David Johnston

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61526 Baptist Way, Bend, OR 97702-9675

Program Manager / Senior Project Manager / Senior Operations Leader

Project Management – Financial Management – Process Management

Operational expert with more than 35 years’ experience leading project management, process improvement, cost savings and organizational development initiatives. Expert in all facets of financial management, knowledge management, operations and administration. Focused leader with ability to inspire trust, clarify vision and build a top-flight, dedicated workforce. Thrives in volatile environments with an exemplary history in the military; consistently delivers results that create immediate impact and generate sustainable gains. Areas of expertise include:

Project Management – Lean/Six Sigma – Business Analysis – Consulting – Supply Chain Management – Financial Analysis – International Business – Knowledge Management– Operations Management – Performance Management –

Logistics – Strategic Planning – Team Leadership – Management & Program Analysis

**TECHNICAL SUMMARY**

Project Management: PMP, MS Project/Web Access, SDLC--Agile, Waterfall, PERT/CPM, Lean/Six Sigma, KM.

Business Analysis: “What if”/gap analysis, requirements gathering / management, technically- and numbers-oriented, intuitive problem-solving analytic, attention-to-detail, in-depth data analysis.

Communication and Presentation: Knowledge Management, MS Office Suite--Word, Excel, PowerPoint, Visio, SharePoint, Access, excellent oral and written skills, working knowledge of Windows 7 OS.

--20+ years’ of delivering strong and sustainable operating and financial advantages critical to long term growth, profitability, and competitive performance.

--Well versed in Project Management methodology using MS Project

--Strong, decisive and profitable leadership based on a solid foundation of Lean/Six Sigma methodologies (process mapping / process improvement). Self-starter, comfortable working either autonomously or as part of a team.

--Experienced in ensuring project stays within the constraints of the PM triangle—time/cost/scope.

--Strong skills in managing spending, requirements, milestones, and deliverables—owning the project budget/schedule.

--Strong understanding of the technical/engineering perspective of processes leading to successful projects.

--Expert at resource utilization and resolving issues around resource constraints.

--Experienced in orchestrating and facilitating stakeholder/team meetings.

--Good understanding of software testing as part of the Agile or Waterfall SDLC methodology

--Good understanding of the SDLC or software development process.

--Keen financial and strategic planning performance spanning global operations including NPV and ROI

--Seasoned ability to articulate corporate strategy and vision and move teams to embrace it (multi-tasking)

--Strong business acumen and excellent analytical skills including mapping process flows.

--Familiar with financial software (e.g., QuickBooks, Hyperion, PeopleSoft), SDLC (e.g., Agile and Waterfall), Business Intelligence (BI), Data Warehousing, and Enterprise Resource Planning (ERP) systems.

--Experienced in both finance and accounting, applying standard practices including financial analysis.

--Technically oriented intuitive analytic—look at things from a technical perspective, and then using my intuitive analytics to come up with real-world solutions to those identified problems.

--Have an understanding of Oracle’s Primavera 6 software--an Enterprise Project Portfolio Mgt solution.

--Have experience in contracting – evaluating contractor performance, contractor reporting and the contract budget.

--Have experience with regulatory compliance, change management and risk management as part of the Pm’s duties.

**PROFESSIONAL EXPERIENCE**

GreysonBaines, Inc. – Corporate Offices: Jackson Hole, WY Dec 2016 to May 2017

Senior Project Manager/Business Analyst, Les Schwab Tire Headquarters, Bend, OR – 45 hrs per week

Roles & responsibilities:

The Senior Project Manager (PM)/Business Analyst (BA) is responsible for supporting the Project Management & Analysis (PMA) section of Les Schwab Tire Headquarters in all Projects assigned using the PM methodology as put forth by the Project Management Institute’s Body of Knowledge, PMBOK. Those duties include the following:

* Developing and managing project timelines
* Coordinating project team resources
* Identifying, documenting and leading the resolution of project issues
* Leading the team through implementation of improved business processes

Accomplishments:

* Took the lead in developing the project plan and business case for Rapid Proof of Concept (rPOC) for the Department of Transportation (DOT) Tire Identification Number (TIN) Holistic Analysis to remedy the capture and registration of said TINs to the appropriate agencies, as required by Law.
* During tenure, completed the Dell Boomi API Management Solution rPOC as well as the Implementation Charter once the confirmed of fit was achieved.
* Worked other projects dealing with IT – Password security (Password Manager Professional), and Splunk initiatives.

