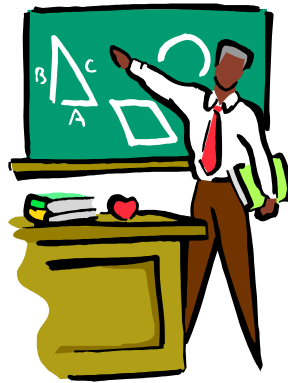




**College of Performance Management**

**Professional Education Program**



**Faculty Biographies**

## The Faculty

### **Name: Wayne F. Abba**

**Specialty:** Contract and Project Management, Earned Value Management

**Contact Information:**

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**Mailing Address:** 6421 Lyric Lane, Falls Church, VA 22044-1220

**Project Management Experience:** More than 35 years

**Earned Value Management:** 30 years

**Teaching Experience:** 25 years

**Career Highlights:** Wayne F. Abba is an independent management consultant specializing in EVM in the public sector. Before establishing his consulting business in 2004, Mr. Abba was Vice President for Integrated Management Services with Dekker, Ltd. For seventeen years before retiring in 1999, Mr. Abba was the senior program analyst for contract performance management in the Office of the Under Secretary of Defense (Acquisition & Technology). He was awarded three Secretary of Defense Medals for Meritorious Civilian Service for leadership in the acceptance of effectively integrated technical, schedule and cost performance management principles throughout the Department of Defense, the federal government, commercial enterprise, and in the governments and industries of friendly foreign countries. In 1999 his contributions to the advancement of project management were recognized by PMI's Distinguished Contribution Award and by the Government of Canada. In 2005 he was made an honorary fellow of the Centre for Excellence in Project Management in New Delhi, India. He is a past president of the PMI College of Performance Management and serves on the National Defense Industrial Association's Program Management Systems Committee. He is a contributing author of the March 2009 GAO Cost Estimating and Assessment Guide: Best Practices for Developing and Managing Capital Program Costs and of the PMBOK® Guide 4<sup>th</sup> Edition.

**Professional Certifications:** Professional Designation in Contract Management from the Air Force Institute of Technology and NCMA.

**Education:** B.S., University of the State of New York, M.P.A., the American University, Washington, D.C.

### **Name: Neil F. Albert**

**Specialty:** Project Performance Management, Cost Estimating and Analysis

**Contact Information:**

**Phone:** 703-506-4600

**E-Mail:** nalbert@mcri.com

**Mailing Address:** MCR, LLC, 2010 Corporate Ridge, Suite 350, McLean, Virginia 22102

**Project Management Experience:** 25 years

**Earned Value Management:** 20 years

**Teaching Experience:** 5 years

**Career Highlights:** Mr. Albert is President and CEO of MCR, LLC a small business specializing in cost/schedule analysis, acquisition management, and program assessment support. In his capacity, Mr. Albert directs and manages cost estimating, project management support, earned value management, contract management, software acquisition, logistics, and education and

training in support of Government and industry customers. He has broad experience in electronics, transportation systems, information (software) systems, space and defense systems, energy, and environmental systems. Mr. Albert has been at MCR for over 16 years and has held many positions including Director of the Cost Analysis Division, Vice President, and Senior Vice President and General Manager. Previously, he was Director of Cost Estimating and Analysis at Textron Defense Systems where he directed and managed the cost analysis functions including cost estimating, cost/schedule control support, proposal development, cost/price analysis, cost systems development, Design-to-Cost and Life-Cycle Cost analysis. Other positions included Senior Cost Analyst at Analytical Systems Engineering Corporation, Financial Analyst at Calculon Corporation and Management Analyst at Computer Sciences Corporation. Mr. Albert is the primary developer and author MIL-STD-881B (Work Breakdown Structures for Defense Materiel Items) and MIL-HDBK-881 (Development of Work Breakdown Structures).

**Professional Certifications:** Certified Cost Estimator/Analyst, Society of Cost Estimating and Analysis (SCEA).

**Education:** BBA in Finance/Economics and MBA in Financial Management from the George Washington University.

## **Name: Glen B. Alleman**

**Specialty:** Project Performance Management, Programmatic Risk, Systems Engineering

**Contact Information:**

**Phone:** 303-241-9633 (Mobile)

**E-Mail:** galleman@lewisandfowler.com

**Mailing Address:** 8310 South Valley Highway, Suite 300, Englewood, CO 80112

**Project Management Experience:** More than 30 years

**Earned Value Management:** 20 years

**Teaching Experience:** 30 years

**Career Highlights:** Glen B. Alleman is Program Planning and Controls Principle for Lewis & Fowler. In this position Glen's brings his 30 years experience in program management, systems engineering, software development, and general management to bear on the problems of performance based program management. Mr. Alleman's experience ranges from real time process control in a variety of technical domains to product development management and Program Management in a variety of firms including Logicon, TRW, CH2M Hill, SM&A, and several consulting firms before joining Lewis & Fowler. Mr. Alleman's teaching experience include university level course in mathematics, physics, and computer science.

Currently Mr. Alleman is the Principle of Practices at Lewis & Fowler and the developer of the Deliverables Based Planning<sup>sm</sup> method Lewis & Fowler applies to its Aerospace, Defense, and Enterprise IT engagements.

This method is applied from proposal activities through program execution focusing on IMP/IMS, programmatic risk, Technical Performance Measures, CAM and PP&C mentoring and training, process improvement, DCMA Validation, and increasing the probability of success for mission critical programs.

Mr. Alleman is a frequent speaker at PMI-CPM, PMI-COS, and PMI General Conferences.

**Professional Certifications:** PMP, RMP.

**Education:** B.S., University of California, Irvine, Physics; M.S., University of Southern California, Systems Management.

**Name: Arthur D. Anderson****Contact Information****Phone:** (918) 809- 8336**E-Mail:** [Arthur\\_D\\_Anderson@atlasok.com](mailto:Arthur_D_Anderson@atlasok.com)

Mr. Anderson is an Engagement Manager with Humphreys & Associates. He has over thirty five years of experience in defense acquisition, specializing in the Earned Value Management Systems Guidelines. He has provided training, conducted EVMS reviews, and consulted in EVMS for defense and construction companies. He has the singular distinction of being the EVMS Focal Point for the only Defense Company to have won the Malcolm Baldrige Quality Award. Mr. Anderson has over thirty five years of experience in defense acquisition program management encompassing earned value management, manufacturing, proposals and pricing, program control, contracts, subcontracts and administration; and seventeen years as the corporate EVMS Focal point at Texas Instruments Defense Business and Raytheon. Mr. Anderson led the National the National Defense Industrial Association as Chairman and was a key developer of the ANSI/EIA Standard 748 EVMS Guidelines. For the efforts of the joint government/industry team, he accepted on behalf of NDIA, the prestigious David Packard Excellence in Acquisition Award in 1998. He led the Raytheon consolidation of the separate Hughes Aircraft Company, Raytheon E-Systems, Texas Instruments Defense Business and Raytheon Electronic Systems management systems into a single EVMS process description. He setup and ran the EVMS management controls (schedule, budget, and risk) for Raytheon's billion dollar plus ASTOR program. As such, his experience is unique in the development and execution of EVMS processes.

**Name: Patrick K. Barker****Title:** Principal, Corporate Technical Directorate**Company Name:** MCR LLC**Address:** 2010 Corporate Ridge, Suite 350 Mclean, VA 22102**E-Mail:** pbarker@mcri.com**Website:** www.mcri.com**Telephone:** 703-898-6354

**Career Highlights:** Pat Barker is a Principal in MCR's Corporate Technical Directorate. The group is responsible for Integrated Program Management support across MCR. As a Principal, Pat leads a variety of small, special-purpose teams and provides consultant efforts and workshops for Industry and Federal Agencies, including DOD programs. Pat's primary concentration is on interdisciplinary tasks and case study development, particularly those linking EVM, Risk, System Engineering, Cost and Schedule. He currently leads MCR's efforts to enable small to mid-sized commercial companies establish Earned Value Management Systems and plays a key role in helping a major FAA program implement and maintain a EVMS implementation within the context of an advanced, web-based EVM tool architecture. Prior to joining MCR Pat has over 20 years' leadership, training and analysis experience in military and civilian positions, to include program office team leadership, modeling and simulation development and policy guidance in various DoD and civilian capacities. Academic experience includes a 4-year tour as an Assistant Professor of History at the USAF Academy and extensive background in training and course development for almost two decades. During his 20-year USAF career, Mr. Barker was also an instructor B-52 electronic warfare officer and a functional manager in technology warning for the Defense Intelligence Agency (DIA). He also continues

as a trainer for the Positive Coaching Alliance, providing workshops to youth sports coaches across the Washington DC metro region.

