

PMP Certification Examination Application ● Page 6
Project Management Experience Verification Form (continued)

*In the space provided below, please summarize the deliverables that you managed on this project. Candidates are **required** to use this form to summarize deliverables. Attachments will not be accepted.*

As Lead Engineer on the GeoCustoms Closure project (1/97 – 1/97), the deliverables I made included:

(1) Project records regarding invention disclosure for patent process

(2) Completed checklists for quality control

In 1996, I accepted responsibility for solving a workstation delivery problem. In that role, I identified and communicated with the major stakeholders to document the requirements of a software program to allow end-customers (users) to negotiate language selection directly with a new workstation with Native Language Support. The deliverables described above reflect the final month of the project; earlier months are not included due to the six-year stipulation of PMI's PMP exam application process. In January of 1997, I was actually starting a new role on a related team, but I retained and met the responsibility of final quality verification. I completed those tests and reported on them to allow for the distribution of the new product GeoCustoms. I also continued to communicate with lab management and corporate attorneys about the invention disclosure and the eventual US patent I was granted for this system.

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As Lead Engineer on the Electronic Notebook project (2/97 – 3/97), the deliverables I made included:

(1) Communications management plan for team of software engineers

(2) Project team directory (available on Intranet)

(3) Supporting details to HR management (links to related teams/resources)

(4) Operational definitions (for standard processes involving team communication)

(5) Quality improvement (in terms of immediate answers to frequently asked questions)

(6) Rework (as directed by results of usability tests)

(7) Work results (actual delivery of online website)

The above deliverables are specific samples of the work I performed for my new team in 1H97.

The project team wanted to take advantage of the emerging value evident in websites for documentation organization, control and sharing. I worked with the Project (team) Manager, the team members and related groups to see what sort of information needed to be available and what the most efficient and effective ways were to present it. We built a documentation tree and several primary web pages to organize team information and documentation for the various efforts underway.

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As Documentation Specialist on the SD Setup project (4/97 – 5/97), the deliverables I made included:

- (1) Lessons learned/historical information organized to support value engineering
- (2) Work results (publication and updates to status review meetings)
- (3) Project plan updates (alternatives and recommendations for development phase)

Software Distributor (SD) is the POSIX standard mechanism for software packaging and distribution on UNIX systems; not surprisingly, it is very network savvy. HP found that a light-weight version could be advantageous and had assigned another engineer to simplify the code to allow for use with standalone computers. My role was to organize the information he had gathered along the way and to lead new discussions about similar products that existed for PCs running Windows. I created a project plan within the SD team website and organized the existing and unfolding documentation. This work supported the decision-making process facing general management for the lab.

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As Front End (Interface) Lead on the Multistream project (6/97 – 10/97), the deliverables I made included:

(1) Co-design of Project Management Information System (with back-end lead)

(2) Prioritization of change requests for design

(3) Project Plan (including requirements, high level design, low level design, publicity)

(4) Identification of constraints for design

(5) Supporting detail around alternative approaches and cost/benefit analysis

(6) Project schedule

(7) Project presentations to partners and customers

Another engineer and I shared the front-end and back-end elements of client-server based SD, as both parts needed to be prepared to handle the new 64-bit computing binaries and operating environments. We collaborated to create a project plan and to develop a PMIS that both of us could update and share with all stakeholders. Many requirements had to be prioritized and addressed; I handled those that concerned the actual display on the screen. We had to track and keep our schedule to support the next major release of HP's UNIX (HP-UX, 11.0) I also led a team in writing an article and presenting a similar set of materials to an audience at InterWorks.

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As Lab Champion on the SD Internationalization project (11/97 – 2/98), the deliverables I made included:

(1) Project Plan

(2) Lessons Learned

(3) Scope statement and supporting detail

(4) Activity list and updates

(5) Creation and completion of checklists

(6) Quality improvement

(7) Role and responsibility assignments

With a major program accomplished, lab management asked engineers to each develop a small project that would enhance quality. I chose the improvements to internationalization and localization of messages to be displayed and recorded in the user's language. Since the messages were generated from different modules of code, my focus was to identify the problems, their functional origin, the best means to communicate change requests to each functional owner and to track the delivery of rework. This corrected many problems that had led to spontaneous reboots, and it provided a set of processes for improved future quality.

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As Lead Engineer on the SD GUI project (3/98 – 11/98), the deliverables I made included:

(1) Project Plan

(2) Staffing Management Plan

(3) Acceptance decisions for quality of graphical user interface

(4) Corrective action when risk of reduction in personnel became an issue

(5) Scope changes as part of the corrective action

(6) Work results (requirements/design/code completion) from project execution

By 1998, HP OpenView had determined that their customers would best be served by allowing for value-add features of Software Distributor to be enabled for all customers. My responsibility was to make this happen in such a way as to retain the most important features, to minimize the cost of the effort and to create a single design for all users to navigate in a standard way. Partway through the project, approximately half of the engineering resources available disappeared; that gave me the opportunity to deliver the new common GUI with a reduced scope that still met the most important requirements of the project.

