


Project Management Institute

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Project Management Experiences

Training Project for M27 Infantry Automatic Rifle Proficiency

Title Training Project for M27 Infantry Automatic Rifle Proficiency		
Organization Name Marine Corps		
Job Title Project Manager (Rifle Platoon Commander)		
Functional Reporting Area Training		Organization Primary Focus Armed Forces
Approach/Methodology Hybrid	Team Size Ten To Fourteen	Budget \$1M-\$5M
Date Started Feb 2019		Date Through Apr 2019
<p>Description</p> <p>Project Objective: The principal objective of this project was to deliver comprehensive training to approximately 250 team members on the operation and usage of their newly introduced tool, the M27 Infantry Automatic Rifle. This tool was a departure from the previously trained-on system, the M4/M16 rifle, necessitating in-depth training and familiarity.</p> <p>Role on the Project: I was the Project Manager for this project, responsible for establishing a structured training program encompassing classroom instruction, practical application, and culminating in a live demonstration exercise for all team members.</p> <p>Responsibilities and Deliverables: The project started with a project charter discussion with the project sponsor, outlining the project's overarching goals. Building upon the sponsor's insights, I identified key stakeholders, defined the project's scope, and crafted a comprehensive Work Breakdown Structure (WBS) to outline the approach for achieving the initial project objectives.</p> <p>The project plan included distinct phases, comprised of instructional classes, practical drills conducted within designated training areas, and a culminating live exercise to validate proficiency. Robust risk management, quality control protocols, and communication plans were established for each phase, with regular progress updates provided to the sponsor.</p> <p>Throughout the project's progression, I maintained active engagement with stakeholders and implemented rigorous quality control measures through performance assessments at each phase milestone. Post-phase reviews were conducted in collaboration with the project sponsor and other stakeholders to identify lessons learned and any necessary modifications before advancing to the subsequent phase.</p> <p>Upon the project's conclusion, a final "lessons learned" session was conducted involving all project participants. This session aimed to identify enhancements for the instructional classes and live component, with the documented outcomes archived for future reference. I confirmed that all project objectives were attained with the project sponsor, disbanded any remaining project resources, and disseminated a comprehensive final project report to all relevant parties.</p> <p>Project Outcome: This project successfully achieved its primary objective, ensuring that all approximately 250 team members demonstrated proficiency in operating their new M27 Infantry Automatic Rifle, as assessed through individual evaluations. While proficiency levels varied, every participant met or exceeded the minimum threshold required for effective operation.</p>		

Comprehensive Training Project for Remote Operational Base Establishment

Title Comprehensive Training Project for Remote Operational Base Establishment		
Organization Name Marine Corps		
Job Title Project Manager (Rifle Platoon Commander)		
Functional Reporting Area Training		Organization Primary Focus Armed Forces
Approach/Methodology Hybrid	Team Size Ten to Fourteen	Budget Up to \$1M

Date Started May 2019	Date Through Jul 2019
Description Project Objective: The primary aim of this project was to provide comprehensive training to approximately 250 team members on the tactics and capabilities of establishing operational bases in remote areas. These operations involve small teams strategically setting up temporary campsites in wilderness areas to achieve specific objectives while remaining concealed from potential threats. The project's focus was to ensure that all personnel were proficient in conducting such operations to prepare for future large-scale projects effectively.	
Role on the Project: I served as the Project Manager for this project, responsible for overseeing the entire project lifecycle, from its inception to successful completion.	
Responsibilities and Deliverables: The project began with a meeting with the project sponsor to discuss the project charter. Afterward, I identified key stakeholders, defined the project's scope, and developed a detailed Work Breakdown Structure (WBS). Collaborating closely with various stakeholders, including the project sponsor, I led the initial phase of the project, which involved organizing instructional classes.	
After successfully concluding the instructional class phase, I transitioned the project into the initial training phase, conducted within a small, designated training area. I progressed the project to the final phase, where live team-versus-team operations were executed within a 10 km x 10 km training area.	
At each phase transition, I collaborated with the project sponsor and other stakeholders to ensure alignment with project objectives, emphasizing quality control and effective risk management. Iterative adjustments were made to subsequent phases to better align them with the evolving project goals.	
Upon the successful completion of the team-versus-team phase, I obtained formal acceptance of the project deliverables. I facilitated a comprehensive lessons-learned session with the project team to identify strengths and areas for improvement. Finally, I distributed the final project reports to all stakeholders.	
Project Outcome: This project achieved its primary objective, ensuring that all approximately 250 team members attained proficiency in conducting patrol-based operations, as assessed through individual evaluations. While overall proficiency levels varied, every participant met or exceeded the minimum threshold required for successful operation.	

