

Resume Results: This resume won the client 3 interviews within a week including an interview for a C level position with one of Canada's 25 largest companies.

RODERICK SMITH

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CAREER PROFILE

Professional, results-oriented, well organized and innovative Senior Project Manager, Business Consultant and team builder with over eighteen years proven track record in project management. Extensive experience in automatic control engineering and telecommunications projects leading large cross-functional teams delivering high profile system management centre projects.

- Superior project management skills.
- Excellent leadership, teambuilding, training and mentoring skills.
- Proven relationship building and people management skills.
- Exceptional vendor negotiation and contract management ability for IT contracts.
- Outstanding written, verbal and interpersonal communications abilities.
- Excellent technical and problem-solving skills.
- Strong facilitation and presentation skills.

MAJOR ACHIEVEMENTS

- Managed early stages of ongoing \$360 million (\$360M) signaling upgrade project for London Underground's (LUL) Victoria Line. Mentored new LUL permanent Project Manager into position and left project on target for completion in time for the 2012 Olympics.
- Recommended new or improved corporate procedures leading to 20% savings on design-to-production costs for leading truss system manufacturer while significantly improving employee engagement and retention.
- Managed on time and under budget delivery of \$26M Signal Control Centre and Simulation System project for LUL Jubilee Line. Personally devised successful substitute control centre solution saving delivery date for when subcontractor failed to provide on-time delivery. Innovation crucial for winning further LUL contracts.
- Managed \$5M System Management Centre project for Vancouver SkyTrain, completing project on schedule and under budget. SkyTrain VP commended me for "the smoothest opening SkyTrain has experienced to date....a tremendous accomplishment."
- Managed national roll-out of Network Rail's \$3.5 million workforce management system realizing cost savings of \$2 million annually using KPI's and SLA's.
- Established and led the Project Management Office for the \$100M Customer Management System (CMS) for the wireline and wireless telecommunications network of the Kingdom of Saudi Arabia.
- Twice spearheaded corporate-wide initiatives to improve systems development processes, achieving Capability Maturity Model (CMM) Level-2 & 3 compliance.
- Repeatedly mentored juniors who have now risen to senior positions.

Technical skills:

- Microsoft Project & Project Central, Primavera P3
- Windows Vista/XP/NT/2000, Unix, Solaris
- C++, C, Java, SQL, HTML
- Microsoft Office Suite: Word, Excel, PowerPoint, Access, Outlook, FrontPage, Publisher, SharePoint
- Crystal Reports, Lotus Notes, Visio, DOORS, Assyst, PMCS, Continuous
- Software Engineering Institute Capability Maturity Model (SEI CMM),
- IBM Worldwide Solutions Design and Delivery Methods (WSDDM)
- Siebel Customer Relationship Management (CRM), QSM Software Lifecycle Management (SLIM), ISO 9001-3, PVCS, Oracle
- GRIP, CDM, IEC61508, EN50126, EN50128, SDLC

REPRESENTATIVE PROFESSIONAL EXPERIENCE

SMITH CONSULTING LTD, BC, Coquitlam, BC

Management Consultant

Oct 2002 – Aug 2008

Provide project management consulting services and leadership development for high-value technology focused projects. Key clients include:

Development Dimensions International (Canada), Vancouver, BC

Senior Leadership Skills Facilitator (Sept 2007 – Present)

Development Dimensions International is a global human resources consulting firm. DDI's expertise includes designing and implementing selection systems, and identifying and developing front-line to executive leadership talent.

- Delivered corporate-wide \$1.5M learning initiatives for several Canadian blue-chip organizations including TELUS, Elk Valley Coal and the Canadian Broadcasting Company (CBC). Prepared all on-boarding materials, on-boarding of other facilitators, provided planning and oversight, reporting and client liaison. TELUS feedback shows more than 80% of trainees applied training with significant improvements in skills and behaviours observed.
- Liaised with DDI clients at senior level to ensure alignment of training to client organizational goals and values, and identified customized learning solutions and additional training needs. Trained select leaders in improving partnerships across business units, improving decision making, devising effective problem solving strategies, and effectively leading change.

