

## JOHN DOE, MSIST, MBA, PMP

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**ANNOUNCEMENT #, TITLE, GS-xxx-15**

**CITIZENSHIP:** U.S.  
**SECURITY CLEARANCE:** Top Secret Security  
Clearance, DHS Level 6 Security Clearance  
**VETERANS PREFERENCE:** N/A  
**FEDERAL STATUS:** GS-15

### **SUMMARY: CONSOLIDATED VIEW OF EXPERTISE AREAS**

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Highly accomplished Acquisition PROGRAM MANAGEMENT, WORKFORCE DEVELOPMENT, INFORMATION SYSTEMS TECHNOLOGY AND FINANCE PROFESSIONAL with over 17 years of program operations experience, specializing in the development, management, coordination, communication, and support of strategic planning, staffing, program and financial management of complex and large-scale information technology (IT) and non-IT programs.

Proven DHS PARM AND NPPD/OBIM EXPERTISE through Dynamic Acquisition Program Management, Workforce Development, Information Systems Technology and Finance with over 19 years of domain knowledge and experience on Department of Homeland Security (DHS) Program Accountability and Risk Management (PARM), Office of Biometric Identity Management (OBIM) system and Immigration and Naturalization Services (INS) IDENT System.

Considerable expertise in PROGRAM AND PROJECT MANAGEMENT, OPERATIONAL AND CAPITAL IMPROVEMENT BUDGETING, RESOURCE ALLOCATION, DATABASE DEVELOPMENT, DATA CONVERSION, WEB CONTENT CREATION, BIOMETRIC SYSTEM REPORTING, AND TREND ANALYSIS.

Wide range of STRATEGY, BUSINESS CASE/COST-BENEFIT ANALYSIS experience in working on OMB Exhibit 300 business case, cost, schedule and program execution scoring criteria, large-scale biometric IT programs and implementations related to biometric quality and trend analysis, alien traffic studies, Cost-Benefit Analysis (CBA) and budget planning.

Deep knowledge of IT MANAGEMENT PROGRAM PLANS, POLICIES AND STANDARDS specifically on Spend Plans, Resource Allocation Plans (RAP) and Software Capitalization.

### **WORK EXPERIENCE**

#### **Deputy Director, Workforce Health and Medical Support Division, February 2011– Present**

**Department of Homeland Security, HMSD**

**Washington, DC**

Salary: \$xxx,xxx /year; 40 hours/week

Supervisor: First Last Name, xxx-xxx-xxxx, May Contact

**PROGRAM SUPPORT:** Supports the DHS Workforce Health and Medical Support Division Certification Programs and DHS Program Management Workforce reporting to the Office of Program Accountability and Risk Management Deputy Executive Director (DED). Oversees enterprise-wide domain management for the Staffing Management System for over 7,000 user accounts (Feds and Contractors). Leads a team of technical experts while overseeing and leading the development of the Department's Program Management Corps and acquisition workforce planning and standards; meets DHS program objectives. Plans, organizes, and see through analytical studies (evaluation, development, and implementation of major agency acquisition programs of national security scope and impact.

**SUPERVISORY:** Serves as supervisor, providing direction, oversight and management to three senior-level billets (GS 12 - GS 15), other subject matter experts, technical specialists and support staff. Performs all duties necessary in a senior supervisory position to include, directing, providing technical expertise, reviewing and accepting subordinates' products, identifying development and/or training needs to support employee's continued growth and career development and providing mentoring and coaching.

**DESIGN, DEVELOPMENT, AND EVALUATION OF STAFFING:** Responsible for oversight and direction for model in support of the staffing and certification of Workforce Health and Medical Support Division Program community impacting ~6,000 employees. Develops and implements a streamlined staffing analysis schedule black belt project that provides a financial impact Department of Homeland Security (DHS) – wide and includes eliminating time wasted, reducing plan and implementation time allotment, correcting areas that are considered high risk by the Government Accountability Office (GAO), and reducing added labor and extra material.