Technical and Project Engineering (TAPE), LLC – Corp. Offices: Alexandria, VA Sep 2016 to Nov 2016

Senior Cost Analyst, U.S. Marine Corps Program Manager, Training Systems, Orlando, FL – 40 hrs per week

Roles & responsibilities:

The Senior Cost Analyst  is responsible for supporting the Cost Analysis Section and Product Managers in the update of Program Life Cycle Cost Estimates (PLCCEs) in support of programs for the Program Manager Training Systems (PM TRASYS):

* Developing Program Life Cycle Cost Estimates (PLCCE) of Live, Virtual and Constructive Training systems.
* Developing Independent Cost Estimates (ICE).
* Working in an IPT environment to conduct research, statistical analyses, and program cost effectiveness evaluations.
* Using automated cost estimating integrated tools to obtain supporting information to support budget and funding analysis.
* Analyze budget and funding requirements associated with appropriations, obligations, and expenditures.
* Excellent oral and written communication skills are required to justify, defend, present, and advise on program budgetary requirements.
* Cost estimating and analysis experience with Live, Virtual and Constructive Training devices is desired.
* Familiarity with DOD/DON 5000 Series, SECNAVINST 5223.2 and USMC cost analysis guidance is highly desirable.
* Must be competent in the MS Office software suite (Outlook, Word, Power Point, Excel) with SharePoint experience.
* Must have ACE-IT experience and government costing experience.
* Excellent organizational skills are required.

Accomplishments:

* Led Cost Analyst Team in the development and submission of several Cost Analysis Requirements Description (CARDs) which were fully accepted by the government. Formalized the development of said CARDs using a variety of government-provided documents from PM TRAYSYS.
* Demonstrated leadership by making the Team more effective and efficient in developing and submitting the CARDS, as each one would take several weeks to develop.

Beckman Coulter, Inc. (a Danaher Company) – Corporate Offices: Brea, CA Jul 2014 to Feb 2016

Area Project Manager (Senior PM) – throughout the U.S. – 50-60 hrs per week

Roles & responsibilities:

The PM directs complex automation and IT installations associated with laboratory customer product acquisitions that may encompass several different product lines in the Healthcare System. The PM is involved in the planning of pre-sales activities, site readiness checks, hardware installation, system verification, and creates definitive timelines designed to meet or exceed customer expectations and Beckman Coulter, Inc. (BCI) business interests. This position requires teamwork, focused urgency and business astuteness to ensure that through management influence they are able to enlist the support of appropriate internal and external resources to accomplish the tasks required at each project site. This position requires leadership skills to effectively communicate and influence executive commitments within BCI and the client site. The following skills are also required: proficient in the use of Microsoft Project software, formulate creative solutions to complex problems, ability to manage multiple tasks at the same time, conflict resolution and negotiation skills, and superior organizational capabilities. The PM contributes to project life-cycle improvement through lessons learned and project closeout meetings.

Additional Requirements—The PM ensures customer satisfaction through: --effective oral and written communication; --professional project planning including work-flow analysis and continuous process improvement (CPI); --flawless implementation execution; --superior post installation follow-up and issue resolution; --The PM leads large-scale installations involving automation, integrated systems and IT solutions in the laboratory environment; utilizes Lean/Six Sigma techniques to establish cost reduction initiatives and consults with management to quickly resolve difficult issues.

Accomplishments:

--Worked with Applications Specialists to ensure that Laboratory Information System interface with Beckman Coulter Automation and Instruments was developed and tested prior to Automation install.