**Education:** Pat holds a Bachelor of Science in Mechanical Engineering and a Master of Arts in History, both from Lehigh University. He has begun PhD coursework in Business Leadership.

**Professional Memberships:** Pat is a member of PMI and the International Council on System Engineering (INCOSE). He is also a member of the National High School Coaches Association, Positive Coaching Alliance, National Youth Sports Coaching Association and the American Baseball Coaches Association

## **Name: Paul F. Bolinger**

**Specialty:** Project scheduling and project management systems in the Earned Value Environment, Six Sigma Green Belt, Lean Six Sigma Green Belt, ERP.

**Contact Information:** bolinger.paul@yahoo.com (509-951-2459)

**Project Management Experience:** Deputy PM ANWSQ-4 Cutty Sark System, JDE ERP Implementation Manager Honeywell

**Earned Value Management:** 30 Years

**Teaching Experience:** EVMS and Scheduling with PMI, clients, U.S. Government agencies

**Career Highlights:** Mr. Bolinger, with 30 years of direct experience, is a Consulting Engagement Director with Humphreys & Associates specializing in major complex projects. He has been instrumental in the development of five earned value systems, managed two EVMS validations, and directed the implementation of the JD Edwards ERP in nine divisions of a major corporation in six countries. In the past three assignments covering a period of 8 years he has twice architected the development and implementation of project management systems on multi-billion dollar projects. He is familiar with the IMS requirements of DOD as well as recommended standard processes for schedule development and management. He is currently managing a team of ten schedule consultants advising a client on the management of an IMS with more than 25,000 network activities compliant with DOD DI-MGMT-81650 full schedule requirements in an Earned Value environment. He has defined and helped develop interfaces between ERP and earned value systems for two major clients to provide manufacturing information from the ERP to the IMS. Mr. Bolinger developed the Humphreys "Six Sigma in the Earned Value Environment" course and is currently finishing a new course "Building the Gold Standard IMS with Primavera."

## **Name: Mark A. Buchholz**

**Specialty:** Contract and Project Management, Acquisition Management, and Performance Based Acquisitions

**Contact Information:**

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**Mailing Address:** Acquisition Solutions, Inc, Suite 1000, 1655 N. Ft. Myer Drive, Arlington, VA 22209.

**Project Management Experience:** More than 20 years

**Earned Value Management:** 5 years

**Teaching Experience:** 10 years

**Career Highlights:** Mark Buchholz, PMP, has over 20 years of Project Management experience and his Masters in Public Administration. As an Account Manager with ASI, he mentors and advises DOD Program Managers in performance based acquisition and project management. He is an expert in Performance Based Acquisitions, and the life-cycle management of IT projects. Prior to ASI, he was responsible for numerous national and international projects delivering time-sensitive critical IT infrastructure to a wide variety of law enforcement agencies. Since 2006, Mark has been a frequent presenter at EVM World, and the Integrated Project Management Conference covering project management fundamentals in the CPM-100 track. Active in the Washington DC Chapter of PMI, Mark has also been a presenter at many of the Chapter's events, brown-bag lunches, and seminars on topics such as "Communicating Well," "EVM and PBA," "My Top Ten MS Project Tricks," and "Maximizing Your PDU." Mark has also been a presenter at the National Contract Management's world congress conference. Mark is the lead developer and is a co-instructor of the ASI class "Integrated Planning and Scheduling."

**Professional Certifications:** PMP

**Education:** M.P.A., George Mason University

## **Name: Lloyd L. Carter**

**Specialty:** Design, Development and Implementation of Performance Management Systems

### **Contact Information:**

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Mailing Address: 1900 Campus Commons Drive, Suite 100, Reston, VA 20191

**Project Management Experience:** 40 years

**Earned Value Management:** 40 years

**Teaching Experience:** Associate Professor, Air Force Institute of Technology, University Guest Lecturer, Conducted multiple public seminars.

**Career Highlights:** Lloyd L. Carter is currently an Engagement Director, VitalThought LLC. He has been involved with Project Management Systems and Earned Value Performance Management (EVPM) since 1968. He participated in the review of the first contractor to be validated under what was then called the Cost/Schedule Planning and Control Specification (CSPCS). While in the United States Air Force, Mr. Carter served in various acquisition management positions directly related to Project Management and Performance Management Systems. This included assignments ranging from source selection to contract operation activities. From 1972 to 1981, he served as Associate Professor of Acquisition and Project Management at the School of Systems and Logistics at the Air University. During this time he was the Director in Charge of the Cost/Schedule Control Systems Implementation and Surveillance Courses. Included in the duties was providing consulting services to various Department of Defense agencies as well as to the National Aeronautic and Space Agency, Department of Energy, and Department of Transportation. Mr. Carter has written or tailored governmental policies, regulations, and contractual requirements to meet the needs of foreign military sales, construction, development, and manufacturing projects. In the international consulting arena he has designed, developed, and conducted public and in-house seminars on Performance Management Systems attended by thousands of students. While living in Australia he owned and operated MTC Australasia Pty Ltd and managed the Australian International Performance Management Conference as well as the United Kingdom International Performance Management Conference in conjunction with the United Kingdom Royal United Services Institute. He has designed and implemented project performance management systems and provided consulting services and training to over 200 contractor and governmental organizations in the United States, Canada, England, France, Italy, Romania, South America, Japan, Australia and Saudi Arabia.

**Professional Certifications:** Professional Designation in Contract Management, Project Management Professional

**Education:** BA in Business, Indiana University; MBA and Post Graduate Studies, Ohio State University.

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**Name: William Chadick**

**Specialty:** Project Management, Earned Value Management, Risk Management

**Contact Information:**

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**Mailing Address:** 375 Cliff Falls Court, Colorado Springs, CO 80919

**Project Management Experience:** 30+ years

**Earned Value Management:** 30+ years

**Teaching Experience:** 30+ years

**Career Highlights:** Dr. Bill Chadick has operated in a variety of industries: education, telecommunications hardware and software projects, logistics management, military command and control systems (C3I, C2, C4), and crisis management systems. He has special expertise in developing and implementing processes in project management, earned value management, risk assessment/disaster recovery/business contingency operations, and Six Sigma process improvement. Dr. Chadick has significant experience in planning and supervising programs that require integration of hardware, software, and operational infrastructure systems; and the logistical deployment of platforms and systems. He is an experienced educator in academic and corporate environments focusing on project risk management, earned value management, and quality management.

**Professional Certifications:** PMI-Project Management Professional; AACEI-Earned Value Professional; ASQ-Certified Six Sigma Black Belt

**Education:** Doctor of Management, Colorado Technical University; MPS, Western Kentucky University; BS, United States Military Academy, West Point

**Name: John D. Driessnack, CCE/A, PMP**

**Title:** Senior Director, Integrated Program Management, Executive Consulting Group

**Company Name:** MCR LLC

**Address:** 2010 Corporate Ridge, Suite 350, McLean, VA 22102

**E-Mail:** jdriessnack@mcri.com

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**Telephone:** 703-472-5357 (cell)

**Career Highlights:** John Driessnack, the Senior Director of the Executive Consulting Group, acts with his group as a change agent which generates applied research to enlighten critical thinking, thus enabling superior solutions delivered through effective consulting. Additionally, as the company's internal consultants, the group provide initial implementing management assuring new capabilities are entrenched in customer's tool kit. The group focuses on executive customers and critical decisions, incubating Integrated Program Management (IPM) critical thinking that result in solutions delivered. Efforts concentrate on improving integrated program management processes by linking cost, risk, earned value, schedule, and technical (CREST) quantitative information. As part of MCR Training Institute, John and his group provide both training and mentoring to Industry through conferences and directly to Customers and MCR Associates. Finally, the group captures the company's intellectual property by transforming the innovative thinking and solutions delivered companywide into documented

processes and influence industry and government handbooks and policy. John holds the title of lecturer at American University, and lectures during executive courses at Defense Acquisition University (DAU) on Program Control. He recently co-chaired the NDIA PMSC's joint Industry/Government Risk Management Working Group. Prior to joining MCR, John had over 20 years experience in DoD leadership positions on various joint and Air Force programs, He holds a BS in Industrial Engineering from Pennsylvania University, a MS in Economics from Wright State University, and completed all course work for a PhD in Economics from George Mason University. He has several published papers.