**STAFF TRAINING BUDGET:** Responsible for managing the staffing model development training development budget through a blanket purchase agreement for more than \$1.7 million annually; employs ~ 6 contractors.

**OPERATIONS REVIEW- MEETING GOALS AND OBJECTIVES:** Overall responsibility for Strategic and Operational Planning to ensure alignment of all health and medical support programs. Adheres to mission priority tasks and responsibilities including operational annual review and cost allocation, staffing and performance standards, certification mission and translating goals and objectives into effective measurable, established control systems. Delivers the evaluation, monitoring and the reporting of program, project and portfolio progress.

**HUMAN CAPITAL AND PERSONNEL / DATA ANALYZATION:** Directs personnel with data analytics and robotics application specialties. Uses analytic and problem-solving principles of Human Performance Improvement/Human Performance Technology (HPI/HPT). Works closely with the staffing model and Program Management community to improve knowledge and capabilities and assist in growing organic subject matter expertise on HPT principles and methodologies.

**TECHNICAL EXPERTISE:** Provides technical direction and oversight of the development of an enterprise-wide staffing, certification and knowledge management initiative. Initiative is an interactive, collaborative portal for the acquisition program management community allowing a central repository for training policy, guidance, instructional materials on Human Performance, staffing development support (templates, tools, checklists, job aids) access to resources and subject matter experts.

**PRIORITIZATION:** Assists and advises the Executive Director (ED) and Deputy Executive Director (DED) on staffing, certification and training prioritization. Directed personnel for Program Management (PM) Corps staffing, certification, training, workforce initiatives and activities. The PM Corps includes the following acquisition workforce disciplines; Project /Program Management, Life Cycle Logistics, Program Financial Management/ Acquisition Financial Management, Business Cost Estimating, Systems Engineering, Test and Evaluation Engineering, IT/Systems Architects.

**PROGRAM CERTIFICATION, POLICY, STANDARDS AND REGULATIONS:** Ensures the Department's Program Management certification policy MD 064-04-001 language and the MD 102-01 Directive, Instruction and associated guidance language aligned to meet revised Office of Federal Procurement Policy (OFPP) and Federal Acquisition Certification (FAC) P/PM federal standards. Advised the Department's Acquisition Career Manager (ACM) and provided policy, processes, and guidance on PM Corps workforce and career development initiatives. Established PM Corps standards for skills, competencies, experience, certifications, and training. Enforces PM certification policy compliance for DHS Master Acquisition Oversight List (MAOL) PMs (improved certification compliance 62% to 98%).

**ASSESSMENT, EVALUATION, REVIEW AND RECOMMENDATION:** Uses knowledge of comprehensive methods for assessment and improvement of complex programs, processes, and systems. Plans, organizes and implements programs, plans, and best practices. Coordinates special studies to provide the Acquisition Workforce assessments, evaluation and recommendation on new/proposed initiatives and guidelines. Facilitates groups of Subject Matter Experts (SMEs) for curriculum reviews on acquisition workforce certification training courses to ensure organizational objectives and competencies needed for acquisition workforce and the PM disciplines were met. Validated core technical competencies and proficiency targets. Conducts mapping activities to ensure CE competencies properly aligned to DHS certification and training curriculum.

**INTERDEPARTMENTAL COLLABORATION:** Collaborates with the Office of Chief Human Capital Officer (OCHCO), the Office of the Chief Procurement Officer (OCPO), and the Homeland Security Acquisition Institute (HSAI) to implement all enterprise Human Capital initiatives.

**STAFF ASSESSMENT AND PERFORMANCE:** Manages staffing, certification and training requirements process as the key person to contact to receive, capture, track, and report DHS-Wide staffing, certification and training requirements and requests for support that covers training analysis, design, development, implementation, and evaluation activities. Performs Staff Assessments on Program Management Offices (PMO) to identify and document deficiencies and gaps in staffing and provides recommendations.

**ACQUISITION MANAGEMENT:** Oversaw efforts to ensure all major department acquisition programs and Component Acquisition Executive support staff develop an annual Program Staffing Plan and conduct annual staffing and workforce planning activities on all major programs with an annual lifecycle budget exceeding \$5 million.