Tactical Proficiency Enhancement Project for Team-Level Operations

Title Tactical Proficiency Enhancement Project for Team-Level Operations		
Organization Name Marine Corps		
Job Title Project Manager (Rifle Platoon Commander)		
Functional Reporting Area Training		Organization Primary Focus Armed Forces
Approach/Methodology Traditional	Team Size Five to Nine	Budget Up to \$1M
Date Started Aug 2019		Date Through Oct 2019
Description Project Objective: The primary objective of this project was to enhance the tactical proficiency of each team within the organization, comprising approximately 35 teams, each composed of 12 members. The focus was on equipping these teams with the necessary skills and knowledge to effectively employ their team-level equipment in tactical scenarios.		
Role on the Project: I was the Project Manager for this project, overseeing the project's entire lifecycle from inception to completion.		
Responsibilities and Deliverables: My responsibilities started with an initial meeting with the project sponsor, during which we reviewed and refined the project charter. Together, we diligently identified all stakeholders and defined the high-level scope, which established the project's objectives and boundaries. After, I created the Work Breakdown Structure (WBS) and developed a schedule that outlined how to achieve the objectives. This schedule encompassed various phases, including instructional classes, practical drills in designated training areas, and a culminating live exercise.		
I systematically detailed the risk management, quality control, and communication plans, ensuring the sponsor's active involvement and endorsement throughout the project's duration. As the project progressed through the instructional and drill phases, I remained engaged with stakeholders and verified the implementation of quality control measures through performance evaluations at each phase.		
Adhering to the established schedule, the project encountered a minor setback when three teams did not initially meet the minimum standards required to proceed to the live exercise phase. With the project sponsor's and stakeholders' approval, we extended the timeline by two weeks to allow these teams to rectify their performance deficiencies. Ultimately, the project was successful. I obtained formal acceptance of the project deliverables, conducted a lessons-learned session with the project team to identify areas for improvement, and distributed the final project reports to all stakeholders.		
Project Outcome:		

This project successfully achieved its primary objective, albeit with a slight delay due to the extension required for specific teams to meet the minimum performance standards. Impressively, 95% of the teams achieved successful performance evaluations across all three project phases on their initial attempts. The remaining teams effectively addressed their performance issues during the second phase (drills), ultimately reaching and surpassing the minimum required standards to successfully conclude the project.