## **Name: Anthony (Tony) E. Finefield**

**Specialty:** Development and Assessment of Earned Value Management Systems

**Contact Information:**

**Phone:** 714-642-8795

**E-Mail:** tonyevm@earthlink.net

**Mailing Address:** 6701 Healey Avenue, Garden Grove, CA 92845-2217

**Project Management Experience:** 26 years

**Earned Value Management:** 30 years

**Teaching Experience:**

**Career Highlights:** Mr. Tony Finefield has over thirty-two years of experience in the area of Earned Value Management Systems. As a Naval Supply Corps Officer he was assigned to the Defense Contracts Management Area - Santa Ana where he was responsible for supervising an EVMS Surveillance program that included four validated contractors with nine contracts valued at over \$1 Billion. Subsequent to that, Mr. Finefield worked for five years in two Air Force Plant Representative Offices (AFPROs): TRW Defense and Electronics Sector and Rockwell International, Autonetics Division. As the EVMS Surveillance Monitor, he was responsible for ensuring continued contractor compliance with their approved EVMS. In March 1983, Mr. Finefield joined the Cost Information & Management Systems Division of Air Force Space Systems Division (now Space and Missile Systems Center) where his responsibilities include being the SMC Field Command Focal Point for the implementation of earned value management on all major acquisitions at SMC. Additionally, he has led reviews at such diverse contractors as Martin Marietta Astronautics Group; TRW Defense & Space Sector; Lockheed Missiles and Space Company; Boeing Aerospace and Electronics; and, General Dynamics Space Systems Division. Mr. Finefield has been a guest instructor for several DSMC Courses including the Contractor Performance Measurement Course. Mr. Finefield led the multi-service, multi-agency team charged with the rewrite of the Joint Implementation Guide and its transition into the Earned Value Management Implementation Guide, published in December 1996. Mr. Finefield served as the Chief of the Acquisition Cost Division at SMC from Nov, 1997 to June 2001. His duties included supporting program office's in generating program level cost estimates; supporting cost model research and maintenance; supporting the program offices in the preparation for and conduct of Integrated Baseline Reviews (IBR's); and, providing earned value training to both program office and staff personnel. Mr. Finefield retired from Government Service on 1 July 2001 and now works as a private consultant. He has provided support to the US Air Force, Missile Defense Agency, members of the Intelligence Community and a number of Aerospace Contractors.

**Professional Certifications:**

**Education:** B.S. in Accounting, Little Rock University, MBA, Cal State University Long Beach.

## **Name: Eleanor L. Haupt**

**Specialty:** Earned Value analysis and training

**Contact Information:**

**Phone:** 937-572-2586

**E-Mail:** ehaupt@earnedvalue.biz

**Mailing Address:** Earned Value Associates LLC, 2762 Lorrie Drive, Beavercreek, OH 45434

**Project Management Experience:** 26 years

**Earned Value Management:** 26 years

**Teaching Experience:** 12 years

**Career Highlights:** Eleanor is a senior partner with Earned Value Associates LLC, a training and consulting company dedicated to improving earned value management. Eleanor provides customized support for EVM implementation and policy development to private and public clients. As part of EVMS implementation for a client, she conducts gap analyses and continuous improvement assessments, as well as compliance and integrated baseline reviews. Eleanor has developed and presented a wide variety of training materials covering the full spectrum of EVM, and is also a certified wlnsight instructor. She is a frequent speaker, trainer, and keynoter at national and international EVM conferences. Eleanor is the author of several guides and manuals, and has been a major contributor to other guides. Prior to entering the public sector, she had a successful career within the Department of Defense for over 26 years, and was a leading expert on several key teams. She worked for the U.S. Air Force, Navy and Army, and has supported numerous programs in financial and cost management, specializing in earned value management and integrated management. Eleanor was the EVM focal point at Aeronautical Systems Center and responsible for policy development, guidance, training, and direction for the application of EVM on all Air Force programs at the center. Eleanor served as Executive Vice President and President of the PMI College of Performance Management, and now serves on the Education Committee.

**Professional Certifications:** Level III DAWIA certification in Budget, Cost Estimating and Financial Management; Professional Designation in Cost Analysis and Price Analysis

**Education:** Bachelor degree, Capital University, Columbus OH.

## **Name: Joe Houser**

**Specialty:** Program Management, project performance measurement, OMB-300, earned value systems, risk management (design, development, implementation and training)

**Contact Information:**

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**E-Mail:** jrhouser@kmsystemsgroup.com

**Mailing Address:** 22222 Overview Ln, Boyds, MD 20841

**Project Management Experience:** 25 years

**Earned Value Management:** 25 years

**Teaching Experience:** 20 years

**Career Highlights:** Mr. Houser has over 35 years of program and financial management experience in both the commercial and the government sectors. He is currently Senior Management Consultant with KM Management Group. Prior to KM Management Group, Joe was a Deputy Program Manager with both SAIC and Lockheed Martin. Mr. Houser's experience includes corporate-level responsibilities for earned value management for IBM and Lockheed Martin, and he has led several program performance process improvement initiatives. Joe has served as Risk Manager for several large scale programs. Joe's experience with IBM and Lockheed Martin includes assignments developing and implementing schedule, cost, risk, and earned value management systems on large scale complex programs.

Mr. Houser is a founding member and past Chairman of the Board and President of the Performance Management Association (now PMI-CPM). He is a past member of the National Security Industrial Association (NSIA) procurement committee; served as a NSIA industry advisor to the Department of Defense Performance Measurement Joint Executive Group (PMJEG); and is past Chairman of the NSIA Subcommittee on Performance Management. He organized and led a joint DoD/Industry TQM study on the DOD cost/schedule management process. The eighteen-month study had 17 of the 18 recommendations implemented by the Department of Defense. The Honorable Donald J. Yockey, Under Secretary of Defense (A), referred to the study as a "model for future government/industry relations." He has published several papers and is a speaker and lecturer on cost/schedule control and management.

**Professional Certifications:** Lockheed Martin Qualified Program Management, IBM Process Re-Engineering Consultant

**Education:** B.S. in Business Administration, University of Maryland.

## **Name: Chris Humphreys**

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**Mailing Address:** 3111 N. Tustin Avenue Suite 250 Orange, CA 92865

**Website:** [www.humphreys-assoc.com](http://www.humphreys-assoc.com)

**Career Highlights:** Mr. Humphreys is a Consultant Manager with Humphreys & Associates. Chris has focused on management system design by creating flowcharts and their associated narratives, storyboards and the subsequent implementation activities with particular emphasis on scheduling and earned value techniques. He has assisted in the conduct of many audits of Earned Value Management Systems. Chris has recently participated in the design and implementation of EV Systems for a number of companies who had no experience with Earned Value which resulted in successful Integrated Baseline Reviews (IBR) s. Chris has taught Earned Value for the past two years.

**Education:** Bachelor of Arts, University of California, Santa Barbara

## **Name: Gary C. Humphreys**

**Specialty:** Project performance measurement, earned value systems design, development, implementation and training

**Contact Information:**

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**Mailing Address:** 3111 N. Tustin Ave., Suite 250, Orange, CA 92865

**Project Management Experience:** 40 years

**Earned Value Management:** 40 years

**Teaching Experience:** 40 years

**Career Highlights:** Gary C. Humphreys is chief executive officer of Humphreys & Associates, Inc. As a consultant, Mr. Humphreys has provided technical support in all phases of project management to clients in the United States, Sweden, Australia, England, Holland and other countries. He has served as chairman of the National Defense Industrial Association (NDIA) Management Systems Subcommittee, and president and chairman of the board of the Performance Management Association, which has now become the Project Management Institute's College of Performance Management.

**Professional Certifications:** Recipient of the David Packard Excellence in Acquisition Award in 1998.

**Education:** B.S. Business Administration: University of California Berkeley, M.B.A. Business Administration: University of Southern California.

