



# PACHYDERM GLOBAL

## CRITICAL INFRASTRUCTURE SERVICES

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CriticalTalentMatch™

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## CriticalTalentMatch™ Analysis | Data Center Construction Manager

### Candidate: Cody Muldner

COMPETENCY CRITERIA	CANDIDATE ASSESSMENT
<b>Data Center Construction Management Experience</b>	<b>OUTSTANDING</b> - Led full-cycle EPC management of 265-acre hyperscale liquid immersion data center facility valued at \$500+ million. Oversaw site operations for a 400MW facility with 640 immersion systems. Managed MEP coordination, commissioning processes, and critical infrastructure delivery. <b>Gaps</b> - None identified for this competency area.
<b>Commercial Construction Project Management (5+ Years)</b>	<b>OUTSTANDING</b> - 24 years progressive experience managing construction projects across multiple delivery methods. Managed projects from \$33M+ middle school to \$500+ million data center facilities. <b>Gaps</b> - None identified for this competency area.
<b>Multiple Concurrent Project Management</b>	<b>EXCELLENT</b> - Demonstrated ability managing operations across 20+ departments simultaneously. Coordinated multiple phases of hyperscale data center development while maintaining aggressive milestones. Current consulting practice manages multiple K-12, industrial, and commercial projects concurrently. <b>Gaps</b> - None identified for this competency area.
<b>Budget Management &amp; Financial Controls</b>	<b>EXCELLENT</b> - Managed multimillion-dollar budgets with demonstrated cost control procedures. Developed detailed project estimates, tracked cost-to-date against forecasts, and identified cost-saving opportunities. Successfully delivered \$33M+ school project within budget. <b>Gaps</b> - None identified for this competency area.
<b>Stakeholder Engagement &amp; Executive Reporting</b>	<b>EXCELLENT</b> - Presented to school boards, county commissioners, and VP-level executives. Hosted stakeholder Q&A sessions and maintained project transparency. Secured Property Tax Abatement through civic leader engagement. <b>Gaps</b> - None identified for this competency area.
<b>Permitting &amp; Regulatory Navigation</b>	<b>EXCELLENT</b> - Established cooperative relationships with AHJs, accelerated permit approvals. Coordinated Army Corps, wetland/FEMA flood mitigation. Managed site entitlement and zoning processes. <b>Gaps</b> - None identified for this competency area.
<b>MEP Coordination &amp; Critical Infrastructure</b>	<b>EXCELLENT</b> - Extensive experience coordinating electrical, mechanical, and network trades. Managed 345kVA and 138kVA substations, Load Interrupter Switches, transformers, switchgears, PDUs, and fiber infrastructure. <b>Gaps</b> - None identified for this competency area.
<b>Commissioning &amp; Start-Up Procedures</b>	<b>STRONG</b> - Authored SOPs for deployment, commissioning, and emergency management procedures. Led phased deployment and energization of 640 immersion systems. <b>Gaps</b> - Could benefit from formal commissioning certification to supplement practical experience.
<b>Microsoft Excel &amp; PowerPoint Proficiency</b>	<b>YES</b> - Confirmed through Core Competencies listing Microsoft Office suite. <b>Gaps</b> - None identified for this competency area.
<b>Bachelor's Degree or Equivalent Experience</b>	<b>YES</b> - B.S. in Construction Management from Everglades University (2014). <b>Gaps</b> - None identified for this competency area.
<b>Contract Negotiation &amp; Vendor Management</b>	<b>EXCELLENT</b> - Streamlined contract negotiations, managed vendor relationships, achieved favorable contract terms. Created and managed scopes of work for all contractors. <b>Gaps</b> - None identified for this competency area.
<b>Schedule Development &amp; Management</b>	<b>EXCELLENT</b> - Developed and maintained Critical Path Management (CPM) schedules with recovery strategies and risk mitigation. Evaluated construction schedules and recommended recovery strategies. <b>Gaps</b> - None identified for this competency area.
<b>Quality Control &amp; Safety Management</b>	<b>EXCELLENT</b> - Implemented quality control measures across commercial projects. Partnered with fire/sheriff departments for Emergency Response Plans. Obtained Wildland Fire certifications and OSHA training. <b>Gaps</b> - None identified for this competency area.
<b>Travel Flexibility (25-50%)</b>	<b>YES</b> - Current consulting practice demonstrates flexibility. Previous roles required site presence and stakeholder travel. <b>Gaps</b> - None identified for this competency area.
<b>Mission-Critical Facility Experience</b>	<b>OUTSTANDING</b> - Direct hyperscale data center experience with liquid immersion systems. Managed mission-critical infrastructure with uptime-focused operations across electrical, mechanical, network systems. <b>Gaps</b> - None identified for this competency area.