Coordination Training Project for Projectile Impact Zones

Title Coordination Training Project for Projectile Impact Zones			
Organization Name Marine Corps			
Job Title Project Manager (Weapons Platoon Commander)			
Functional Reporting Area Training		Organization Primary Focus Armed Forces	
Approach/Methodology Traditional	Team Size Fifteen to Nineteen		Budget Up to \$1M
Date Started Nov 2019		Date Through Jan 2020	
<p>Description</p> <p>Project Objective: The project objective was to train three groups of five team members on how to coordinate the impact zones of projectiles and ordnance from helicopters and mortars from a maneuvering unit of approximately 50 to 200 personnel. Due to helicopters flying lower than jets and mortars being far more inaccurate than artillery, the detailed planning processes for this event had to be more precise throughout all phases of the project.</p> <p>Role on the Project: I was the Project Manager for this project, overseeing all five project management processes.</p> <p>Responsibilities and Deliverables: I began this project by meeting with the project sponsor to craft the project charter and identify key stakeholders. After, I established a clear framework for resource allocation throughout the project, ensuring optimal utilization for the subsequent project phases. Due to the advice I received, I created three phases for this project after the project was approved. These included classes, simulations, and the culminating live event. Each phase was strategically planned based on the team members' proficiency, with a detailed Work Breakdown Structure (WBS) developed to delineate steps, allocate resources, define timeframes within the overarching schedule, and execute the training plan effectively.</p> <p>I actively communicated with team members, project sponsors, and stakeholders, ensuring that the project remained on schedule and aligned with the project charter. In each phase, I ensured standards were maintained to qualify team members for progression to subsequent stages. Following the successful completion of each phase, I compiled lessons learned documents and after-action reports, facilitating discussions on how to improve future projects of a similar nature. Upon the culmination of the final phase, I archived all project documents for future reference.</p> <p>Project Outcome: This project achieved its objective, with all three groups of team members successfully completing each phase of training. While proficiency levels varied among the groups, none fell below the established minimum threshold. The project not only delivered valuable experience to the team members but also contributed significantly to their readiness for their upcoming assignments.</p>			

Training Project for Coordinating Aircraft and Artillery Impact Zones

Title Training Project for Coordinating Aircraft and Artillery Impact Zones			
Organization Name Marine Corps			
Job Title Project Manager (Weapons Platoon Commander)			
Functional Reporting Area Training		Organization Primary Focus Armed Forces	
Approach/Methodology Traditional	Team Size Fifteen to Nineteen		Budget Up to \$1M
Date Started Feb 2020		Date Through Apr 2020	
<p>Description</p> <p>Project Objective: The primary objective of this project was to impart comprehensive training to three distinct groups of five team members, totaling 15 individuals. The training focused on developing their skills in coordinating missile and ordnance impact zones, originating from aircraft and artillery, within the context of a maneuvering infantry unit consisting of approximately 50 to 200 team members.</p> <p>Role on the Project: I was the Project Manager for this project, overseeing all five project management processes.</p> <p>Responsibilities and Deliverables: My responsibilities began with initial meetings with project sponsors to craft the project charter and identify key stakeholders. Subsequently, I established a clear framework for resource allocation throughout the project, ensuring optimal utilization. Once the</p>			

project was approved, I created the project's three phases: classes, simulations, and the culminating live-fire event.

Each phase was strategically planned based on the team members' proficiency, with a detailed Work Breakdown Structure (WBS) developed to delineate steps, allocate resources, define timeframes within the overarching schedule, and execute the training plan effectively. I actively maintained open lines of communication among team members, project sponsors, and stakeholders, ensuring that the project remained on schedule and aligned with the project charter.

In each phase, I ensured standards were maintained to qualify team members for progression to subsequent stages. I also applied lessons learned from previous projects. Following the successful completion of each phase, I compiled lessons learned documents and after-action reports, facilitating discussions on how to improve future projects of a similar nature. Upon the culmination of the final phase, I archived all project documents for future reference.

Project Outcome:

This project achieved its objective, with all three groups of team members completing each phase of training. While proficiency levels varied among the groups, none fell below the established minimum threshold. The project not only delivered valuable experience to the team members but also contributed significantly to their readiness for their upcoming assignments.