## **Name: Gay Infanti**

### **Contact Information:**

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**E-Mail:** [gay.infanti@ngc.com](mailto:gay.infanti@ngc.com)

### **Project Management Experience:** 25 years

As Northrop Grumman Corporate Manager, Cost Estimating and Earned Value Management, Gay works in concert with the Corporate Pricing and Estimating (P&E) Council to develop corporate P&E policy and processes. In addition, Gay co-leads the Corporate EVM Council to share best practices/lessons learned, discuss/resolve common issues, and jointly work initiatives to enhance and improve the company's use of EVM. Gay is an Officer-at-Large of the NDIA Program Management Systems Committee (PMSC) and chaired the NDIA PMSC's Risk Management working group, leading the development of a white paper on the Integration of Risk Management (RM) and Earned Value Management (EVM), as well the development of process integration guidance, which was subsequently incorporated into the PMSC's EVMS Application Guide. In that capacity, Gay also conducted many conference workshops on the topic of RM/EVM Integration. Gay is currently leading the NDIA PMSC's effort to update its five published guides.

Gay joined Northrop Grumman in 1997 when Northrop acquired Logicon, Inc. At Logicon, beginning in 1981, and subsequently at Northrop Grumman, Gay progressed through numerous Business Management positions in finance, operational planning, contracts and pricing, overhead management/control, regulatory compliance, and program management. As EVM focal point at Logicon, and later at the Northrop Grumman IT Sector, Gay was responsible for initial EVMS development/validation, Advance Agreements, EVM training, and EVM compliance.

Gay is a graduate of the University of California, Los Angeles and the Executive Program in Management at the UCLA Anderson School of Business. She is a charter member of PMI-CPM.

## **Shawna Jones**

### **SM&A**

**Phone:** (504)655-4275

**E-Mail:** [Shawna.Jones@smawins.com](mailto:Shawna.Jones@smawins.com)

Shawna Jones is a Business Specialist for SM&A's Earned Value Management group. She is a seasoned project management practitioner with over ten years experience working in the field or as a consultant with special emphasis in Earned Value Management Systems (EVMS) and related Project Management disciplines including: Program Control, Schedule Management, Financial Management, and Proposal Development.

Prior to joining SM&A, Ms. Jones served in various Earned Value Management leadership roles at Raytheon Co. Since joining SM&A, Ms. Jones has been an EVMS Instructor for Lockheed

Martin Aerospace providing formal classroom instruction to over 500 Control Account Managers. She has also consulted for Accenture and Emergent Biosolutions.

**EDUCATION:** Bachelor of Arts Degree, San Diego State University  
Master of Business Administration, National University

## **Name: Jack Kersbergen**

**Specialty:** Earned Value Management.

**Contact Information:**

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**Mailing Address:** Zachry Engineering Corporation, 1515 Arapahoe St, Tower 1 Ste 800, Denver, Colorado 80202

**Project Management Experience:** 20 years

**Earned Value Management:** 18 years

**Teaching Experience:** 12 years

Career Highlights: Significant Expertise in Earned Value Management (EVM) in both government and commercial environments. Former VP/Director of Administration for the Raytheon US Antarctic Program, Jack currently holds a management position with Utility Engineering Corporation in Denver, Colo. responsible for Project Services and Project Controls on large electric power generation projects. He gained his extensive background in Project Management, Contracts, Procurement, and Earned Value with employment at Ball Aerospace Systems, Hughes Aircraft Information Technology, and Raytheon. As an independent consultant for Project Management and Earned Value, his clients included TRW, Chrysler, Price Waterhouse, and the US Navy NAVAIR F-14 Upgrade Program. Jack is a past two term President of the MicroFrame Software National Users Group, two-term Past President of the Denver Chapter of Performance Management Association (now PMI-CPM), and was on the Board of Directors for the National Security Industrial Association Management Systems Subcommittee, and has presented several past papers on Earned Value Management Systems at national conferences. He teaches and lectures on Project Management and Earned Value Management Systems at the University of Colorado. He is also on the Education Committee for the PMI Denver Chapter and is a Denver Chapter trainer for the PMI® PMP® Exam preparation classes.

**Professional Certifications:** Certified Project Management Professional PMP®

**Education:** B.S. in Business Administration: Regis University, Denver CO, Associate Electrical Engineering, DeVry University.

## **Name: Keith A. Kratzert**

**Specialty:** Earned Value Management Processes

**Contact Information:**

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**Mailing Address:** Federal Aviation Administration, Acquisition and Business Services, AJA, 800 Independence Avenue SW, Suite 1E1500, Washington, DC 20591

**Project Management Experience:** 30 + years

**Earned Value Management:** 20 + years

**Teaching Experience:** 9 years

**Career Highlights:** Mr. Kratzert is serving as the Federal Aviation Administration (FAA) Earned Value Management (EVM) Focal Point. His office is within the Air Traffic Organization (ATO), Office of Acquisition and Business Services. He is responsible for introducing EVM concepts and processes to FAA acquisition projects. Specific efforts include establishing EVM policy and guidance within the FAA Acquisition Management System, planning for and conduct of Integrated Baseline Reviews (IBR), preparing and presenting EVM training, coordinating external training course content to ensure a consistent EVM approach within the FAA, program and contract level validation, program and contract level surveillance, and implementing EVM within the context of the FAA organizational structure. Prior to assuming the FAA EVM Focal Point position he held positions within the FAA in the ATO, Terminal Service Unit Planning and Performance organization and the Office of Communications, Navigation, and Surveillance Systems. Before joining the FAA, he provided support to Navy and DOD acquisition programs for ten years as a support contractor. Prior to that he completed a 21-year career in the United States Air Force where he held numerous acquisition and test and evaluation positions in the Strategic Air Command and Air Force Systems Command. He received a Level IV, Senior Acquisition Manager Certification from the Air Force Systems Command. He is a member of the Project Management Institute's College of Performance Management.

**Professional Certifications:** N/A.

**Education:** B.S. in Mechanical Engineering: Ohio University, M.S. Public Administration: Troy State University.

## **Name: Dominick LoGalbo, PMP**

**Specialty:** Earned Value in Government

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**Mailing Address:** N/A

**Project Management Experience:** 20 Years

**Earned Value Management:** 15 Years

**Teaching Experience:** 10 Years

Eligible candidate for Senior Foreign Service is the Enterprise Network Management Division Chief, Information Management Bureau, US Department of State, Washington DC. He is responsible for secure network operations at 252 diplomatic sites world-wide. Since joining the State Department in 1988 Mr. LoGalbo has served in a wide number of international postings including service at our Embassies to: Mexico, India, Guyana, Algeria, Syria, Iraq, and Jerusalem. Prior to 1988 he was with the Department of Veterans Affairs also in the IT field managing an IT regional center serving 25 hospitals in Chicago IL, Dominick also hold the honor of being the recipient of the 2000 Thomas Morrison Information Management Award, The Thomas Morrison Information Management Award recognizes outstanding and unique contributions in the information management field.

## **Name: Robert Loop**

**Specialty:** Earned-Value Management, Planning

**Contact Information:**

**Phone:** 703-466-1295

**E-mail:** ROBERT.C.LOOP@LMCO.COM

**Mailing Address:** N/A

**Project Management Experience:** 23 Years

**Earned Value Management:** 23 Years

**Teaching Experience:** 16 Years

Career Highlights: Robert Loop is the Senior Manager of Central Program Finance and Planning Lockheed Martin Information Systems & Global Services. He has responsibility for EVM, Planning, Tools, and related certifications. He has extensive program implementation and practical experience with EVM, with 23 years of experience in the field. He has extensive surveillance review experience over his career. At Lockheed Martin, he holds two level 3 (Master) certifications, one in EVM and the other in Planning. He is also active in the National Defense Industrial Association Program Management Systems Committee (NDIA-PMSC). He led/facilitated the team that developed the NDIA PMSC Surveillance Guide.

Robert is a licensed Certified Public Accountant in the state of Colorado. His educational background includes a Bachelor of Business Administration, and a Masters of Science in Accounting.

