript of Seminars Completed toward PMP
- Exhibit 8 – Project Management action plan (sample)

COO – SENIOR EXECUTIVE

- ❖ C+ Level professional experiences as COO of private corporations for over 20 years
- ❖ Seasoned executive with in-depth understanding of structural engineering, architectural design or residential, commercial and public work projects
- ❖ Highly analytical decision-maker with extensive experience in building corporation sin difficult economic situations with a proven history of increasing productivity
- ❖ Motivated self-starter with Command Decision abilities under challenging environments

----------AREAS OF EXPERTISE----------

- Asset & Liability Management
- Budget Development
- Business Start-up
- Management Restructure
- Corporate Reorganization
- Contract Negotiations
- Business Development
- Consumer Education
- Director of Operations
- Product Analysis
- Profit and Loss Management
- Profit Margin Management
- Return of Investments
- Contingency Planning
- Market Strategy
- Project Management
- Legal Operations
- Strategic Planning
- Revenue Growth
- Team Building
- Program Development
- Directorship
- Metrics

----------PROFESSIONAL EXPERIENCE----------

COO / CEO, Gig Harbor, WA – 2009 to present

- Established new corporation in Washington State
- Developed corporate manuals, employee manuals
- Designed legal construction documents for building and consultation
- Reorganized vendor and subcontractor contracts to reflect WA requirements
- Organized marketing strategies
- Strategic Planning for competitive dominance
- Developed new products for diverse design market

President / CEO, Monterey, CA – 2000 to present

- Directed senior staff in designing and building multi-million dollar projects
- Directed all facets of business, including marketing, engineering, architecture, human resources, financial investments, contract negotiations and sales
- Improved gross revenues more than 25.6% annually for 5+ years or operations
- Took on full P&L responsibilities
- Designed new residential and commercial warranty programs
- Restructured all legal contracts for CA civil code changes
- Increased company's brand name recognition among fortune 500 clients worldwide
- Designed and structured all vendor and subcontractor contracts

VP Operations, Washington, DC & Denver, CO – 1993 to 2000

- Directed and managed all project managers in full PM life cycle
- Created adaptable financial risk management programs
- Developed and implemented new vendor programs
- Directed staff for product research and development
- Increased operational efficiency 34% in first year
- Developed customer feedback programs
- Directed new customer warranty programs
- Relocated and managed company's transition from DC to CO
- Directed transition with in-house legal counsel
- Established new architectural division within company
- Grew business in CO to run at rate of $54 million in three years
- Directed and set corporation's financial goals, implemented strategic financial planning protocols and contingency restructure

----------EDUCATION----------

University of Alberta, Faculty of Engineering (General Studies Mechanical Engineering)
September 1985 to August 1987

Embry-Riddle Aeronautical University, BS in Professional Aeronautics (3 years completed)
September 2009 to August 2012

Thomas Edison State University, BSAST
August 2012 to present

----------LICENSES----------

California State Contractors License	Design / Build
Colorado State Contractors License	Design / Build
Washington State Labor and Industry License	Design / Build
District of Columbia Contractors License	Design / Build

F.A.A. Commercial Pilot License w/Instrument and Multiengine ratings

----------MILITARY SERVICE----------

Served in CANSOFCOM: Canadian Special Operations Forces Command
1988 to 1993 (Honorable Discharge)

----------REFERENCES----------

Available upon request

Exhibit #2

This is to certify that

THE SECRETARY OF THE NAVY HAS AWARDED THE

NAVY AND MARINE CORPS ACHIEVEMENT MEDAL

to

_____

Robert Smyth

Colonel Robert Smyth

Joseph Browne

General Joseph Browne

Exhibit #3

To Whom It May Concern:

We write this letter in behalf of who is an employee under my supervision for a number of years. In the years that we have worked together, I have always found him to be completely competent, knowledgeable, cooperative, approachable and pleasant – a total professional!