Readiness Validation Project for Heliborne Assault Unit Deployment

Title Readiness Validation Project for Heliborne Assault Unit Deployment			
Organization Name Marine Corps			
Job Title Project Manager (Weapons Platoon Commander)			
Functional Reporting Area Training		Organization Primary Focus Armed Forces	
Approach/Methodology Traditional	Team Size Fifteen to Nineteen		Budget \$5M-\$10M
Date Started May 2020		Date Through Sep 2020	
<p>Description</p> <p>Project Objective: The central objective of this project was to prepare and validate the readiness of a company comprising 183 team members. This company was designated as the heliborne assault unit, tasked with helicopter transport for operational missions as part of the 31st Marine Expeditionary Unit (MEU) 20.2 Patrol. This objective was achieved through the meticulous planning and execution of a heliborne raid operation on San Clemente Island, in collaboration with the 3rd Marine Aircraft Wing.</p> <p>Role on the Project: I was the Project Manager, responsible for Echo Company within 2nd Battalion, 4th Marines. My overarching responsibility was to ensure the readiness of Echo Company for heliborne assault missions facilitated by the 3rd Marine Aircraft Wing.</p> <p>Responsibilities and Deliverables: My role as Project Manager encompassed a wide array of responsibilities. I initiated the project by engaging in a series of meetings with project sponsors where I identified key stakeholders and developed a comprehensive stakeholder engagement plan. To ensure a well-structured project, I closely coordinated with the 3rd Marine Aircraft Wing, ensuring that the project scope was defined in alignment with my developed schedule and sequence of activities.</p> <p>Throughout the project's lifecycle, I maintained consistent and effective communication with various stakeholders on a weekly basis, providing regular updates as we transitioned from the planning phase into the execution phase. I coordinated the procurement of necessary resources for team members to ensure their smooth operation across various training sites, spanning from Camp Pendleton to San Clemente Island, located 13 miles off the coast of California.</p> <p>From the execution phase through project completion, I maintained control over the project schedule and remained vigilant for potential risks that could impact the project's success. As with previous projects, I formally closed the project following approval from the project sponsor. This included comprehensive documentation of all project-related activities and thorough discussions with stakeholders to verify the completion of all project management processes.</p> <p>Additionally, I conducted a lessons learned session, disbanded any remaining project resources, and developed a standard operating procedure (SOP) which was approved and formally signed off on.</p> <p>Project Outcome: This project achieved its primary objective with distinction, successfully preparing and validating the readiness of a company comprised of 183 team members for their role as the heliborne raid company within the 31st MEU's 20.2 Patrol. This accomplishment significantly enhanced the company's capabilities and contributed to the overall readiness of the 31st MEU.</p>			

Job-Specific Skills Enhancement Project for Military Vehicle Coordination

Title Job-Specific Skills Enhancement Project for Military Vehicle Coordination	
Organization Name Marine Corps	
Job Title Project Manager (Weapons Platoon Commander)	

Functional Reporting Area Training		Organization Primary Focus Armed Forces	
Approach/Methodology Hybrid	Team Size Twenty or More		Budget \$1M-\$5M
Date Started Oct 2020		Date Through Jan 2021	
<p>Description</p> <p>Project Objective:</p> <p>The primary objective of this project was to teach and enhance the job-specific skills of personnel, enabling them to effectively coordinate missions with various military vehicles. This proficiency was to be achieved through a rigorous process encompassing assessed performance evaluations and simulations. The ultimate goal was to successfully coordinate live-fire day and night missions from a diverse range of platforms, including aircraft, naval vessels, and ground-based artillery. These skills were crucial for the deployment readiness of 2nd Battalion, 4th Marines, as part of the 31st Marine Expeditionary Unit's 20.2 Patrol.</p> <p>Role on the Project:</p> <p>I assumed the role of Project Manager during the latter stages of the planning phase through the project's closing, as part of a planned succession from the former Project Manager. From that point onward, I took full responsibility for all project-related activities.</p> <p>Responsibilities and Deliverables:</p> <p>Upon my appointment as Project Manager, I verified the project's scope, risk management plan, and stakeholder engagement strategy. To optimize team productivity, I augmented our workforce with two additional members, allowing us to develop daily training sessions for all 24 participants involved in the simulations and live-fire events. Regular weekly updates, as per the stakeholder engagement plan, ensured all relevant parties remained well-informed.</p> <p>During the project's execution phase, I managed risks, promptly responding to potential challenges, such as when one of the lead personnel suffered heat exhaustion. Thanks to our pre-planned risk responses, we maintained seamless project progress, successfully completing over 50 missions spanning day and night operations, utilizing all critical resources outlined in the project's objectives. I continued monitoring risks and other processes until project completion.</p> <p>Upon the successful conclusion of all scheduled training events, I adhered to the original project management plan and initiated the project closure process. This included obtaining formal approval from the project sponsor, validating the realization of the benefits outlined in the business case, and documenting lessons learned. Furthermore, I archived all project documents to facilitate future reference and learning.</p> <p>Project Outcome:</p> <p>The project met its primary objective, resulting in comprehensive training and substantial improvement of job-specific proficiency among the participating personnel. This achievement was evidenced by successful performance evaluations, simulations, and the live-fire culmination event, which exceeded the established requirements.</p>			