**Professional Certifications:** Certified Public Accountant (Colorado)

**Education:** BBA Business Administration, MS Accounting

**Name: Walter Majerowicz**

**Specialty:** Project Scheduling and Earned Value Management

**Contact Information:**

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**Mailing Address:** Computer Sciences Corporation, Code 490, NASA Goddard Space Flight Center, Greenbelt, MD 20771

**Project Management Experience:** 20 years

**Earned Value Management:** 12 years

**Teaching Experience:** 12 years

**Career Highlights:** Mr. Majerowicz is the Deputy Program Manager for the Computer Sciences Corporation's Program Analysis and Control (PAAC) II subcontract at NASA's Goddard Space Flight Center, where he is also an Integrated Program Team Leader for task orders providing scheduling, configuration & data management, project support and Management Information Systems services to NASA programs and projects. Mr. Majerowicz also serves as a subject matter expert in project scheduling and earned value management. Previous responsibilities included PAAC Team Leader for the Structure and Evolution of the Universe (SEU) Program. Mr. Majerowicz was also the Planning & Schedule Manager on the Tropical Rainfall Measuring Mission (TRMM), a major in-house NASA project, and the Polar Operational Environmental Satellites (POES) Program, a major out-of-house effort. Prior to joining CSC, Mr. Majerowicz held numerous positions in program planning and control at The Boeing Company and the Martin Marietta Corporation. Mr. Majerowicz is co-chair of the annual NASA Project Management Challenge conference. He is also a faculty member for the NASA's Academy of Program/Project & Engineering Leadership in the fields of project scheduling and earned value management. Mr. Majerowicz holds an M.B.A. from the University of Baltimore and a Certificate in Technology Management from the California Institute of Technology (Caltech). He is a certified Project Management Professional (PMP) with the Project Management Institute (PMI) and is also a member of PMI's College of Scheduling (COS) and College of Performance Management (CPM) where he is a member of the training faculty. Mr. Majerowicz has been a lecturer and keynote speaker at NASA, PMI-CPM, PMI-COS, IQPC and SCEA conferences, classes and forums. Award honors include the NASA Public Service Medal, the CSC Science and Information Services Business Area Excellence Award in Program/Project Management, and the NASA Goddard Outstanding Mentor Award.

**Professional Certifications:** Project Management Professional (PMP®)

**Education:** A.A. Business & Public Administration: Anne Arundel Community College, B.S. in Business Administration: Salisbury State University, M.B.A. (Business): University of Baltimore, Certificate in Technology Management: California Institute of Technology (Caltech).

## **Name: Kevin L. Martin**

**Specialty:** Program and Project Management, Earned Value Management

**Contact Information:**

**Phone:** 703-979-4790

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**Mailing Address:** 2011 Crystal Drive, Suite 400, Arlington, VA 22202

**Project Management Experience:** 25 years

**Earned Value Management:** 22 years

**Career Highlights:** Mr. Martin's program management experience spans more than 26 years of implementing information technology (IT) driven business improvements for Fortune 200 clients and government agencies. He has managed all phases of the business lifecycle, from strategic planning through business process reengineering (BPR), and the design, development, and deployment of large-scale systems, including core & package applications, web-based services and portals up to \$50M. Mr. Martin is a recognized expert in the field of IT, and Capital Planning and Investment Control (CPIC), having testified as an expert witness in many cases for Agencies & Fortune 100 clients.

Prior to co-founding KMSG, Mr. Martin served as a Program Manager (PM) and held several executive positions with KPMG, where he led key business units and product lines, managed major IT programs, and developed KPMG's BPR and Project Management methodologies.

**Professional Accomplishments:** Mr. Martin is currently a member of the Program Management Systems Committee for the National Defense Industrial Association. He is a member of the Project Management Institute, College of Performance Management in addition to having served as a Workshop and Training Coordinator for their National Conferences since 2003. He served on the Board of Directors at the Information Technology Association of America from 1998 until 2001.

**Professional Certifications:** Certified Data Processor, Data Processing Management Association

**Education:** Bachelor of Arts, Biology and Computer Science, Colgate University

## **Name: Paul W. Martin**

**Specialty:** Program Management using performance measurement, earned value systems design, development, and implementation

**Contact Information:**

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**Mailing Address:** 3111 N. Tustin Ave., Suite 250, Orange, CA 92865

**Project Management Experience:** 30+ years

**Earned Value Management:** 15+ years

**Teaching Experience:** 8+ years

**Career Highlights:** Paul Martin is the president of Humphreys & Associates, Inc. Mr. Martin has served as a senior executive with the Lockheed Martin Skunk Works, where he was Program

Manager for the F-117, and several other classified programs. Mr. Martin left the Skunk Works in 2000 as the Executive Vice President and he joined Sikorsky Aircraft as Senior Vice President for Military Aircraft where he led numerous aircraft development programs. Mr. Martin taught Leadership and Earned Value Management to over 300 people while at Sikorsky Aircraft. He has served on many national Boards and Associations. He is an active member of the National Defense Industrial Association serving on the Combat Survivability Subcommittee. **Professional Certifications:** Graduate of Defense Systems Management College Program Manager Course, Graduate Flight Test Engineers Program, USAF Test Pilot School. **Education:** B.S. Aeronautical Engineering, California State Polytechnic University (SLO); M. S. Engineering, University of California Los Angeles

## **Name: Dan Milano**

**Specialty:** IT capital planning and investment control, implementing Earned Value Management, financial management, and operations research.

**Contact Information:**

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**Mailing Address:**

**Project Management Experience:**

**Earned Value Management:**

**Teaching Experience:**

**Career Highlights:** Daniel Milano is a Senior Advisor to the FAA Assistant Administrator for Information Services and Chief Information Officer. He is responsible for all aspects of information technology (IT) capital planning; overseeing the development of the agency's IT business cases and IT portfolio; implementing Earned Value Management and other program management best practices and processes; and representing the agency at the Department of Transportation in all areas of IT capital planning and investment control. In addition to his career at the FAA, Daniel was a Senior Financial Advisor to Air Force Assistant Secretary for Financial Management (SAF/FM). He advises SAF/FM on family housing and utilities privatization initiatives; aircraft and facilities leasing and conducts financial research in key areas such as aerospace company financial health. Prior to working for the US Air Force, Daniel Milano was an operations research analyst with Naval Center for Cost Analysis (NCCA). He was the IT program manager for the Visibility and Management of Operating and Support Cost (VAMOS) system. He has also worked on various special studies for the Under Secretary of the Navy, the Vice Chief of Naval Operations (VCNO), the Assistant Secretary of the Navy for Financial Management & Comptroller (ASN FM&C) and the Assistant Secretary of the Navy for Research, Development & Acquisition (ASN RDA). Mr. Milano previously worked as a mechanical engineer for the Naval Air Systems Command (NAVAIR). He was responsible for the development of acquisition plans, including affordability assessments and long-range investment planning analyses, in support of Joint Strike Fighter and Aerial Target programs.

**Professional Certifications:**

**Education:**

## **Name: David L. Muzio**

**Specialty:** Procurement Policy, Earned Value Management Systems

**Contact Information:**

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**Mailing Address:**

**Project Management Experience:** 37 years

**Earned Value Management:** N/A

**Teaching Experience:** N/A

**Career Highlights:** David Muzio is currently a part-time employee of MCR, LLC, specializing in Business Case Development and implementation of Earned Value Management, with expertise in all aspects of Acquisition Management. Dave retired from the Federal Government in 2006 after 39 years of contracting and program management experience. His accomplishments includes: (1) performance-based service contract concept development and implementation across the Federal Government; (2) program management and policy development of the government's outsourcing program defined in OMB Circular A-76; (3) major capital acquisition policy development defined in OMB Circular A-11, Part 7, and the Capital Programming Guide, including the requirements for the use of EVM on all major acquisition programs for both contractor and government development work; and (4) the Federal Acquisition Regulation policy on including EV in Contracts.

Dave has a B.S. in Business Administration from the University of California at Berkeley, and a MBA from Auburn University. He is a member and Fellow of the National Contract Management Association (NCMA), a member of the Project Management Institute, including CPM and the Risk SIG. He was presented with CPM's Driessnack Award in 2006. David L. Muzio is Procurement Policy Analyst (ret.), Office of Federal Procurement Policy, in the Office of Management and Budget. His responsibilities include: developing the requirements for the use of Earned Value Management Systems (EVMS) for major acquisitions, reviewing and scoring business cases for capital assets submitted with the agencies annual budget requests, and providing assistance and training to agencies and OMB Resource Management Offices to improve project management on specific projects. Additional responsibilities include developing the policy for the use of the Share-in-Savings method of procuring Information Technology projects, assisting with policy on management and use of Government Aircraft in civilian agencies, value engineering, and A&E and construction contracting. Mr. Muzio has thirty seven years of Federal acquisition experience at Air Force, NASA, Resolution Trust Corporation and OMB, covering all aspects of the process including installation purchasing, major systems acquisition and headquarters staff positions. Mr. Muzio is member of the National Contract Management Association, Washington Chapter and NCMA Fellow, and member of the Project Management Institute, Washington Chapter and the College of Performance Management. Mr. Muzio is the author of OMB Circular A-11, Part 7, *Planning, Budgeting, Acquisition and Management of Capital Assets*, OMB's *Capital Programming Guide*, Office of Federal Procurement Policy's, *Best Practices for Using Current and Past Performance*.