## CriticalTalentMatch™ Summary

CriticalTalentMatch™ Score: 158

CriticalTalentMatch™ Rating: ★★★★★ (5 out of 5 Stars)

CriticalTalentMatch™ Grade: 95 (100-Point Scale)



### Qualifying Criteria Reference

QUALIFYING CRITERIA	SCORE	DESCRIPTION OF QUALIFYING CRITERIA
<b>Outstanding</b>	11	Exceeds Critical Requirements — Demonstrated mastery and leadership in complex contexts AND has the Majority of Preferred and Beneficial Capabilities
<b>Excellent</b>	10	Meets Critical Requirements — Fully capable with consistent high performance AND has Several of the Preferred and Beneficial Capabilities
<b>Strong</b>	9	Meets Most Critical Requirements — Competent with occasional gaps or developing areas AND/OR Several of the Preferred and Beneficial Capabilities
<b>Moderate</b>	8	Meets Some Critical Requirements — Demonstrated exposure but not full ownership AND/OR has Several of the Preferred and Beneficial Capabilities
<b>Basic</b>	5	Limited Critical Requirements Experience — Familiar with concepts or tools but lacks direct application AND/OR has Direct Experience with Preferred and Beneficial Capabilities in Similar Systems or Job Functions
<b>Yes</b>	10	Confirmed — Certification, training, or clear experience is verifiably present
<b>No</b>	0	Not confirmed — Certification or relevant experience not indicated

### Overall Assessment Summary

#### STRENGTHS

- **OUTSTANDING** qualifications in 3 competency areas: Data Center Construction Management Experience, Commercial Construction Project Management, and Mission-Critical Facility Experience
- **EXCELLENT** capabilities in 9 areas including Budget Management, Stakeholder Engagement, Permitting, MEP Coordination, Contract Negotiation, Schedule Management, and Quality Control
- **DIRECT HYPERSCALE DATA CENTER EXPERIENCE** with \$500+ million liquid immersion facility
- **COMPREHENSIVE TECHNICAL COMPETENCIES** including 345kVA/138kVA substations, transformers, switchgears, PDUs, fiber infrastructure
- **VERIFIED** education (B.S. Construction Management) and software proficiencies
- **EXCEPTIONAL** leadership track record with 24 years progressive experience
- **PROVEN** budget management and cost control capabilities across multiple project scales

#### REMAINING DEVELOPMENT AREAS

- **Formal commissioning certification** - has extensive practical experience but could benefit from formal training
- **Advanced degree** - preferred but not critical given exceptional experience and performance record



## CANDIDATE STRENGTHS AND GAPS

### Key Strengths

- Direct hyperscale data center construction and operations experience
- Proven track record managing \$500+ million critical infrastructure projects
- Comprehensive MEP coordination expertise with power distribution systems
- Exceptional stakeholder engagement and executive-level communication skills
- Strong regulatory navigation and permitting capabilities
- Demonstrated ability to scale teams and operations under aggressive timelines