**OTHER LEADERSHIP:** Developed Career Path Certification Program including the management of a highly visible DHS Annual Acquisition Excellence Awards program. Acts as the Federal Acquisition Institute Training Application System (FAITAS) Administrator for the following roles: Component Certification Manager, Continuous Learning Manager, and Training Manager.

**Senior Program Analyst, January 2004 – February 2011**

**Department of Homeland Security, HMSD**

**Washington, DC**

Salary: \$xxx, xxx/year; 40 hours/week

Supervisor: First Last Name, xxx-xxx-xxxx, May Contact

**PROGRAM SUPPORT:** Acted as the senior-level Program Management expert in all program support activities specifically in the development of PMO Guidebook in its coordination with both internal and external to the organization.

**AWORKFORCE:** Led the staffing data mart system interoperability with the OCHCO and CFO data marts. Ensured system and data integrity by utilizing uniform ways to record data attributes. Ensured proper data alignment of APHA Human Capital factor for staffing plan health-related assessments and other data transaction sources with the OCHCO data mart in the same category for UVI purposes. Developed, managed and maintained staffing support SharePoint portal and workspace.

**INFORMATION TECHNOLOGY PRACTICES:** Expertise in applying IT principles and practices through working on projects involving the development of the staffing plan and analysis workbook, matcher forecasting, transaction costing, IDENT/IAFIS interoperability blueprint, and IDENT modernization and creation of the DHS website.

**STAFF PLANNING AND DEVELOPMENT:** Led the planning, process streamlining, development, enhancements of the staffing plan workbook as well as leading the creation of the Program Management Career Path Guide including drafting the outline. Supported other materials such as instructions, resource tools and determining best practices. All development and enhancement work were based on lessons learned from the staffing plan in the previous year.

**EXTENSIVE RESEARCH AND BEST PRACTICES:** Led initial research on how NASA and DOD utilize staffing tools, models and best practices for determining program staffing. Implemented lessons learned to PARM's staffing model. Monitored staffing gaps and mitigation strategy effectiveness. Obtained and reviewed quarterly critical staffing gap trackers from components. Analyzed changes in staffing and staffing gaps across staffing plans and staffing gap trackers. Conducted follow-up on recommendations in analysis reports. Created a data flow diagram detailing steps on how to track staffing changes on a regular basis.

**PROGRAM AND STAFF SUPPORT/GUIDANCE:** Provided direct staffing SME support to programs and CAE Staffs. Responded to all staffing inquiries from TSA, CWMD, S&T and CBP. Provided guidance on the updated staffing plan and workbook and document preparation. Provided SME support in interpretation and application MD 102-01 Staffing Instructions, Guidebooks and Templates and Service Delivery Framework. Ensured TSA, CWMD, S&T and CBP received all necessary Staffing and Program Management documentation which includes analysis reports, templates, plans, Instructions, guidebooks in order to complete tasking at hand.

**PROGRAM GOVERNANCE, PROGRAM REVIEW, ISSUE RESOLUTION:** Identifies and resolves issues where no policy, governance guidelines or process currently exists, as part of providing expert support of Staffing SME programs for ARTs, ARBs and program/portfolio reviews. Developed innovative actions to address plan and practices. Participated in reviews and collaborated with the Component Lead Analysts on the review of programs for program awareness and identification of program staffing risks, program management top challenges and issues of concerns. Identified new processes or procedures to provide better staffing support to program governance. Kept all Lead Analysts in sync with the changes to the staffing workbook. Reviewed and commented on program acquisition documents using staffing and certification risk criteria and collaborated closely with Component Lead Analysts to ensure Lead Analysts were aware of any identified issues and to adjudicate comments. Documented findings and proposed solutions for APSD to provide support to improve/enhance or rectify identified areas and/or issues of concern in terms of program staffing needs.