**Professional Certifications:**

**Education:** B.S., Business Administration, University of California, Berkeley; M.B.A., Auburn University; Graduate, Air Force Education With Industry Program, at The Boeing Company.

**Name: Carla S. Nash**

**Specialty:** Program Management, program performance measurement, OMB-300, earned value systems

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**Mailing Address:** 16002 Pennsbury Drive, Bowie, MD 20716

**Project Management Experience:** 18+ years

**Earned Value Management:** 4+ years

**Teaching Experience:** 15+ years

**Career Highlights:** Carla Nash is a Principal Consultant with KM Systems with 23 years of successful consulting in financial management, financial system implementation, business process re-engineering, budgetary accounting, cost accounting, change management, earned value management and project management consulting. Her work experience includes all phases of the information systems development lifecycle. Ms. Nash devoted 15 years of her career to managing significant portions of Federal capital planning and investment control (CPIC) and State IT engagements of various sizes. She has performed with significant impact, on IT engagements with the Department of Homeland Security, the Internal Revenue Service, the Maryland Department of Transportation, and the Maryland Department of Human Services. Currently, she utilizes her expertise supporting the Federal Aviation Administration (FAA) CIO Office and various PMs on managing and utilizing EVM to establish and practice sound program management. She demonstrates this by providing program level EVM Surveillance, EVMS assessments, EVM data analysis, OMB Exhibit 53 and 300 analysis, and program-level EVM assessments as necessary.

Prior to her career at KM Systems Group, Ms. Nash was a Manager at Bearingpoint, Inc., performing lead roles in large-scale system integration engagements, involving SAP and Oracle accounting and core financial systems applications. After building her Enterprise Resource Planning (ERP) systems experience and expertise, Ms. Nash devoted her last years at Bearingpoint helping clients manage their IT initiatives and projects by creating and maintaining project management systems and providing solutions for their Program Management Offices (PMO).

**Professional Certifications:** Bearingpoint Program Management, PMP Candidate, PMI-CPM Certification

**Education:** Bachelor of Arts (Sociology and Finance), University of Maryland, College Park, MD

## **Name: Glen Phillips**

**Specialty:** Earned Value Management, Integrated Project Planning

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**Project Management Experience:** 27 years

**Earned Value Management:** 12 years

**Teaching Experience:** 9 years

**Career Highlights:** Glen Phillips has over 27 years of acquisition project management experience primarily within the department of defense. During that time he has managed major and less than major weapon system development efforts; been responsible for resources and budgets for major US Air Force test ranges and facilities; and served as a faculty member and department chair at the Defense Acquisition University (DAU). While at DAU he was responsible for course development and teaching in a variety of earned value management and program management classes. While at DAU and since his retirement from the Air Force and joining Acquisition Solutions, Glen has provided consulting services to many defense and civilian federal agencies regarding earned value management, acquisition strategy development, and project planning and scheduling. Since joining Acquisition Solutions Inc, Glen has developed Acquisition Solution's the "Essentials of Earned Value Management" course and co-developed the "Integrated Project Planning" course.

Glen facilitated a training session in CPM 600 during the Nov 2002 PMI conference and co-facilitated a workshop on “Earned Value Management in Performance Based Acquisitions” during the Fall 2006 and Spring 2007 conferences. He has been teaching in the CPM 100 block at Fall and Spring conferences since 2008.

**Professional Certifications:** Air Force Acquisition Corps, DAIWA certifications in Program Management (Level 3), Test and Evaluation (Level 2), and Business Financial Management (Level 2). Glen is also a certified Project Management Professional (PMP).

**Education:** B.S. Management: Troy State University, M.B.A. (Business): Troy State University. PMC 92-2, DAU (Defense Systems Management College).

## **Name: David Radkovich**

**Specialty:** Project Management, Earned Value Analyst

**Contact Information:**

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**Mailing Address:**

**Project Management Experience:** 20 years

**Earned Value Management:** 5 years

**Teaching Experience:** 5 years

**Career Highlights:** David Radkovich is an experienced and seasoned Global Project Manager both in the private and public sector. He is currently an Earned Value Analyst working on the US Army's Electromagnetic Gun Program with oversight of the Earned Value Management (EVM) System and assisting in the integration of an Enterprise Project Management system. Previously, David was a Service Delivery and Program Manager for Schlumberger where he was responsible for the completion of projects and services to private and public customers. David has worked internationally, conducting technology refresh projects and services in South America, Europe, and Asia. He lived in Jakarta Indonesia for three years where he ensured consistent global methodology, practices, tools, and service level agreements were applied on projects for over 50 customers throughout Asia. A highly motivated, energetic, and generous volunteer, David consistently contributes to the project management profession. He has presented on Project Management and Earned Value topics at local chapters of AACEi, Microsoft Project Users groups and at PMI's CPM conferences. He is actively involved in a PM Lessons Learned networking group and conducts weekly conference calls to empower Project Managers, and people studying to be PMs. His recorded podcasts have received over 1,000 downloads.

**Professional Certifications:** David achieved his Project Management Profession (PMP) certification from the Project Management Institute (PMI) and the Earned Value Professional Certification (EVP) from the Association for Advancement in Cost Engineering (AACEi). Additionally, he has received a Graduate Certificate from the College of Performance Management (a component of PMI).

**Education:** BS, Business Administration (Cum Laude), Charleston Southern College, Charleston, SC

## **Name: Robert D. Reuter**

**Specialty:** Project management, cost estimating, logistics management, program analysis and training

**Contact Information:****Phone:** 703-609-5879 or 843-342-9727**E-Mail:** khrrdr@msn.com**Mailing Address:** N/A**Project Management Experience:** 25+ years**Earned Value Management:** 20 + years**Teaching Experience:** 15 years

Career Highlights: Mr. Reuter is currently retired. Mr. Reuter has over 25 years of successful experience in project management, cost estimating, weapon system acquisition, logistics management, program analysis and training course development and presentation. He held a variety of management and staff positions within the Department of Defense acquisition process. Sixteen years of experience relate to the implementation, analysis, reporting and oversight of EVMS applications, of which five years are directly related to the integration with enterprise business management systems. He also has over three years experience in the development of acquisition and life cycle cost estimates for weapons and IT systems

**Professional Certifications:** Army Acquisition Corps- Certified at Level III in program management

**Education:** B.S. Mechanical Engineering: SME, M.S. Business Management: University of Wyoming, Graduate PMC-85-2: Defense Systems Management College, Graduate-U.S. Army Command and General Staff College, Graduate-National Security Management: National Defense University.

**Name: David Riper, PMP****Specialty:** Program and Project Management, Earned Value Management**Contact Information:****Phone:** 703-682-6852**E-Mail:** driper@kmsystemsgroup.com**Mailing Address:** 2011 Crystal Drive, Suite 400, Arlington, VA 22202**Project Management Experience:** 25 years**Earned Value Management:** 14 years

**Career Highlights:** Mr. Riper's experience includes more than 25 years of developing, implementing, and managing information systems in the private and government sectors. Mr. Riper possesses extensive experience utilizing software tools--Primavera, HP PPM, MS Project, MS Project Server, Deltek wInsight, and Deltek Cobra--to monitor project and program performance. Currently Mr. Riper is responsible for architecting and implementing information systems for EVM and developing training programs for EVM processes and tools. He directed the implementation of Project Server 2007 to support the business process redesign for FAA's Air Traffic Organization. He develops custom training courses on the use of Deltek wInsight based on specific client requirements. Previously, Mr. Riper performed program and project management activities at Constellation Energy, AOL, Northrop Grumman, Orbital Sciences, NASA, and the EPA. At Constellation Energy, he managed supply chain initiatives and database cleansing activities related to supplier, customer, procurement, and financial modules within ORACLE E-Business Suite. At AOL, he managed multidisciplinary technical teams as part of corporate process enhancements related to program management, metrics, authentication, billing consolidation, installer technology, and Microsoft compatibility. He developed a custom EVM solution for Orbital Sciences in support of the X-34 Program.