### Gap Analysis

- **Minor Gap:** Formal commissioning certification (easily addressed through training)
- **Preferred Enhancement:** Advanced degree (MBA/MS) - not critical given experience level

### Recommendations for Resume Enhancement

1. Highlight specific uptime achievements and reliability metrics from data center operations
2. Quantify team scaling accomplishments (grew from 1 to 20+ members in 6 months)
3. Emphasize technology integration capabilities (Palantir, Grafana) for operational efficiency
4. Detail specific MEP system expertise (voltages, equipment types, capacity management)

### LinkedIn Profile Recommendations

1. Add quantified results from data center operations (uptime percentages, capacity metrics)
2. Include relevant industry keywords for data center construction and commissioning
3. Expand network connections within data center industry
4. Share thought leadership content about critical infrastructure development

## QUALIFYING INTERVIEW QUESTIONS

1. **Data Center Systems Integration:** Walk us through your experience coordinating MEP trades during the energization phase of your 400MW facility. What specific challenges did you encounter with the transition from 345kVA to 138kVA distribution, and how did you ensure seamless integration with the liquid immersion systems?
2. **Critical Path Management:** Describe a situation where you had to implement recovery strategies on your hyperscale data center project. What risk mitigation approaches did you use, and how did you maintain stakeholder confidence during the adjustment period?
3. **Stakeholder Communication:** How did you approach presenting complex technical project updates to non-technical executives, such as when reporting to the VP of EPC? Give an example of how you translated technical challenges into business impact.
4. **Team Scaling & Leadership:** You grew your EPC team from 1 to 20+ members in six months. Describe your approach to rapid team building while maintaining quality standards and safety protocols during aggressive construction milestones.
5. **Regulatory Navigation:** Tell us about your experience working with the Army Corps and managing wetland/FEMA flood mitigation requirements. How do you balance compliance requirements with project timelines?
6. **Commissioning Excellence:** Describe your approach to developing SOPs for deployment and commissioning procedures. How do you ensure these procedures support both operational excellence and mission-critical uptime requirements?
7. **Budget Management:** Walk us through your process for identifying cost-saving opportunities on large-scale projects. Give an example of a significant cost optimization you implemented while maintaining quality standards.
8. **PACHYDERM Values - Resilience:** During your data center project, what was the most challenging obstacle you faced, and how did you demonstrate resilience in overcoming it while keeping your team motivated?
9. **Technology Integration:** How did you leverage technologies like Palantir and Grafana to improve operational efficiency? What measurable improvements did you achieve in safety, compliance, or performance tracking?
10. **Continuous Improvement:** Describe how you fostered a culture of continuous improvement across 20+ departments. What specific initiatives did you implement, and what were the measurable outcomes in terms of performance and team engagement?

## SKILLS GAP ANALYSIS & RECOMMENDATIONS TO IMPROVE JOB FIT

### Primary Recommendations

1. **Formal Commissioning Certification**
  - o Pursue NETA or similar commissioning certification to formalize extensive practical experience
  - o Consider specialized data center commissioning training programs
  - o Timeline: 3-6 months for completion
2. **Advanced Project Management Certification**
  - o Consider PMP certification to complement construction management degree
  - o Explore data center-specific project management certifications
  - o Timeline: 4-6 months for completion
3. **Industry Network Expansion**
  - o Join Data Center Industry Association and local chapters
  - o Attend major data center conferences (Data Center World, DCD events)
  - o Engage with QTS-specific industry partnerships and vendor relationships
4. **Regulatory Expertise Enhancement**
  - o Deepen knowledge of data center-specific compliance requirements (NFPA, Uptime Institute standards)
  - o Stay current with evolving environmental and energy efficiency regulations
  - o Consider LEED certification for sustainable building practices
5. **Executive Presentation Skills**
  - o While strong, could benefit from advanced executive communication training
  - o Focus on data center industry-specific business case development
  - o Practice with C-suite level stakeholder scenarios