**ANALYSIS AND REPORTING:** Responsible and primary POC for completing Staffing Plan Review & Analysis reports for component major programs as well as the CAE support staff. Led and completed efforts to obtain, review and analyze Major Program & CAE Support Staffing Plans and prepare Component Staffing Plan Review and Analysis Reports.

**WORKFORCE PLANNING EXPERT:** Developed the workforce planning worksheets and provided SME support and assistance to components and programs. Supported components on staffing inquiries, i.e. staffing requirements, staffing plan waivers, etc. Utilized a standardized review checklist to review, perform analysis of staffing plans and provide feedback and support to program offices to ensure accuracy in data collection. Provided data to inform statistics and trends reporting. Created a super table to merge all statistics gathered from various components. Utilized all statistics for staffing plan and assessment analysis. Managed tracking spreadsheets for compliance on a weekly basis to ensure all major programs and components' CAE support staff have both a staff plan, and worksheets submitted for analysis. Created a staffing plan tracker utilized for program staffing status reporting. Managed and maintained consolidated data from all programs to inform statistics and trends reporting. Performed staffing plan analysis and developed documents and reports to support inquiries internal and externally (GAO, OIG, etc.). Performed an environmental scan to identify top challenges and higher priority needs within component major programs utilizing stakeholders such as MGT Leadership,

**PROGRAM MANAGEMENT HANDBOOK/PROCESSES AND SYSTEMS:** Supported processes and efforts to repeatedly receive, capture, store and disseminate and distribute/share lessons learned throughout the DHS enterprise. All best practices, guidebooks, staffing plans and staffing assessments developed were made available via SharePoint. Further, established PARM processes that are compliant to support the National Archives and Record Administration (NARA) records management and complied with archival standards for Federal information. Developed and established training materials and delivered a workshop to PARM employees via a brown bag to ensure compliance with proper NARA records management policy and procedures.

**HANDBOOK DEVELOPMENT:** Led the creation of the Program Management Handbook, development of Knowledge Management Processes, Workflow and Design, standardization of the Acquisition Career Fields Position Descriptions and Guidance on Roles and Responsibilities of Acquisition Career Fields to complement the Program Management Office (PMO) Staffing Model. The DHS PM Handbook is an informational resource on department program management policy, processes, tools, and procedures.

**SURVEY AND QUESTIONS DEVELOPMENT:** Developed survey /SME questions, identified and interviewed more than 20 SMEs from HQ, Components, CXOs, and PM COE participants to receive input to inform PM Handbook content. Developed or conducted more than 28-chapter reviews and provided feedback and recommended changes. Adjudicated 208 administrative, 82 critical and 254 substantial Component comments for sections 1.0 thru 4.0. Collaborated with the Program Management Center of Excellence (PM COE), Program Support Director, Communications Team and chapter authors to ensure content was complete. Finalized and reviewed the PM Handbook and comments management table.

**STAFF ROLES AND RESPONSIBILITIES/ACQUISITION WORKFORCE:** Created and guided position descriptions of Program Managers, Systems Engineers, Information Technology Specialists/Enterprise Architects, and Cost Analysts Acquisition Career Fields to support the PMO Staffing Model. Collaborated with Homeland Security Studies and Analysis Institute (HSSAI) to create a simulation model that will forecast staffing for a specific program. Acting PARM representative in goal 3 initiative of the Acquisition Workforce Strategic Human Capital Plan (AWSHCP) Senior Steering Committee (SSC) which is to leverage and augment existing DHS and Component learning and development opportunities to further professionalize the acquisition workforce. Collaborated with all stakeholders in the creation of the DHS Mentoring Program.

**ADDITIONAL WORKFORCE/STAFFING SUPPORT:** Provided PM certification and program staffing support to Acquisition Program Health Assessment factors. Provided review and ratings of the Human Capital staffing related Acquisition Program Health Assessment factors. Provided Staffing SME support to the DHS-wide RAND Data Analytics effort. Discussed PARM data analytics tools, data, skills, and deliverables. Provided support to Mgmt. CAE MARTs, MARBs.