His Project Management skills have successfully led us through many upgrades and changes to products, processes, procedures and activities. His knowledge of project management continues to be essential to the smooth operation of our office. His insight with regard to managing, delegating, communication and workflow are integral to the overall efficiency of our services and he was commended on numerous occasions for his work.

Should you have questions please don't hesitate to reach us directly at (908) 749-XXXX.

Very truly yours,

Roger D. Odger
Director of Operations

Exhibit #4

Division of Continuing Education

COMMUNITY COLLEGE

Office of the Dean for Continuing Education

March 1, 2007

Dear _____

Congratulations on your completion of the Project Management certification program. We are very pleased to confer this certification on you.

Our student feedback was extremely positive. We are delighted with the program's success and will continue to offer this and other high quality training programs. We hope that you will continue to participate and take advantage of what we offer in the future!

Very truly yours,

Ed U. Cater

Edward U. Cater, PhD.

One College Road **Olympia, WA 98501** **360 – 452 – 2100**

Exhibit #5

MANAGEMENT SEMINARS FOR EXECUTIVES

This is to certify that _____ has completed

Project Management Training for Executives

Location *Trenton, NJ* **Date** *January 2014*

Suzanne Pervisor *Diane Rector*

Training Manager **Director of Development**

About the PMP®

- Project Management Professional (PMP)®

The Project Management Professional (PMP)® is the most important industry-recognized certification for project managers.

The PMP also increases your earning potential. PMP certification holders earn 20 percent more than their non-certified peers according to *Earning Power: Project Management Salary Survey, Ninth Edition*.

Employers benefit as well. When more than one-third of their project managers are PMP-certified, organizations complete more of their projects on time, on budget and meeting original goals. (*Pulse of the Profession*® study, PMI, 2015.)

The PMP signifies that you speak and understand the global language of project management and connects you to a community of professionals, organizations and experts worldwide. Become a PMP and become a project hero.

Who Should Apply?

If you're an experienced project manager responsible for all aspects of project delivery, leading and directing cross-functional teams, then the PMP is the right choice for you.

Gain and Maintain Your PMP

- The certification exam has 200 multiple-choice questions, and you have four hours to complete it.
- To maintain your PMP, you must earn 60 professional development units (PDUs) every three years.

Exhibit #7

Course Name	Completion Date	LearnSmart catalog pg	
Project Management			
PMP: 01-Project Management Overview	6-Jul-14	2	3
PMP: 02-Managing Projects within Organizations	7-Jul-14	1.5	3
PMP: 03-Project Management Process Groups	10-Jul-14	2	3
PMP: 04-Execution, Monitoring, and Controlling	10-Jul-14	2	3
PMP: 05-Project Change Control and Closure	10-Jul-14	1.5	4
PMP: 06-Initiation Basics, Developing a Project Charter and Project Management Plan	12-Jul-14	2	4
PMP: 07-Collecting Requirements & Defining Scope	13-Jul-14	1.75	4
PMP: 08-Monitor and Control Project Scope	13-Jul-14	1.5	4
PMP: 09-Definng and Sequencing Project Activities	15-Jul-14	1.5	5
PMP: 10-Developing & Controlling the Project Schedule	15-Jul-04	1.5	5
PMP: 11-Estimating Activity Resources & Durations	15-Jul-14	1.25	5
PMP: 12-Controling Costs	16-Jul-14	1.25	5
PMP: 13-Estimating and Budgeting Project Costs	18-Jul-14	2.25	6
PMP: 14-project Quality Planning	19-Jul-14	1.75	6
PMP: 15-Quality Assurance and Cost Control	19-Jul-14	2	6
PMP: 16-Managing Projects for Human Resources	19-Jul-14	1.25	6
PMP: 17-Planning Projects for Human Resources	20-Jul-14	1.5	7
PMP: 18-Processes/Managing Project Communications	20-Jul-14	2	7
PMP: 19-Stakeholders & Communication Management Plan	20-Jul-14	1.5	7
PMP: 20-Identifying Project Risks	22-Jul-14	1.75	7
PMP: 21-Performing Risk Analysis	22-Aug-14	2	8
PMP: 22-Risk Management Planning	22-Aug-14	1.5	8
PMP: 23-Risk Response, Monitor and Control	22-Aug-14	1.25	8
PMP: 24-Managing Procurement during Project	23-Aug-14	1.5	9
PMP: 25-Planning Procurement for Your Project	23-Aug-14	1.5	9

