

# Michael X. Smith, PMP

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## PROJECT AND PROGRAM MANAGER • PM TRAINER AND COACH

Talented Project Manager with passionate interest in PM best practices and staff development. Extensive experience applying latest PM methodologies to complex telecomm and wireless systems. Known for seeing the big picture, setting priorities, and paying meticulous attention to detail.

- Special expertise launching new PMOs that showcase best practices.
- Steady record of increasing contribution, promotion, and success with top companies including AT&T and JPMorgan Chase.
- Strong team builder and coach who mentors junior colleagues on best PM practices.

## CORE COMPETENCIES

- Project and Portfolio Management
- Latest PM Methodologies (Agile, RUP, Waterfall and Others)
- Telecom, Wireless and Software Sectors
- System Development Life Cycle
- Process Redesign and Deployment
- Business Analysis
- Vendor Management and Collaboration

## PROFESSIONAL EXPERIENCE

JPMorgan Chase, New York, NY 2007–2009

*Global financial-services company with largest U.S market cap (\$2.3 trillion assets) and 229,000 employees.*

Project Management Consultant

Hired as *Subject Matter Expert* and *Advocate Consultant* for JPM's *Project Management Center of Excellence*. Tasked to continually improve PM practices; train and mentor project managers; and showcase best-in-class PM practices throughout the enterprise.

- Successfully introduced and implemented *Collaboware* – an enterprise portfolio-management tool – to JPM's financial-technology organizations.
- Hand picked to chair the PMO Steering Committee. Guided ongoing process-improvement projects; business-process redesign and improvement; and numerous PM initiatives.

AT&T, Berkeley Heights, NJ 1997–2007

*Largest provider of local and long distance telephone, DSL and wireless services in U.S. Approximately \$93 billion annual sales, 150 million total customers and 305,000 employees.*

Took charge of numerous projects having progressively difficult scope, technical complexity and management challenge. Frequently commended for excellence in achieving business objectives.

Senior Program Manager – Global Program Management Office (2004–2007)

Advanced into new role to manage vendors and internal engineering teams during development and launch of new *Digital Video Scrambling Platform (DVSP)*. As PM, created an integrated schedule compatible with Agile development methodology and directed the following: Scope definition; resource commitments; SOW, Business Case, testing, and product release.

- Commended by management for turning around a failing project. Achieved successful release ahead of schedule. Successfully released new DVSP to first customer, Hewlett Packard Corp.
- Achieved recognition by top management for expertly tailoring AT&T's complex PM methodology to particular projects – resulting in efficient and timely software releases.

Senior Program Manager - Outsourced Solutions (2001–2004)

Improved supplier performance during development of proprietary voice and data archiving solution – all part of AT&T's proprietary SATURN network infrastructure.

- Avoided potential million-dollar liabilities for AT&T by devising a totally new *vendor management release process* that ensured compliance of third-party products, contracts, open-source content, licenses, and SDLC issues for over 150 vendors involved in SATURN release.

- Delivered an extremely complex product on budget and ahead of schedule. Ensured compliance with quality requirements of *Zero Defects* mandate for released products. Successfully integrated vendor and internal release processes.

Outsource Solutions Management Program Manager (1999-2001)

Promoted into totally new role to coordinate all project interaction between AT&T's newly created *Palo Alto Global Design Center (PAGDC)* and AT&T MCD Group in Berkeley Heights. Achieved smoothly functioning operations within months.

- Administered \$2.6 million Memorandum of Understanding (MOU).
- Achieved *AT&T Worldwide Recognition Award (1999)* for making key contributions to achievement of *CMMi Level 5 Certification* – within one year – for PAGDC. Standardized processes, practices, forms and templates.

Program Manager/Engineering Manager (1998-1999)

Coordinated several concurrent releases and bug fixes for third-party enhancements to software. Led the “cleanup crew,” including software test, bug scrubs, and definition of rework priorities.

- Achieved *AT&T Worldwide Recognition Award (1998)* for heading a task force that brought troubled product installations back on track. Designed test lab, managed test team, planned release schedules, and validated software before releasing it for installation at customer site.
- Analyzed customer requirements and acquired insight into customer priorities by collaborating with on-site with end users (SBC, IntelSAT, Time Warner, and Comcast).
- Achieved *Year 2000 Recognition Award* for leading several mobile-data device and proprietary product code projects, for example: evaluation of products and operating systems; issue identification and resolution; and comprehensive code reviews for Unix-based software.

Lead Systems/Software Development Engineer (1997-1998)

Managed development of customized ASP Wireless Internet Network Manager – took charge of all vended (third-party) solutions.

- Directed launch of proprietary communications-application software and achieved release in record time.
- Achieved on-time software release for AT&T Private Data SPX 3.0 system (client IntelSAT). Directed testing program that met quality requirements on schedule for new proprietary middleware product, built for AT&T on Microsoft OS base and AT&T SPX640 ruggedized computing platform.

MOBILE COMMUNICATIONS GROUP, New York, NY 1996 –1997

*Startup Internet service provider (ISP), system integrator and developer of custom software for financial services.*

Manager of Technical Support

Led operations of brand-new telecommunications company from startup through full function – to \$1 million annual sales – in less than four months. Managed technical team, ensured design integrity, and directed seamless installations for clients.

- Achieved *Employee of the Year (1996)* and commendation for extraordinary effort and results.
- Designed and implemented data-broadcast network for over 150 NYC financial customers.

-----SUMMARY OF PRIOR EXPERIENCE (1983-1996)-----

SMITH BARNEY SECURITIES, FUTURES AND OPTIONS, Jersey City, NJ: Telecomm Manager

HITACHI SECURITIES, New York, NY: Telecomm Specialist and Assistant Manager

ABC DIVISION OF LEHMAN BROTHERS, New York, NY: Telecomm Analyst

POST-COLLEGE TEMPORARY POSITIONS

-----EDUCATION AND PROFESSIONAL DEVELOPMENT-----

B.A., Economics, Rutgers University, New Brunswick, NJ (1983)

Graduate Management Certificate, Farleigh Dickinson University, Florham Park, NJ (2004)

Advanced Graduate Certificate in Project Management, Villanova University, Villanova, PA (2004)

Telecommunications Certificate, Polytechnic University, New York, NY (1990)

PMP Certification • Six Sigma Yellow Belt Certification (AT&T, 2004)