Epic Truss Systems, Abbotsford, BC

Organizational Change Consulting (July 2007 – December 2007)

Epic Truss Systems are leaders in engineering and manufacture of high quality truss systems for residential, commercial and agricultural buildings, with offices throughout Western Canada and northwest USA.

- Performed a current state analysis providing recommendations for organizational improvement including adoption of new performance management strategy for rapidly expanding company.
- Identified priority areas in development of operational model in line with organization's current and predicted business needs.
- Identified and set up tracking of key performance indicators resulting in 20% savings on design-to-production costs.

- Performed skill assessment against existing and proposed roles and developed recommendations for changes to skill sets including new capability frameworks and behavioural changes.
- Identified and prioritized a serious of ‘quick wins’ for short term implementation by assigned champions that addressed objective setting, benefits, critical success factors, roles, risks and issues.
- Designed, developed and executed Management Skills Improvement Plan, including specific training and executive coaching for three-person executive team.
- Designed, developed and executed corporate-wide Communications Training Plan.
- Established and trained workgroups in Meeting Management and Facilitation Skills to monitor, recommend and refine process improvements corporate-wide.
- Overall result was significant improvement in employee engagement and retention.

London Underground Limited, London, UK
Senior Project Manager (Jun 2006 - Sept 2007)

London Underground Ltd operates one of world's three largest underground metro systems, carrying over 3.5 million passengers per day.

- Brought in to manage London Underground obligations and Public Private Partnership (PPP) comprising numerous third-party suppliers. Achieved successful phase 1 delivery of \$360M Victoria Line computer-based signaling upgrade.
- Ensured adherence to all operational and safety-critical requirements in design, development and testing of new signaling system developed by outside contractor and sub-contractors.
- Negotiated, procured and authorized all major project contracts and variations.
- Monitored contract progress, approved and authorized all payments meeting preset criteria.
- Established and maintained good, professional and proactive working relationships with all members of supply chain project management team.
- Performed regular audits of major Ontario-based automatic train control systems supplier.

Network Rail, London, UK
Senior Project Manager (Sept 2003 - May 2006)

Network Rail is responsible for the operation, maintenance, renewal and enhancement of the entire UK surface rail infrastructure.

- Actively sought by Network Rail to project manage design, implementation and national roll-out of a \$3.5M Workforce Management System (WMS). Project achieved year on year savings of \$2M and removed 30 year old staffing inefficiencies.
- Supported senior Network Rail management at various sites around the UK, participating in local consultations with trades unions representing 9,000 staff affected by new WMS.
- Project managed design and development of \$4.25M Oracle Customer Relationship Management (CRM) based Incident Management System for Control Centre network managing UK rail system.
- Prepared, presented and reported against project budgets and financial forecasts.

Azure Control Systems Ltd., Vancouver, BC
Senior Project Manager (Oct 2002 - Sep 2003)

ACS provides engineering, management and quality assurance services in mass transit, railway, process control and communications. They also design and develop custom software solutions based around their RailNET product line.

- Reporting directly to the company CEO, led concurrent development and delivery of several Java and C++ based automatic control engineering solutions for Samsung, a major Korean supplier of rapid transit control and ticket issuing systems.

- Spearheaded joint bid preparation activities with Samsung for several key software and systems development projects in North America with contract value \$5 – 10M. Won Canadian contracts in tripartite arrangement with Bombardier.

BROOKS AUTOMATION SOFTWARE, Richmond, BC**Software Development Manager****Sept 2000 - Oct 2002**

Brooks Automation is leading supplier of OEM tool automation and factory management software for semiconductor and flat panel manufacturing industries.

- Managed delivery of concurrent \$1 - \$3M critical robot control solutions using Java, C++, and COM on Windows and HP/UX platforms for major customers; Intel, Texas Instruments, Samsung, Infineon Technologies and KSA Tencor). In several cases upsold on support contracts and customer training, increasing project profitability.
- Led planning and technical management for team of over twenty-five engineering staff through full system development lifecycle on concurrently running projects.
- Prepared, presented and reported against budgets and financial forecasts.
- Secured additional 'value-added' revenues of almost \$1M in single financial year
- Spearheaded drive to achieve Software Engineering Institute's (SEI) CMM Level 2 compliance.

