



**Sample Projects - Private Sector**

Industry & Role	Scope of Project	Achievements / Outcomes
<p>Manufacturing / Mining Project / Program Manager 2011/2012</p>	<p><u>Two Separate Projects:</u> 1) Upgrade and enhance global Treasury solution to include organizational models for cash management, investments and integration to new SAP delivered enhancements for banking. 2) Development of strategy and approach for AP Automation including process simplification solution, paperwork reduction, process automation and integration to SAP and other platforms. Specific Deliverables: Master Schedule, WBS, Status Reporting, Charter (2), SharePoint set up for each project, Risk Analysis, Budget Plan</p>	<p>Developed enhancements to SharePoint enabling better tracking of Issues, Risks, Action Items and WBS. Later added project workshop and training structures and feedback processes in SharePoint. All enhancements were adopted by client. Developed and delivered enhancements to client PMO standard deliverables and work products based on PMI / ASAP methods and methodology. Deliverables provided were on-time and consistently passed audit without remark.</p>
<p>Manufacturing / Aerospace Global Program Manager 2010 / 2011</p>	<p>Take over troubled project within group program where two acquired companies were being merged. Project had missed three (3) previous go-lives. Initiate OCM and business process change where SAP solution was being adopted in one or both organizations. SAP Scope: FI, CO, AM, MM, SD, WM, PS, PP, WF, QM, MRO Significant custom development to deployed template End User Training Deployment to 5 sites for single business unit within organization.</p>	<p>Provided initial audit of organizational impact and project risk, re-plan new Business Unit deployment strategy including new go-live dates to meet overall program requirements. Engage Business Unit Leadership at executive level in active role to drive project Risk and Issue closure. Established new Issue Management process enabling organization to close 490+ issues open at time take-over, some issues had been open for more than 1 year. Initiated first true Integration test including documented test scripts and progress reports for test outcomes. Initiated and reported against first project schedule. Achieved project Solution Acceptance on-time, allowing overall program to proceed per plan.</p>



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<p>Rail / Railroad</p> <p>Client Advocate Project Manager</p> <p>2008/2009</p>	<p><u>Two Separate Projects:</u></p> <p>1) Development of organizational Center of Excellence (CoE) supporting new SAP solution. Primary role acting as Client Advocate and Project Manager during SAP led project to develop solution design based on RunSAP methodology. Promote client requirements and ensure all internal methods and tools were leveraged inside the recommended design for the new CoE. Provide guidance to SAP and the client on industry practices, solution design, organizational change management and communications.</p> <p>2) Review current Project Management Office standards, policies, tools, and methodologies to provide recommendations for future continuous improvement projects.</p> <p><b>Specific Deliverables:</b> Master Schedule, WBS, Status Reporting, Recommendations Report with Executive Overview (Project Management), Incident Management Strategy (ITIL), Organizational Change Impact Assessment and Hiring Strategy</p> <p><b>SAP Solution Scope:</b> FICO, MM, HCM with Payroll, SD, BI, GRC, BASIS; significant data migration, significant interfaces and customization affecting design and staffing models for CoE</p>	<p>Complex Master Schedule delivered with WBS elements. Fully audited by client internal audit team and passed without comment or change requirements.</p> <p>Deliverables provided on-time and without significant changes required by client to pass acceptance.</p> <p>Design of CoE was accomplished using combination of industry best practices, RunSAP solution methodology, and leveraging current internal tools and standards.</p>
<p>Manufacturing Automotive</p> <p>Program Director</p>	<p>Business Impact, Organizational Change Management, Technical Upgrade (4.6 to ECC 6.0), End User Training, Off-Shore Development, Data Migration, Documentation Development.</p>	<p>Significant changes to some processes required to accommodate operational efficiency mandate by leadership. Over 1,100 custom development objects to be converted to new ECC 6.0 standard functionality to accommodate new business model for manufacturing. Organizational Change Management and End</p>