--Utilized analytics to effectively and efficiently resolve all issues/concerns during PM timeline.

--Improved PM experience with customers by utilizing PM best practices and CPI.

--Ensured that both engineers and applications specialists performed required system testing to ensure proper work-flow.

--Managed 12 projects over course of 1.5+ years with high customer satisfaction.

--Managed projects totaling $30M+ thru 2015.

--Managed 8 projects in 6 different states, with varying complexity and duration, using matrixed staffing.

--Ensure compliance with all Federal compliance mandates as they relate to Healthcare product matters.

Booz Allen Hamilton***–*** Corporate Offices: McLean, VA Mar 2014 to Jul 2014

Cost-Benefit Analyst – Fort Leavenworth, KS – 40 hrs per week

Roles & responsibilities:

Support the Army client in the design, development, and integration of force capability requirements for the Army. Conduct analysis, including cost-benefit analysis (C-BA) and analysis of alternatives (AoA) in support of ARCIC, TRAC, and the TRADOC centers of excellence. Develop life cycle cost estimates, benefit analyses, and financial analyses in support of a variety of studies and execute cost-benefit studies in areas relating to doctrine, organization, training, materiel, leader, personnel, and facility (DOTMLPF) requirements. Provide in-house function for the identification of relevant categories of benefits and costs, data sources, methods, analysis techniques, areas of application, and interpretation for policy guidance and procedures relating to cost and benefit analysis. Maintain responsibility for applying mathematical modeling and other operations research methods to develop cost estimates using various software tools, including Excel, ACEIT, and Price in support of cost-benefit analyses (C-BA) and trade studies. Review and analyze data, estimates, and reports, including system performance analyses, quantity estimates, acquisition program baselines, selected acquisition reports, and cost factors, such as installation, weapon system, and unit to ensure correct format, technical accuracy, trade-off considerations, and compliance with DA and OSD standards.

Accomplishments:

--Participated in an Information System (IS) Capability Development Document (CDD) for the Computing Platform Computing System (CPCS) Workshop to help shape final requirements which will then lead to identifying costs and benefits for this system leading towards the development of a C-BA.

--When thru a variety of training modules/videos on the Automated Cost Estimating Integrated Tools (ACEIT) which the US Army uses for all Cost-Benefit Analyses.

--Performed Cost Estimations as part of the C-BA process.

--Participated in a Contemporary Operating Environment (COE) IS CDD workshop to refine the scope so as to be able to develop a C-BA.

--Worked up the detailed cost portion for several C-BA’s.

--Ensured contractual compliance with the FAR and DFAR.

Serco, Inc.***–*** Corporate Offices: Reston, VA Aug 2013 to Dec 2013

Cost Analyst / Data Analyst – Bagram Airfield, Afghanistan – 84 hrs per week

Roles & responsibilities:

Collects, analyzes, and evaluates data, and makes recommendations based on results. Develops processes to determine the effectiveness of current operational activities, examines problem areas, and develops solutions. Relies on extensive analytical skills to include mathematics and statistics to plan and accomplish goals. A wide degree of creativity and latitude is expected. Ability to produce and format a multitude of metrics that will impact the organization’s outcomes, goals, objectives and strategic plan. Establishes, designs and maintains performance metrics for all areas of LOGCAP. Assists leadership in identifying important areas for metrics. Analyzes metrics and reports trends and issues. Collects and inputs data to produce most accurate metric possible. Works with Information Management / Information Technology on processes to streamline data collection. Provide graphical data to demonstrate trends and other statistical data to user-level as well as senior executives. Evaluates and recommends performance measures for LOGCAP. Makes recommendations that will provide ongoing improvements to the organization. Implements approved recommendations with the creation of live, real-time dashboards. Analyzes metrics identifies areas of concern. Provides trend analysis and is proactive in identifying future problems.