PMP: 26-Stakeholder Identification and Planning	23-Aug-14	1	9
PMP: 27-Project Stakeholder Engagement/Communication	23-Aug-14	1	9
Course Name	Completion Date	LearnSmart	catalog pg
Communications Skills			
Better Business Writing	9-Oct-14	1.5	10
Coaching with Confidence	8-Oct-14	5	11
Effective Presentation Skills	6-Sep-15	0.5	11
Email Etiquette	23-Jun-15	2.5	11
Making Humor Work at Work	22-Jun-15	1.25	12
Negativity in the Workplace	30-Jun-15	3	13
The Change process	22-Jun-15	2.5	13
Diversity and Employment Compliance			
ADA Compliance in Business	30-May-15	1	13
Successful Hiring	31-May-15	1.25	14
Successful Termination	31-May-15	1.25	14
Understanding Business Ethics	1-Jun-15	2	14
Leadership and Management			
Advanced Management Skills	5-Oct-15	5	14
Business Execution: 01-Execution Strategies	29-Sep-14	1.5	15
Business Execution: 02-Inspiring Workplace Excellence	29-Sep-14	1	15
Business Execution: 03-Turning Ideas into Action	2-Oct-14	1.5	15
Front Line Leadership: 01-Leadership Challenges	21-Sep-14	1	15
Front Line Leadership: 02-Changes in Corporate Culture	22-Sep-15	1	15
Front Line Leadership: 03-Keeping Employees Energized	22-Sep-15	1	16
Front Line Leadership: 04-Knowledge Management	23-Sep-15	1	16
Front Line Leadership: 05-Elements of Change in Business	26-Sep-15	1	16
Front Line Leadership: 06-Leadership Dynamics	26-Sep-15	1	16
Managing Contract and Temporary Employees	7-Sep-15	3.25	17
Managing Technical Professionals	30-Jun-15	2.75	17
Moving from IT Pro to Manager: 01, 02 and 03			

01 Managing the Development of Technical Professionals	4-Oct-14	1	17
02 Successful Communication & Process Management Skills	4-Oct-14	1	18
03 Developing Leadership and Transitioning into Management	4-Oct-14	1	18
Management 101: 01-Introduction to Management	21-Sep-14	1	18
Management 101: 02-Leading and Communicating as a Manager	21-Sep-14	1	18
Management 101: 03-Making an Impact as a Manager	21-Sep-14	1	19
Management 101: 04-Taking Control as a Manager	21-Sep-14	1	19
Multigenerational Management: 01-Workforce Generations	11-Oct-14	1	19
Multigenerational Management: 02-Leading Silents and Boomers	12-Oct-14	1.25	19
Multigenerational Management: 03-Multigenerational (GenX & Next)	12-Oct-14	1.25	20
Problem Performance Management:			
01-Preventing Performance Problems	19-Jun-15	1	21
02-Identifying Performance Problems and Causes	19-Jun-15	1	21
03-Feedback and Counseling	19-Jun-15	1	21
04-Effectively Disciplining Problem Performance	19-Jun-15	1	21

Project Plan

The following is an action plan for our re-training project:

Description of Task	Date	Staff Involved	Completion Date	Additional Comments
Establish committee to review current training offerings				
Create training guidelines				
Submit re-written guidelines for approval				
Determine need for training consultant				
Design new training program				
Implement training program				
Evaluate results of program				
Implement modifications				
Re-Evaluate results of program				
Report findings to management				