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As Owner on the Swupport project (12/98 – 8/00), the deliverables I made included:

(1) Quality improvement

(2) Project Plan

(3) Scope statement

(4) Operational definitions and checklists

(5) Communications management plan

(6) Project presentations

(7) Lessons learned

"Swupport" was the name associated with the role of customer support for Software Distributor products within HP. The role had never been fully chartered previous to my leading an effort envisioned by my manager to consolidate the reactive, distributed role to singular responsibility for making software development with SD more consistent and of higher quality. This involved a lot of education for the SD team, managers, partners and internal customers that I led through websites, improved documentation, and seminars. The effort was successful in producing a more consistent and higher quality series of software packages and in building a reputation for high quality, proactive and responsive assistance from the SD team.

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As Consultant on the SpaceNet project (9/00 – 12/00), the deliverables I made included:

(1) Project presentations

(2) Correspondence in support of contract administration

(3) Proposal (as seller)

(4) Project records

(5) Rework to meet refined quality requirements of customer

(6) Cost estimates (budget and definitive estimates)

General Electric was entering the two-way satellite link business to encourage high-bandwidth use of the Internet from anywhere with a view to the southern sky. I worked directly with the customer and the HP sales team to organize and present the justification for the system design recommended for this project. We adjusted the presentation and the design to most accurately meet the needs of the customer, and they subsequently invested to make this part of their solution.

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As Consultant on the Qwest Packaging project (2/01 – 4/01), the deliverables I made included:

(1) Performance improvements

(2) Operational definitions

(3) Communications management plan

(4) Correspondence with customer and team regarding fulfillment of obligations

(5) Checklist creation and completion

(6) Activity list (and updates)

HP partnered with Qwest to enable their “cyber centers” to order and deploy HP servers with all the necessary and company-specific software already installed. My role was to lead HP’s fulfillment of a promise to ensure proper software packaging in support of this effort. The existing HP and Qwest stakeholders were pleased to have me bring expertise and organization to a UNIX software packaging effort. I taught the team how to use the necessary parts of Software Distributor and customized scripts that automated as much of the process as possible. We completed the software packaging and quality verification to keep the project on schedule.

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As Consultant on the Space project (5/01 – 8/01), the deliverables I made included:

(1) Risk response plan

(2) Corrective action to address scope that customer could not meet

(3) Project change requests to support long-term satisfaction with quality solution

(4) Statement of work for on-site consulting

(5) Lessons learned

A major government contractor and commercial leader in sending rockets into space had contracted with HP for high performance UNIX servers when I was asked to lead the systems engineering end of this effort for HP. Due to a transition of personnel on the HP side, the customer had not received the level of attention they desired near the end of this first phase. I worked with the customer to identify scope change requests and worked through those with our contracts people. After delivery of the servers, the customer found that a particular aspect of the new system could most effectively be tuned by HP to meet their schedule, so I facilitated the arrangements to have that work done.

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As Consultant on the PTC Windchill project (9/01 – 12/01), the deliverables I made included:

(1) Project presentations

(2) Proposal (as seller)

(3) Project Plan

(4) Scope statement and supporting detail

(5) Cost estimates (budgetary and definitive)

A large corporation with mechanical design engineers in Colorado and California had invited HP to bid on a PTC Windchill implementation; despite having made the invitation primarily due to a formality, the customer was encouraged to work very closely with HP to examine an expanded view of this project. My role was to manage the communications between the customer, the HP sales team and the technical experts within HP. I also was responsible to make in-person presentations about options available in terms of high-end servers to support the design.

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As Consultant on the Consolidation project (1/02 – 2/02), the deliverables I made included:

(1) Project Plan

(2) Cost estimates (order of magnitude and budgetary)

(3) Communications management plan

(4) Role and responsibility assignments

(5) Quality management plan

(6) Acceptance decisions regarding quality of deliverables

An enterprise with hundreds of servers in Colorado and California sought my assistance in representing HP's ability to recommend and address the consolidation of those servers into a more economical and efficient solution. The Account Management team was in transition, so my responsibilities were more acute than normal. My work included meeting with the customer, launching the response process within HP and managing the day-to-day communications of many different teams within HP. Due to the strategic importance of this opportunity, I was able to orchestrate a proposal that was more cohesive and precise than the team had ever experienced. Ongoing conversations toward implementing such a consolidation were still underway months after the proposal was presented.

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