Accomplishments:

* Backfilled cost data for Task Order 5 Option Year 2 by Forward Operating Base (FOB)/Performance Work Statement (PWS) and by Earned Value Management (EVM) breakdown—Actual Cost Work Performed (ACWP), Budget at Completion (BAC) and Estimate at Completion (EAC). This will be used to analyze the past costs in various FOB types in planning for future operations here in Afghanistan and elsewhere in the world.
* Dashboards (monthly)—updated supported population, contractor population (expatriates, foreign nationals, and local nationals), logistics, dining facilities, Master Statement of Work (MSOW0), etc., Tabs for both LOGCAP performance contractors (TO-0004—DynCorp and TO-0005—Fluor).
* Developed new workbook showing comparison between the Container Report and the Twenty-Foot Equivalent (TEU) report (both weekly products) including charts, for both DynCorp and Fluor (40+ sites).
* Input CDRL A0043 (logistics) and CDRL A0002 (MSOW) data to new workbook for Primary Contracting Officer (PCO) Drilldown on TO-0005 (Fluor). This workbook will eventually provide the input stream to the Dashboards.
* Lightning Strike (formerly known as Hard Yard)—checked for data accuracy including formulas. Currently responsible for data compilation and submission of report.
* Developed product to respond to a GAO report on Containers. Compiled monthly container data for both performance contractors from Jan thru Sep 13, showing the different categories of containers (i.e., storage, reefers, offices/billeting, and Latrine/Showers/Sinks) and their distribution in theater.
* Developed and maintained data sets to assist with the drawdown of Contractor personnel and equipment in theater.
* Updated monthly Cost Reports for performance contractors allowing for an in-depth look into costing.

Sallyport Global Holdings***–*** Corporate Offices: McLean, VA Sep 2012 to Aug 2013

Program Manager (General & Operations Manager) – Kabul, Afghanistan – 84 hrs per week

Roles & responsibilities:

--Plans, organizes, and monitors key aspects for redeployment of contractors and the curtailment/expansion of services.

--Manages multiple concurrent project tasks. --Provides expert direction and guidance to Regional Commands (RC) on the retrograde process (redeploying personnel, equipment, and adjusting service time periods). --Develops schedules and formulates work plans among their personnel to ensure coordination of efforts. --Provides the Government information necessary to remain on schedule or on reallocation of resources. --Serves as point of contact with the Contracting Officer’s Representative/Task Monitor. --Provide analysis of processes and procedures using both Project Management and Lean/Six Sigma methodologies to enhance mission effectiveness and achieve efficiencies.

--Served as a consultant to upper management for the management and administration for various programs within the OCSDC impacting the Afghanistan Theater of Operations including serving as the coordination point for program requirements. Analyzed and interpreted different issues and developed policy and procedural solutions to problems, e.g., Fragmentary Orders.

Accomplishments:

--PM, Lean/Six Sigma, and KM methodologies—used process flow analysis and collaboration to enhance operational effectiveness of the organization. Streamlined disposition/disposal of contractor-owned property in Afghan theater.

--Made use of available technologies including SharePoint and access to restricted drives, thus enabling the Operational Contract Support Drawdown Cell (OCSDC) organization access all relevant documents, wherever their location in theater.

--Concept of Operations—Instrumental in the development and implementation for OCSDC. Responsible for content management, and final editing of document prior to staffing outside of Directorate (final coordinating draft).

--Appointed as the Information Management Officer (IMO) for our organization responsible for SharePoint development and functionality for use by office personnel, regardless of their location in theater. Also responsible for ensuring all 140 systems are functioning properly within the network.

--Base Risk Analysis Process—focused on risk associated with closing or descoping bases—personnel/equipment—not meeting mission timeline and amount of time left prior to base closing/descope and amount of personnel or equipment remaining.

--Served as the go-to person for OCSDC, able to resolve most problems/issues, Requests for Information, etc., either thru knowledge obtained while in theater or who to contact for problem resolution.

--Responsible for writing, staffing, and issuance of two four-star Fragmentary Orders—Expeditionary Standards (having to do with reduction of services on FOBs in theater) and Contractor Managed, Government Owned (CMGO) (having to do with reduction of CMGO assets in theater).