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2007/2008	<b>SAP Scope:</b> FI, CO, AM, MM, SD, WM, PS, PP, PM, WF, Unicode, Solution Manager	<p>User Training received significant focus throughout project.</p> <p>Project remained on budget through use of on-shore / near shore model and early warning management reporting processes. PMO established Risk, Quality, and Issue review cycles and automated entire workflow processes through SharePoint.</p>
Telecommunications Program Director 2007	<p>Technical / Functional Upgrade (4.7 to ECC 6.0) including global deployment of processes to Asia Pacific (Singapore, Australia, China) and Eastern Europe, Support of End User Training and Training Material Development, coordination of off-shore / near shore and on-shore resources</p> <p><b>SAP Scope:</b> FI, CO, AM, PS (specific countries) WM, PM (specific countries), MM, PP (specific countries), SD, WF, Unicode, Portal development, Solution Manager</p>	<p>PMO for client was Audited and upgraded as part of project. SharePoint solution was developed and deployed to off-shore teams to coordinated communication and provide 24/7 communication standard. The Risk, Issue, Action Item, and Schedule Management review process, as well as, Status reporting were included in the new SharePoint PMO structure for the client improving overall Project Management oversight across global activities.</p> <p>Project delivered agreed to scope within approved budget after changes which were 7% over original budget and within approved timeline. Technical upgrade delivered on-time per original budget. Asia Pacific delayed by client pending outcome of reorganization. Europe delivered on-time.</p>
Airline / Airports Program Director / PMO Design 1999 – 2001	<p>Enterprise-wide implementation of SAP R/3 4.6C to replace legacy operating systems in all divisions (3), business units (7), and operating sites (152). Project Office (PMO) design and activation.</p> <p><b>SAP Scope:</b> FI, CO, MM, PP, WM, TR, AM, HR/PR including country localization and ESS, IS for Aerospace APO &amp; MRO).</p> <p><b>Portfolio Scope: PORTFOLIO STRUCTURE:</b> Global SAP R/3 Design and Implementation + upgrade</p> <ul style="list-style-type: none"> <li>• Networking and Communications Realignment</li> <li>• Change Management</li> <li>• Engineering Implementation – Global SAP R/3 + IS</li> </ul>	<ul style="list-style-type: none"> <li>• Designed and managed overall Project Management Office approach providing administrative and reporting support for individual project streams.</li> <li>• Designed and delivered team training insuring consistent use of agreed to methodology and standards.</li> <li>• Developed Balanced Scorecard project reporting and tracking standard.</li> <li>• Initialized use of off-shore developers for specific “non-critical” development requirements reducing overall project costs.</li> <li>• Developed Risk Sharing Model with value of \$1.5M and potential ROI of \$1.9M.</li> </ul>



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	<p>solution for Aerospace &amp; Defense, Bar-Coding. Technical Document Management System</p> <ul style="list-style-type: none"> <li>• Catering – Global SAP R/3, Content Management System</li> <li>• Real Estate – Global SAP R/3 + IS solution for Real Estate</li> <li>• Hardware and Infrastructure Design and Implementation</li> <li>• Data Conversion and Testing</li> </ul> <p><b>Location:</b> International – Asia Pacific, Europe, US  <b>Project Budget:</b> \$72M</p>	<ul style="list-style-type: none"> <li>• Identified need for revised approach to critical project components based on new business requirements which enabled an increase to scope of project without direct cost impact to project budget.</li> <li>• Defined matrixed team approach to insure best use of “scarce” resources across multiple project streams reducing overall cost of project.</li> </ul> <p>Initial project milestones, including first organizational “go-lives” and upgrade, were met on-time and under projected budget.</p>
<p>Semi-Conductor Manufacturing</p> <p>Project Manager Phase I</p> <p>Program Director Phase II</p> <p>1996-1997</p>	<p>Greenfield implementation of SAP R/3 including integration to Poseidon for line management and PeopleSoft for HR and Payroll. Project included process design, Project Management Office design, end-user training, HW / SW implementation and installation, networking, initial master data set-up, initial inventory load and long term support solution recommendation.</p> <p><b>SAP Scope:</b> FI, CO, AM, MM, SD, TR, HR for integration and workflow management  <b>Other Scope:</b> IBM Poseidon MES, PeopleSoft  <b>Location:</b> Domestic</p>	<ul style="list-style-type: none"> <li>• Negotiated short-term use of off-site system for pilot development and demonstration purposes.</li> <li>• Established all configuration and documentation standards and managed compliance.</li> <li>• Worked with SAP developers to identify critical solution gaps and potential alternative approaches.</li> <li>• Trained client team during implementation via knowledge transfer model</li> </ul> <p>Initial go-live was on schedule and on budget. On-going upgrades and functional add-ons continued as planned with primary resources from the business team.</p>