IBM PACIFIC DEVELOPMENT CENTRE, Burnaby, BC**Manager, Project Management Office****July 1999 - Sept 2000**

IBM Pacific Development Centre spearheaded a major project for Saudi Telecom Company to upgrade the customer management system for country's existing landline telephone system and new GSM cell phone network.

- Established Project Control Office to support IBM's \$100M Integrated Customer Management System project for Kingdom of Saudi Arabia's new digital telephone network.
- Managed activities between other management teams at IBM sites in France and Houston, USA, and on-site installation team and customer in Saudi Arabia.
- Wrote and trained all personnel in required project-specific project management processes and procedures.
- Tracked progress and costs, performed regular billing and provided input to executive reporting.
- Mentored junior project manager who is now Senior Project Manager for IBM Global Consulting Group.

SCIENTIFIC-ATLANTA INC., Burnaby, BC**Manager, Research and Development****Jan 1998 - July 1999**

Scientific-Atlanta, Inc.(S-A) produces a variety of broadband products for the cable television industry that include optical communications products and satellite communications equipment that transport programming from its source to geographically distributed headends.

- Recruited to head-up new software research and development department and integrate it into an established hardware design and manufacturing organization. S-A's "next generation" intelligent digital headend systems successfully launched to an eager market before company moved to US.
- Established solid infrastructure underlying strategic development of 'next generation' intelligent digital headend systems. Revenue potential for S-A in this market was \$100M or more.
- Managed a team of fifteen engineering staff distributed across Burnaby and Atlanta sites, developing software using C++, CORBA on a SUN Solaris platform generation of processes, procedures and product requirements using cross-functional input from development, marketing and QA departments.

ALCATEL CANADA (TRANSPORT SOLUTIONS DIVISION), Burnaby, BC**Feb 1992 - Dec 1997**

Alcatel Canada (now Alcatel-Lucent) is world leading automatic train control solution provider for Light Rapid Transit Systems.

Project Manager /Project Engineer (1994 - 1997)

- Full commercial and technical responsibility for the design, scope, budget and schedule of the \$26M London Underground Jubilee Line C213 Signal Control System project.
- Prepared and presented winning tenders.
- Prepared, presented and reported against project budgets and financial forecasts.
- Personally devised successful substitute control centre when subcontractor failed to provide on-time delivery, enabling Alcatel to meet delivery date. Innovation led to Alcatel winning subsequent LUL Contracts.
- Managed comprehensive real-time simulation for upgrade/extension of LUL Jubilee Line
- Successfully closed out acceptance testing program following first phase software development and system integration.
- Led process improvement steering committee achieving CCM Level 3 compliance and improved efficiencies by about 30%
- Led combined project staff of over fifty people located at sites in Vancouver, Toronto and London, England.
- Mentored Software Development Manager who later became Xerox VP in Product Development.

Project Manager (1992 - 1994)

- Managed project team in design, development and commissioning of networked and fully redundant \$10M System Management Centre for fully automated, moving block based, BC Transit SkyTrain system. Completed project on-time and under budget.
- Liaised with BC Transit staff for reporting and resolution of technical and commercial issues.
- Led project team in the design of \$150K automatic system restart facility for the BC Transit SkyTrain, achieved on time and on budget.

EDUCATION, QUALIFICATIONS & TRAINING

- **BSc Computer Science** Exeter University, UK – 1980

Individual courses and seminars:

- **Real Time Systems Design** Royal Military College of Science, UK – 1982
- **Designing Software for Digital Telephone Exchanges** University of Essex, UK – 1984
- **Executive Programme in Project Management**, UBC – 1993
- **Leadership & Team Building Skills**, Canadian Management Centre – 1995
- **Practical Project Estimation**, Software Productivity Centre – 2001
- **In Search of Excellent Requirements**, Software Productivity Centre – 2002
- **Lessons in Leadership**, Stephen Covey Seminar – 2003
- **BC Provincial Instructors Diploma Adult Education** – 2004
- **Member**, Project Management Institute – 2006 **Project Management Professional (PMP)** eligible.
- **Certified Leadership Skills Facilitator**, Development Dimensions International – 2007