--Served as the SharePoint Administrator for the office and aided in the design of the office’s web pages.

Booz Allen Hamilton***–*** Corporate Offices: McLean, VA – 40-50 hrs per week Aug 2007 to Oct 2011

Project Manager / Senior Training Integrator / Financial Manager – Fort Leonard Wood, MO

Roles & Responsibilities:

Provided performance-focused guidance to a geographically diverse team of up to 18 individuals to assist deploying U.S. Armed Forces working with Counter-Improvised Explosive Device (CIED), Capability Integration Team (CIT) Command and Control (C2). Established and managed 2 CIT Academies to train teams on current CIED technologies. Requested by the Program Manager to develop and maintain the financial requirements for the related part of the contract, including financial analysis and a requirements tracking spreadsheet and monthly metrics report. Responsible for quality management to include quality assurance and quality improvement for all PM processes. Also responsible for risk management including identification and mitigation of known risk elements. Analyzed and interpreted results for upper management as well as serving as a coorination point for all program requirements under the contract. Recommended courses of action involving procedural solutions to problems.

Expertly managed all facets of the project lifecycle, including cost proposal development, new contract development, RFI response preparation, project cost report review, financial management and subcontractor management/invoicing.

* Recipient of 2 performance awards for the successful development/management of the 2 CIT Academies and outstanding financial management of $32M in contract value.
* Integral in the effort to create an environment of high performance for 5,000+ personnel over 4 years with CIED training requirements, leading to greater productivity, efficiency and safety for mission-critical role.
* Improved the accuracy of tracking relevant monthly cost figures for the Program Manager and government client by reengineering the financial management spreadsheet.
* Consistently exceeded expectations in the compilation, review and submission of 50 monthly status reports, financial management reviews of project cost reports and group reviews with the Program Manager and government client.
* Recognized by upper management as the top candidate for promotion to the next level.
* Ensured compliance with applicable Federal Acquisition Regulations as it related to contractual terms and conditions.

Triple-I Corporation***–*** Corporate Offices: Overland Park, KS Jul 2006 to Jun 2007

Knowledge Manager (Advisor & Facilitator) – Fort Leonard Wood, MO – 40-50 hrs per week

Promoted, integrated and managed the use of knowledge management (KM) at all levels across the Post. Ensured the ongoing accuracy and efficiency of professional forums used as part of the Battle Command Knowledge System (BCKS) web presence. Tracked/monitored monthly metrics data measuring use of BCKS; metrics subsequently used to identify other potential groups who would benefit from an enhanced knowledge base.

--Pursued and achieved enterprise-wide buy-in of the knowledge management initiative at the senior leadership level, facilitating the integration of KM into the USACBRN, USAES and USAMPS schools and the Maneuver Support Center of Excellence (MANSCEN CoE) within 1 year. -Quickly became recognized as the Post’s KM subject matter expert.

--Ensured that knowledge transfer and collaborative efforts were integrated through-out the Post.

--Documented KM processes and assisted with the development of a KM web site devoted to collaboration.

--Recognized as key asset to continued KM development through-out the base.

-Aided in the development of SharePoint access for entire base.

PWC Logistics (now Agility)***–*** Corporate Offices: Kuwait City, Kuwait Jun 2004 to Jul 2005

Project Manager / Manager, Micro-Transport – Baghdad, Iraq; Kuwait City, Kuwait – 50-60 hrs per week

Following the successful completion of the Baghdad, Iraq-based Project Manager position, promoted to monitor the movements of the 2,000+ unit fleet transporting food and other military supplies between Kuwait and Iraq. Trained and managed the 6-member team in closely monitoring movement via the Micro-Transport system, consisting of GPS hardware and Keyhole software, to deliver almost real-time logistics in dangerous and treacherous territory. Led the location of damaged/destroyed trucks and assets for recovery. Assembled a variety of daily, monthly and quarterly reports that accurately delivered numerous data and analytics. Responsible for quality management controls and risk management processes, ensuring that all mission personnel utilized risk management best practices while performing their tasks.