**Projects Samples – Selected Public Sector Only**

<b>Industry &amp; Role</b>	<b>Scope of Project</b>	<b>Achievements / Outcome</b>
County Subject Matter Expert – Transition 2007	<p><b>Project Scope:</b> Design solution for transition from distributed support model to Application Shared Services Support for county including staffing models, security solutions, training, and Organizational Change Management Plan. Scope included review of current SAP Authorization structures and newly designed Profiles for entire county to streamline profile management, job change management, and new hire assignment.</p> <p><b>SAP Scope:</b> FI, FM, GM, AA, MM, A/R, A/P, CO, SRM, BW, HR, PA, OM, ESS, PS, Enterprise Portal, Benefits, eRecruitment, Payroll, Time Management, Workflow, and PBC</p>	<p>Initial transition plan completed in 3 weeks and executed by client successfully. Client has been working under approved model for over 1 year now.</p> <p>New profile management structure was executed with some modifications. A 47% reduction in overall number of security profiles within County was achieved and on-going efforts continue to be underway to achieve greater efficiency in this area.</p>
County Project Manager / Subject Matter Expert – Funds / Grant Management – HR Integration 2007	<p><b>Project Scope:</b> Implementation of full SAP R/3 4.7 solution including, Organizational Change Management, End User Training, SAP Ramp-Up Client after project Start Up</p> <p><b>SAP Scope:</b> FM, FI, CO, AM, PS, TR, HR, PY, MM/SRM</p> <p>Brought in to close troubled project and complete remaining items on client open item list. Project had been placed “on-hold” for 6 months to determine scope of remaining open items and identify primary risks and change management issues for client to complete.</p>	<p>Final project completed within budget and timeline agreed to. Additional functionality delivered with approved capabilities including integration for Treasury, Grant Management, and Funds Management processing not previously provided. Integration from Grants to Controlling corrected through customization tables rather than external programming creating a better flow and less long-term maintenance. HR Benefits solution provided for sign-up on-line through standard ESS processing and customized IView resolving problems of solution maintenance.</p>



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<p>K-12 Project Manager / Subject Matter Expert Finance  2006</p>	<p><b>Project Scope:</b> Implementation of SAP R/3 4.7 to replace heterogeneous legacy environment for Finance, Human Resources, Payroll, and Procurement within a city-wide public school district experiencing significant system failure and resource constraints. Project included user training, project management, Organizational Change Management, and operational support after go-live.</p> <p><b>SAP Scope:</b> FI, FM, GM, AA, MM, A/R, A/P, CO, SRM, BW, HR, PA, OM, ESS, Enterprise Portal, Benefits, eRecruitment, Payroll, Time Management, Workflow, and PBC</p>	<p>Project went live with all components in 14 months on-budget with minimal disruption to organization and 98% correct payroll, which represented an improvement over legacy payroll performance of 6%. On-going solution sustainment activities underway to improve performance of as organization are unable to self-support at time of cut-over. Specific Organizational Change activities diminished performance of key solution components and required significant rework during initial post implementation support.</p>
<p>US DoD, Army  Program Manager / Subject Matter Expert – Finance / Integration  2001-2004</p>	<p>Develop implementation approach, scope, and staffing model, and program resource training to support the transition of Northrop Grumman Mission Systems from custom development to SAP implementation capabilities. Support the Army PMO in developing appropriate management matrices for long term program.</p> <p>Responsible for the development of training and team development for the transition to the SAP solution model including all internal and external team members.</p> <p>Responsible for oversight of the PMO, as well as, the Finance functional team which performed the integration role for the project.</p> <p><b>SAP Scope:</b> Full suite of capabilities including new Defense IS, FI, FM, GM, AA, MM, CO, BW, PS, HR for Asset integration, WM</p> <p><b>Project Budget:</b> \$65M</p>	<p>Defined internal and external communications plan and executed successfully.</p> <p>Developed specific assessment tools and planned key user training based on outcomes.</p> <p>Wrote new Roles and Responsibilities for organization based upon the SAP delivered solution.</p> <p>Developed complete Quality Assurance Methodology and performed QA on all project deliverables.</p> <p>Developed and delivered Status Reporting model.</p>



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<p>K-12 Education Project Manager / Subject Matter Expert Finance 1998</p>	<p>Development of an operational pilot and “go-no go” recommendation for state-wide replacement of all legacy systems for back-office operations. Project included integration development to student systems, readiness reviews, roll-out planning and execution to 8 pilot sites and additional 176 school systems, end-user training, change management, post implementation support, hardware implementation, database implementation, networking and infrastructure planning and development of operational manuals for long-term support, implementation and roll-out budget, long-term support budget and skills assessment.</p> <p><b>SAP Scope:</b> FI, CO, AM, TR, HR, PR, MM, IS Public Sector</p>	<p>Designed and instituted “Project Report Card” based on Balanced Scorecard approach to progress reporting and Earned Value tracking.</p> <p>Developed Localization Requirements matrix for HR &amp; Payroll providing team with clear “by operation” and by District view of differences in taxing, union dues, deductions, benefits and other payroll specific requirements for go-live.</p> <p>Initial pilots live on-time and within proscribed budget and considered highly successful with full capabilities. Final recommendation to state committee was “no go” based on readiness of individual sites, overall cost of rollout to the state, overall cost of on-going support and inability of the state organization to mandate the solution to the districts without change to current laws. Phase II of the project was cancelled after recommendation was made to the state board.</p>