**Professional Accomplishments:** Mr. Riper was awarded NASA's Manned Spaceflight Award for his work related to the Post-Challenger Accident investigation for the SRM&QA Division.

**Professional Certifications:** Certified Project Management Professional (PMP)

**Education:** Master's of Science, Marine Science, State University of New York @ Stony Brook  
Bachelors of Science, Environmental Resource Management, Pennsylvania State University

**Name: L. Sue Robinson**

**Specialty:** Earned Value Management

**Contact Information:**

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San Clemente, CA 92673

**Project Management Experience:** 35+ years

**Earned Value Management:** 30+

**Teaching Experience:** 25+

**Career Highlights:** Sue Robinson has over 35 years of Scheduling and Financial Management experience. During that time she has been involved in the program planning functions of scheduling and budgeting, as well as the design and operation of automated business management systems. Responsibilities included schedule development, validation, schedule/cost integration, baseline change control and customer reporting. She has also conducted Joint Surveillance Reviews and teaches Integrated Schedule and EVMS.

**Name: William P. Smart**

**Specialty:** Program Management, Acquisition Management, Earned Value Management

**Contact Information:**

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**Email:** bsmart@bcfsolutions.net

**Project Management Experience:** 34+ years

**Earned Value Management Experience:** Over 25+ years

**Teaching Experience:** Over 20 years

**Career Highlights:** Bill Smart joined BCF Solutions, Inc., Huntsville, Alabama, in Sep 2009 following a distinguished career as a Government civilian professional in weapon system acquisition. He currently assists the NASA Earned Value Management (EVM) Capability Team, which is charged with developing a proposed set of processes, procedures, tools, and training designed to enable implementation of EVM on in-house projects across all NASA Centers. His professional career spans over 34 years encompassing assignments with NASA, Defense Agency and Army project offices, Army commodity commands and Program Executive Office (PEO) staff organizations; to include the U.S. Army Aviation and Missile Command (AMCOM), Huntsville, AL, the Aviation and Troop Support Command (ATCOM), St Louis, MO; the Project Manager for Training Devices (STRICOM), Orlando, FL, the Sentry Project Office, U.S. Army Space and Missile Defense Command; the Joint Theater Missile Defense Program Office, the Army Program Executive Office (PEO), Air, Space and Missile Defense; and the Missile Defense Agency's Terminal High Altitude Area Defense (THAAD) Project Office. He has project and staff experience in budget and financial management, acquisition, source selection, manpower, program planning and oversight, acquisition program documentation/reporting EVM for both major and non-major programs. As an EVM Review Team Chief, he defined the process and led the first Integrated Baseline Reviews (IBRs) in DOD, for two ACAT 1D programs; which became the benchmark for DOD IBR policy, for which he was named a recipient of the David Packard Excellence in Acquisition Award given to the Integrated Program Management Initiative Joint Team in 1998.

**Professional Certifications:** Mr. Smart is a 1995 graduate of the Project Management Certification Program, University of Alabama-Huntsville and holds Army Acquisition Corps Level III Certifications in both Project Management and Business, Cost Estimating, & Financial Management. Inducted into the Military Order of Saint Barbara in 1998, his professional affiliations include being a founding member and Past President/Chapter Officer of the Project Management Institute (PMI), Huntsville, AL Chapter (formerly PMA).

**Education:** B.S. (Business Administration/Finance), University of Central Florida; M.S. (Management/Acquisition & Contracting), Florida Institute of Technology.

## **Name: J. Greg Smith**

**Specialty:** Cost and Schedule Management, Earned Value Implementation and Instruction

**Contact Information:**

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**Mailing Address:** 640 North 2200 West, PO Box 16850, Salt Lake City UT 84116

**Project Management Experience:** 24 years

**Earned Value Management:** 20 years

**Teaching Experience:** 15 years

**Career Highlights** Greg has 25 years of experience in Earned Value Management and the management of Cost and Schedule Organizations. His involvement as a Program Control Manager and Analyst, Review Team Chief, and Earned Value Focal Point has given him a detailed insight into project management, performance measurement and project controls. He currently manages the cost and schedule workforce for L-3 Communications-West and is a member of their senior management team. As a Program Control Manager for Northrop Grumman he managed the program control organization for their ICBM Division. His NASA and Humphreys & Associates Earned Value systems experience includes direct involvement with industry and government efforts in the implementation and operation of management systems throughout the United States. He started his career with NASA where he spent 17 years at the Johnson Space Center as the Program Control lead on various major programs, including the International Space Station and Space Shuttle.

**Professional Certifications:** PMT-352 Program Management Level III, Defense Acquisition University

**Education:** B.S. Nebraska Wesleyan University, M.S. Industrial/Organizational Psychology, Texas A&M University, M.B.A. University of Houston

## **Name: Paul Solomon**

**Specialty:** Performance-Based Earned Value, Software Project Management

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**Project Management Experience:** N/A

**Earned Value Management:** 25+ years

**Teaching Experience:** 25+ years in US, India, S. Korea

**Career Highlights:** See below:**Professional Certifications:** Project Management Professional.

**Education:** BA and MBA degrees from Dartmouth College.

**Career Highlights:** Paul Solomon, PMP is the co-author of the book, *Performance-Based Earned Value*<sup>®</sup> and President of the consulting firm with that name. He is internationally

recognized as a leader, teacher, and consultant on Earned Value Management (EVM) and taught in India and S. Korea. He published many articles on EVM, systems engineering, software metrics, and risk management. These are available at [www.PB-EV.com](http://www.PB-EV.com) .

He led the use of EVM on Northrop Grumman Corporation programs including the B-2 Stealth Bomber, Global Hawk, and F-35 Joint Strike Fighter. He has led EVMS implementation, compliance reviews, Integrated Baseline Reviews, independent assessment reviews, and process improvement teams and is qualified to lead EVMS certification reviews. He was a visiting scientist at the Carnegie Mellon University Software Engineering Institute where he authored the paper, "Using CMMI to Improve EVM."

Paul was on the team that wrote the Industry EVMS Standard and received the DoD David Packard Excellence in Acquisition Award for that achievement. He is also a co-author of the Project Management Institute (PMI) "Practice Standard for EVM." His contributions to the evolution of EVM have been incorporated into the PMBOK® including:

- PMBOK 2000: Integrating risk management with the Performance Measurement Baseline and EAC
- PMBOK 2004: Integrating technical performance measures (TPM) and Quality with EVM

He developed software development metrics and techniques used in the NAVAIR Software EVMS Guide. He served many years on the NDIA Program Management Systems Committee and was Vice President. He is on the editorial board of the PMI Project Management Journal.

## **Name: Harry Sparrow**

**Specialty:** Project performance measurement, earned value systems design, development, implementation and training.

**Contact Information:**

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**Project Management Experience:** 35 years

**Earned Value Management:** 35 years

**Teaching Experience:** 35 years

**Career Highlights:** Mr. Sparrow has over 35 years of experience in the field of program/project management. For 30 years, he has served as a management consultant to both private industry and government clients. He is a recognized authority for managing projects and successfully melding management requirements with the realities and constraints of the project environment. He has advised such clients as AgustaWestland, CH2MHill, Lucent Technologies, Northrop-Grumman, Westinghouse, Honeywell, Boeing, Xerox, Lockheed-Martin, MacDonald Dettwiler, Illinois Power, Ericsson, Lawrence Livermore National Laboratory, Bio-Rad Laboratories, Telephonics and MK-Ferguson.

As an Engagement Manager, Mr. Sparrow has assisted over 200 clients with the evaluation, design, and implementation of project management systems. Mr. Sparrow's consulting experiences have been varied and extensive. In addition to consulting experiences in the private sector, he has consulted to the Navy, assisting them with systems planning, design, implementation, and training. He has led and participated on numerous management system assessment teams.

Mr. Sparrow is a recipient of the David Packard Award of Excellence in Acquisition for his efforts as part of the team that authored the EVMS Guidelines as documented by ANSI/EIA 748. He was the president of the Performance Management Association (PMA), now the Project Management Institute's (PMI) College of Performance Management. He is also an active member of the Project Management Institute and the NDIA's Program Management Systems Committee.