* Wrote a concise and well-received rebuttal document during first week as Project Manager, responding effectively to alleged misdeeds and actions taken by PWC as part of compliance to the FAR and DFAR.
* Enhanced the data tracking product and transformed it into an accurate reflection of transportation and logistics activities within the supply chain.
* Volunteered to lead the research and identification of $10M+ in missed billings of goods being transported to Iraq using financial analysis methods; completed the project 10 days ahead of schedule, and enabled the Finance department to invoice 90% of the total.

US Army ***–* Fort Leonard Wood, MO** Jun 1999 to May 2004

Senior Training Developer(Mar 2002 to May 2004) – 40-50 hrs per week

Completed a highly successful 16-year career with the U.S. Army by directing the integration of training requirements and programs for all chemical officer training courses, supporting up to 500 personnel annually and ensuring alignment with service mandates. Laid the foundation for long-term success by researching active and reserve component initiatives for integration in current and future programs.

* Successfully promoted and received approval for 51 lesson plans in less than 2 years, an accomplishment that has never been duplicated.

Operations Officer(Jun 1999 to Mar 2002) – 40-50 hrs per week

Ensured the optimal operating efficiency of the information flow and processing for the Homeland Security Office (HLS). Coordinated and integrated HLS initiatives/communications across all government agencies and the private sector. Concurrently managed all administrative functions for a senior military officer, including budget development and management, contract oversight, quality and risk management. Ensured that all safety, security, and personnel management practices and regulations were enforced by all personnel. Directed the function of the HLS Staff.

* As part of the Department of Defense Operation Noble Eagle, proactively assisted with the stand-up of the Biological and Chemical Joint Operations Cell at the Pentagon, facilitating biological and chemical training to the 25,000 military and civilian personnel working at the Pentagon; key role in quickly establishing functionality of the operation.

Career note:Total military service: 26+ years. Early career with the US Army included roles as Director of Planning (Plans Officer), Logistics Manager (Logistics Management Officer), and Personnel Manager (Chemical Officer/Personnel Officer). Early career with the US Air Force included Accounting Supervisor (Non-Commissioned Officer in Charge, Accounting & Finance Office). Also held Finance Manager position with a small publishing company which included AR, AP, Payroll, taxes, and GL.

EDUCATION

**M.B.A.** – Colorado State University, Fort Collins, CO

**M.A., Computer Resources & Information Management/Business & Organizational Security Management**

Webster University – Fort Leonard Wood, MO

**B.A., Management** – University of South Florida – Tampa, FL

**A.A.S., Resource Management** – Community College of the Air Force – Tampa, FL

**Certificate in Project Management** – Boston University

Professional Development

**Certified Project Management Professional** (PMP) – Project Management Institute (PMI)

**Certified Six Sigma Black Belt** (CSSBB) – Six Sigma Online (Aveta Business Solutions)

**Certified Knowledge Manager** (CKM) – Knowledge Management Institute (KMI)

**Certificates in Contracting Officer Representative Training** (CLM003, CLM049, CLC106, CLC206, & CLC222) – Defense Acquisition University (DAU), Jan 13

**National Career Readiness Certificate** (NCRC—Gold Level with two Platinum backs)

**Member of Beta Gamma Sigma Honor Society** – Beta Gamma Sigma International Business Honor Society

**Certified in Cross-Domain Solutions (Assured File Transfer (AFT))** – Certificate of Completion Security Classification Guidance

**Completed Cost-Benefit Analysis (C-BA) training (May/Jun 14):**

--CLB 007 – Cost Analysis; CLB 023 – Software Cost Estimating; CLB 024 – Cost Risk Analysis Introduction; CLB 030 – Data Collection and Sources; CLR 101 – Introduction to Joint Capabilities Integration & Development System (JCIDS); RQM 110 – Core Concepts for Requirements Management