Optics Enhancement and SOP Development Project

Title Optics Enhancement and SOP Development Project			
Organization Name Marine Corps			
Job Title Project Manager (Weapons Platoon Commander)			
Functional Reporting Area Research and Development		Organization Primary Focus Armed Forces	
Approach/Methodology Hybrid	Team Size Twenty or More		Budget Up to \$1M
Date Started Feb 2021		Date Through Apr 2021	
<div>Description</div> <div>Project Objective: This project served a dual purpose. First, it aimed to enhance thermal and night capabilities for our equipment through the acquisition of advanced optics. Secondly, it sought to assess the day and night capabilities of these optics to establish comprehensive standard operating procedures.</div> <div>Role on the Project: I assumed the role of Project Manager throughout the entire project lifecycle, bearing responsibility for the full realization of the project's multifaceted objectives.</div> <div>Responsibilities and Deliverables: My responsibilities spanned the entire project lifecycle, commencing with the identification of key stakeholders and the formulation of a project charter that aligned with the project's overarching goals. Subsequently, I embarked on project planning, defining the scope and crafting a detailed Work Breakdown Structure (WBS) that addressed the logistical demands associated with equipment acquisition, issuance, testing, and storage.</div> <div>With the scope clarified, I proceeded to define and sequence activities, forging a comprehensive project schedule that adhered to the budgetary constraints. Concurrently, I undertook a comprehensive risk assessment, identifying potential risks, including the possibility of erroneous equipment damage and logistical challenges. I carried out both qualitative and quantitative risk analyses to</div>			

develop robust risk mitigation strategies.

Upon arrival at the testing site, I provided clear direction to my team, orchestrating the site's operations in adherence to the established schedule. Daylight hours were dedicated to testing the thermal optics, followed by rigorous evaluation of both the thermal and night optics during nighttime conditions. Throughout this phase, I maintained regular communication with stakeholders, providing updates on a daily or weekly basis, as per their individual stake in the project. We recycled this process on several occasions, testing different ideas based on stakeholder feedback.

I effectively managed project costs and diligently adhered to the project schedule. Post-assessment, I collected invaluable feedback from my team members, leveraging their insights to craft a comprehensive standard operating procedure document that outlined essential tasks and best practices for utilizing the advanced optics in both day and night scenarios.

The project was formally closed in accordance with established protocols, culminating in the attainment of final acceptance of project deliverables. I created and distributed the final project report, archived project records, and released any remaining project resources.

Project Outcome:

The project achieved its dual objectives successfully by implementing the upgraded optics into operational use and establishing standard operating procedures for the new optics in both day and night scenarios.