**Education:** Bachelor of Science, Engineering Physics, South Dakota State University  
Master of Science, Industrial Administration, Purdue University

## **Name: Dorothy Tiffany**

**Specialty:** Project management, earned value management, budgeting, and communications

**Contact Information:**

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**Mailing Address:**

**Project Management Experience:**

**Earned Value Management:**

**Teaching Experience:**

**Career Highlights:** Dorothy Tiffany is the NASA EVM Program Executive and the PM Challenge Conference Project Manager in NASA's Office of Chief Engineer. She also holds the position of Deputy Chief of the Advanced Concepts and Formulation Office for Business Management at NASA's Goddard Space Flight Center. Ms. Tiffany is responsible for leading the Agency's implementation of Earned Value Management and for developing stronger project teams. She is a faculty member for the NASA Academy of Program/Project & Engineering Leadership in the fields of project management, earned value management, budgeting and effective communications. She previously managed the business operations of numerous large satellite development projects, including Calipso, POES, TRMM, and TDRS. She also directed GSFC's Financial Management Division and Accounting Branch, instituting major information system reforms with the voucher examination and payment process. Ms. Tiffany was awarded two NASA Exceptional Achievement Medals and the NASA Exceptional Service Medal for her work in finance and project management and has been recognized for her efforts in mentoring and diversity. Ms. Tiffany is a member of PMI, the College of Performance Management, the Maryland Association of Certified Public Accountants, and the American Institute of Certified Public Accountants.

**Professional Certifications:** Certified Project Management Professional (PMP) and a Certified Public Accountant (CPA).

**Education:** M.S. in Project Management from Boston University, B.S. in Accounting from the University of Maryland and a Certificate in Technology Management from the California Institute of Technology (Caltech).

## **Name: David M. Treacy**

**Specialty:** Program Management, Earned Value Management, Project Management

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**Project Management Experience:** 30 years

**Earned Value Management:** 20 years

**Teaching Experience:** 10 years

Mr. David Treacy has had extensive program management experience in complex, research, development and acquisition projects for the DOD, DOE, NASA, and other Federal Agencies. Previously he was a program manager within the Department of Energy for high energy particle research facilities at Stanford Linear Accelerator Center and the Lawrence Livermore National Laboratory. Mr. Treacy was also responsible for developing the policies and regulations for program and project management as well as developing and leading the Earned Value Management System program at Headquarters, Department of Energy. Prior to DOE, David was with the Air Force Space Systems Division in various acquisition capacities including, Systems Engineering, Planning, Programming and Budgeting, Test and Evaluation, Program Control and Program Management. Between assignments in the Air Force, he worked for the NASA Space Shuttle Program and the National Reconnaissance Office as a project manager. He was certified in program management within the DoD Acquisition Corps and is a member of the Project Management Institute and the College of Performance Management, as well as a Project Management Professional. Currently, Mr. Treacy is a principal with MCR Federal, LLC of McLean, Virginia, where he supports FAA, DISA, DOE other Federal Agencies and is active in the National Defense Industrial Association and the College of Performance Management.

**Professional Certifications:** DoD Acquisition Corps Program Management Level III, Project Management Professional (PMP)

**Education:** B.S. Business Administration- '73

## **Name: Marcus J. Williams**

**Specialty:** Scheduling and Financial Management

**Contact Information:**

**Phone:** (425) 717-0710

**E-mail address:** marcus.j.williams@boeing.com

**Mailing Address:** The Boeing Company, Everett, Washington

**Project Management Experience:** 25+ years

**Teaching Experience:**

Career Highlights: Marcus Williams has over 25 years of Scheduling and Financial Management experience with The Boeing Company. During that time he has been involved in the integrated scheduling and the program planning and budgeting functions, as well as in the development of planning and scheduling processes. He is currently a Senior Manager, Boeing Commercial Aircraft, Program Planning and Control (PP&C) responsible for Integrated Planning, Integrated Scheduling and Earned Value Management on the 787 Program in Everett, WA. He has membership on various Boeing teams striving for common processes and systems through The Boeing Company. Prior to his present position he was Manager, Integrated Defense Systems (IDS) Integrated Scheduling Home Office, St. Louis, MO, which encompasses the creation, update and deployment of integrated scheduling processes, training and the advancement and coordination of scheduling skills development across IDS. Prior to this he was Manager of Integrated Scheduling for the IDS St. Louis Site's Aerospace Support organization which included the areas of Spares, Repairs and Retrofit and for Flight and Maintenance Training Operations. During his tenure in Aerospace Support he developed and assisted in the development of the Integrated Proposal Schedules for the Boeing, Joint Strike Fighter (JSF) Program, the C-130 Avionics Modernization Program (AMP), the E-3 Flight Crew Trainer (FCT) and the C-130 Aircrew Training System (ATS). He also was Scheduling Team Leader for the McDonnell Douglas/Northrop/British Aerospace/General Electric JSF Team and led the development of its Integrated Proposal Schedule.

**Professional Certifications:**

**Education:** Bachelor's Degree in Aviation Management from Embry-Riddle Aeronautical University, Daytona Beach, Florida, and MBA Degree from the Olin School of Business at Washington University in St. Louis, MO.

## **Name: Susan Wood**

**Specialty:** Requirements definition, source selection, integrated baseline reviews, Earned Value execution and analyses

**Contact Information:**

**Phone:** 850-585-4830

**E-mail:** swood@earnedvalue.biz

**Mailing Address:** 70 Serenity Circle, Defuniak Springs, FL 32433

**Project Management Experience:** Over 27

**Earned Value Management:** 23 years

**Teaching Experience:** 20 years

**Career Highlights:** Susan Wood is currently the PMI-CPM President and previously Executive Vice President and Vice President for Conference and Events. She was the North American PMI-CPM liaison to the Asia Pacific 2006 Symposium. Susan was also the Program Manager Annual PMI-CPM International Conferences. Mrs. Wood has also served as Program Manager International Integrated Program Management Conference co-sponsored by PMI-CPM, National Defense Industrial Association, and the Society of Cost Estimating and Analysis (US) and Co-Chair of the 1-3<sup>rd</sup> PMI-CPM EVM Japan Conferences. Mrs. Wood is also a senior partner at Earned Value Associates, LLC and owns Wood Consulting, specializing in all aspects of EVM. Susan retired in 2004 as the EVM Focal Point for the Air Armament Center (AAC) at Eglin Air Force Base, Florida, responsible for EVM policy, guidance and implementation support across all AAC programs. As a member of the Air Force (AF) Earned Value (EV) Integrated Product Team, Susan contributed to AF EV policy and implementation guidance. She has led and served on contractor and government EVM System Review teams and has developed and provided EVM training to government and contractor personnel for the past 18 years. Susan has over 27 year's government acquisition experience.

**Professional Certifications:** Extensive professional education

**Education:** BS in Accounting from Troy State University

## **Name: Jim Wrisley**

**Specialty:** Project management, earned value management, and scheduling

**Contact Information:**

**Phone:** 561-694-1646

**E-mail:** james.wrisley@smawins.com

**Mailing Address:** 9070 Lakes Blvd. West Palm Beach FL 33412

**Project Management Experience:** 38 years

**Earned Value Management:** 38 years

**Teaching Experience:** 32 years

**Career Highlights:** Mr. Wrisley has over 38 years of experience in project management. He has conducted independent assessments of project management systems for over 100 projects resulting in recommendations on how to strengthen the disciplines associated with baseline establishment, performance measurement, and baseline control. He has managed client engagements for the design, implementation and training of management processes in a wide variety of environments including telecommunications infrastructure, aerospace and defense, environmental restoration, energy research, and commercial projects. Many of these projects involved owner imposed process, system and reporting requirements, while others were driven by internal management's desire to integrate sound project management principles into their enterprise-wide management model. His depth and breadth of experience in the EVMS and

predecessor requirements has made him a much sought after facilitator for the advancement of integrated project management processes.

Mr. Wrisley is an active member of the National Defense Industrial Association's Program Management Systems Subcommittee, the Project Management Institute and its College of Performance Management. He received a Bachelor of Arts degree with Honors in Economics from Colgate University in Hamilton, New York. He has completed all course requirements for Master of Business Administration degree from the University of Minnesota.

**Professional Certifications:**

**Education:** B.A. Economics: Colgate University, M.B.A. (Candidate) Business: University of Minnesota.

**END**