

*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

rsmith@nullset.ca

1234 5<sup>th</sup> St. Coquitlam, BC V1A 1A1

604 123-4567

---

## 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 leading large cross-functional teams delivering high profile automatic control engineering, telecommunications, and 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 major international transit system's new line. Mentored new permanent Project Manager into position and left project on target for completion. (Major Transport Org.)
- 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. (Mid-Eng Ltd.)
- Managed on time and under budget delivery of \$26M Signal Control Centre and Simulation System project for major international transit system's new line. Personally devised successful substitute control centre solution saving delivery date when subcontractor failed to provide on-time delivery. Innovation crucial for winning further contracts from same system. (Major Transport Org.)
- Managed \$5M System Management Centre project for North American Transit System, completing project on schedule and under budget. Organization VP commended me for "the smoothest opening NATS has experienced to date....a tremendous accomplishment." (TRANSPORT PROVIDER LTD.)
- Managed national roll-out of \$3.5 million workforce management system realizing cost savings of \$2 million annually using KPI's and SLA's. (RailCo.)
- Established and led the Project Management Office for the \$100M Customer Management System (CMS) for the wireline and wireless telecommunications network of major middle-eastern country. (SOFTDEV)
- Twice spearheaded corporate-wide initiatives to improve systems development processes, achieving Capability Maturity Model (CMM) Level-2 & 3 compliance. (SOFTCO & TRANSPORT PROVIDER LTD.)
- Repeatedly mentored juniors who have now risen to senior positions. (Major Transport Org., SOFTDEV)

*Continued . . .*

**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.

**Management Consultant**

October 2002 – August 2008

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

ConsultCo.

**Senior Leadership Skills Facilitator**

September 2007 – Present

*CC is a global human resources consulting firm with expertise including 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 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.

Mid-Eng Ltd.

**Organizational Change Consulting**

July 2007 – December 2007

*Leader 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 series 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.

Major Transport Org.

**Senior Project Manager**

June 2006 – September 2007

*World top 10 underground transit system.*

- Brought in to manage organizational obligations and Public Private Partnership (PPP) comprising numerous third-party suppliers. Achieved successful phase 1 delivery of \$360M 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.

RailCo.

**Senior Project Manager**

September 2003 – May 2006

*RailCo operates, maintains, renews and enhances entire surface rail infrastructure of major European country.*

- Headhunted 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 management at various sites, participated 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 national rail system.
- Prepared, presented and reported against project budgets and financial forecasts.

ConCo. Ltd.

**Senior Project Manager**

October 2002 – September 2003

*Provider of 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.

SOFTCO

**Software Development Manager**

September 2000 – October 2002

*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.

SOFTDEV. LTD.

**Manager, Project Management Office**

July 1999 – September 2000

*Telcom developer spearheaded a major project for National Telcom 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 new digital telephone network.
- Managed activities between other management teams at sites in Europe, USA, and on-site installation in client country.
- 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 top 5 computer corporation.

BROADBAND CO.

**Manager, Research and Development**

January 1998 – July 1999

*Producer 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. Successfully launched "next generation" intelligent digital headend systems.
- Established solid infrastructure underlying strategic development of 'next generation' intelligent digital headend systems. Revenue potential in this market was \$100M or more.
- Managed 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.

TRANSPORT PROVIDER LTD.

**Project Manager /Project Engineer**

1994 – 1997

*World leading automatic train control solution provider for Light Rapid Transit Systems.*

- Full commercial and technical responsibility for the design, scope, budget and schedule of the \$26M Signal Control System project for top 10 transit system line upgrade.
- 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 TPL to meet delivery date. Innovation led to TPL winning subsequent Contracts.
- Managed comprehensive real-time simulation for upgrade/extension of 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 North America and abroad.
- Mentored Software Development Manager who later became major industry VP for 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, major North American transit system. Completed project on-time and under budget.
- Liaised with operator's staff for reporting and resolution of technical and commercial issues.
- Led project team in the design of \$150K automatic system restart facility for system, 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