Infantry Officer Training and Coordination Project

Title Infantry Officer Training and Coordination Project			
Organization Name Marine Corps			
Job Title Project Manager (Weapons Company Executive Officer)			
Functional Reporting Area Training		Organization Primary Focus Armed Forces	
Approach/Methodology Traditional	Team Size Ten to Fourteen		Budget Up to \$1M
Date Started May 2021		Date Through Jul 2021	
Description Project Objective: The primary objective of this project was to provide comprehensive training for 10 infantry officers, equipping them with the skills necessary to effectively coordinate the impact zones of missiles and bombs from various platforms, including helicopters, jets, naval ships, artillery, and mortars. These skills are vital for supporting maneuvering friendly ground forces, which can range in size from 200 to over 1,000 personnel. Role on the Project: I assumed the role of Project Manager for a duration of three months, responsible for orchestrating and coordinating the project activities aimed at achieving the objective. While I was not the original Project Manager, my responsibilities primarily fell within the execution process group and extended into subsequent project phases. Responsibilities and Deliverables: Following my appointment as Project Manager, I diligently developed and prepared my team by conducting a series of training sessions and activities, which included fundamental terminology relevant to our objectives. I provided leadership and oversight through a regimen of weekly meetings to review and plan smaller-scale events and presentations essential for engaging various stakeholders. Throughout the training process, I maintained active stakeholder engagement through a combination of virtual and in-person meetings, ensuring alignment with project objectives and expectations. To optimize resource utilization, I implemented a comprehensive matrix that efficiently allocated resources to each team member based on their respective roles and responsibilities. Upon the successful completion of training, I rigorously followed established procedures. This included obtaining final acceptance of project deliverables, ensuring a seamless transfer of ownership, disseminating a comprehensive final project report to all relevant parties, and archiving project records to facilitate a smooth transition for any incoming Project Managers. Project Outcome: The ultimate outcome of this project was highly successful, marked by the comprehensive training and skill development of all 10 infantry officers. As they returned to their original assignments, each officer had attained their WTI (Weapons and Tactics Instructor) designation, signifying their status as subject-matter experts in coordinating explosives from military vehicles with maneuvering ground forces. This achievement significantly enhanced their capabilities and contributed to the overall readiness of our military forces.			

Mountain Warfare Readiness Project for Marines and Sailors

Title Mountain Warfare Readiness Project for Marines and Sailors	
Organization Name Marine Corps	

Job Title Project Manager (Weapons Company Executive Officer)		
Functional Reporting Area Training		Organization Primary Focus Armed Forces
Approach/Methodology Traditional	Team Size Twenty or More	Budget \$1M-\$5M
Date Started Aug 2021		Date Through Jan 2022
Description <p>Project Objective: The core objective of this project was to assess and validate the deployment readiness of 192 personnel, equipping them with the skills necessary to effectively deploy to a mountainous environment if required.</p> <p>Role on the Project: I served as the Project Manager for Weapons Company (2nd Battalion, 4th Marines), tasked with preparing 192 Marines and sailors for their deployment with the 13th Marine Expeditionary Unit (MEU).</p> <p>Responsibilities and Deliverables: As the Project Manager, I undertook various critical functions, including conducting essential meetings with project sponsors to identify key stakeholders and coordinating logistical preparations for the endeavor. This included intricate planning of transportation logistics to and from the Mountain Warfare Training Center (MWTC) in Bridgeport, CA, located approximately 400 miles away.</p> <p>I developed comprehensive project plans outlining both high-level objectives and detailed work packages. These plans encompassed the project's scope, as well as the procurement, issuance, and training associated with new cold-weather gear. Additionally, I managed the overall budget allocation for my company within the project.</p> <p>Upon arrival at MWTC-Bridgeport, I conducted regular weekly progress meetings with my project team and engaged with various stakeholders to proactively identify and resolve potential barriers. This ensured tasks were delivered in accordance with our approved project plan. In cases where challenges arose, particularly related to inadequate training resources, I implemented timely responses. This involved collaborating with additional stakeholders and swiftly transporting supplementary resources to our operational site.</p> <p>Following the completion of the project, I authored a comprehensive standard operating procedure (SOP) outlining all necessary tasks for future mountain warfare training endeavors. This SOP provided a robust framework for executing project activities and established protocols for managing future requests and operations in similar contexts.</p> <p>The project was formally closed by transferring all project deliverables through the project lifecycle. I ensured thorough review, approval, and archiving of all closing documentation and the SOP for future reference. Additionally, I communicated our lessons learned effectively to project stakeholders and the incoming project manager.</p> <p>Project Outcome: The ultimate outcome of this project was the successful and thorough preparation of the Marines and sailors, ensuring their proficiency and readiness for deployment in mountainous terrain. This accomplishment fulfilled a critical component of the MEU's operational capacity.</p>		