**MULTI-FACETED PROGRAM MANAGEMENT RESPONSIBILITIES:** Supported staffing related changes or updates to AD 102-01 Instructions. As part of the PM SME Panel, supported the implementation of PMIAA policies and guidance and strategy for enhancing PM role. Identified new requirements or gaps in current competencies, certification or courseware based on skills needed for major programs. Provided SME support for the PM Career Field and the development/update/validation of competencies for the acquisition career field. Supported updates to certification requirements including into training course development or updates, workshops and webinars to fill gaps. Reviewed the Program Management curriculum and provided recommendations as to how to tighten various Program Management certification requirements.

**PROGRAM CULTURE:** Managed efforts to promote and foster a culture of program management excellence throughout DHS by establishing Program Management Centers of Excellence (PM COE). COEs were enterprise knowledge management web portals used for standardizing and developing tools, templates, best practices, lessons learned, instructional and training materials and providing networking panels on topics of high interest.

**KNOWLEDGE MANAGEMENT PROCESS, WORKFLOW AND DESIGN:** Acted as the lead Knowledge Manager for all internal and external formal communications. Led efforts to provide training, templates, tools and guidance, on PM disciplines across the Acquisition Lifecycle via the PM Support site. Oversaw analysis and planning for COE portal migration to the Governance framework portal. Completed tasking ahead of schedule. Accountable for the performance analysis of the current COE portal site to support streamlining and institute efficiencies to merge COE into the Governance framework portal to create a "one-stop shop" for the department for indirect program support and Governance guidance. Collaborated and coordinated with all necessary SMEs. Developed requirements needed to ensure successful planning and usability for CCB consideration. Acted as the lead Knowledge Manager for all internal and external formal communications by initiating the automation of the WAR and ExecSec process.

**ADDITIONAL COMPLEX PROGRAM PROCESSES AND SYSTEMS:** Developed and documented strict processes on data management for formal communication data capture, storage, and retrieval as well as Document Control Identifier, File Naming Conventions, WAR and ExecSec processes and documentation and distribution to Workforce and Communications Initiatives staff.

**RISK ANALYSIS:** Provided Program Management and Financial Management SME input to improve the Quarterly Program Accountability Report (QPAR) criteria for assessing risk and value in the Environmental and Compliance Working Group. Delivered justification as to how Visibility, Funding Stability, Inter-Program Dependency/Complexity, Key Performance Parameter (KPP) Status and Governance Compliance criteria should be ranked.

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## **EDUCATION**

Master of Business Administration (MBA) – 3.70 GPA, The George Washington University, Washington, DC; August 2004

Administration Concentration: Strategic Management/Public Policy

Corporate Governance (Study Abroad Program in London through GWU), May – September 2005

Master of Information Systems Technology (MSIST) – GPA: 3.80, The George Washington University, Washington, DC; May 2002

Major: Major: Business Systems Technology

Bachelor of Science (BS), The George Washington University, Washington, DC; August 1999

Major: Business Administration

## **TRAINING & CERTIFICATIONS**

PM Level III (Program Management Level III), June 2011

PMP (Project Management Professional Certification), October 2007

XXXXXXXXXXXXX Six Sigma Specialist, July 2005

## **HONORS AND AWARDS**

XXXXXXXXXXXXX Achievement Award, December 2005 / 2007

Beta Gamma Sigma, Honor Society, Inducted May 2004

Lockheed Martin Fast Track Management Program, January 2001

## **VOLUNTEER INVOLVEMENT**

Board of Directors, XXXXXXXXXXXX, McLean, VA; August 2019 – Present

- Teaches XXXXXXXXXXXXXXXX Middle School students how to be respectful members of society.

Board of Directors, XXXXXXXXXXXX, Falls Church, VA; August 2013 – July 2018

- Prepared XXXXXXXX Elementary School students for nationwide Science competitions.

Board of Directors, XXXXXX XXXXXXXXXXXXXXXX, Arlington, VA; October 2004 – July 2008

- Prepared financial statements and managed staff payroll system.