

# PAUL BELL, PMP, MBA

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## SENIOR PMO DIRECTOR

**CREATE FOOTPRINTS AS A PROGRAM / PROJECT MANAGER THROUGH KEEN  
ARCHITECTURAL ANALYSIS, SYSTEMS INTEGRATION & APPLICATION DEVELOPMENT INITIATIVES**

IT and PM leadership role with **corporate clients including AT&T, Northwest Airlines, Korean Air, and Google**. 10+ years managing enterprise-wide, complex cross-functional projects with invincible confidence. **"Subject matter expert"** across functional silos and organizations. Transferable skills include ...

*Quality Control ... Change Control ... Cost Controls ... Process Improvement ... Risk Management ... Resource Management ...  
Budgets ... Onshore & Offshore Vendor Procurement ... Full Life Cycle ... TQM ... Portfolio Management ... P&L ...  
Cost Benefit Analysis ... Metrics ... Testing ... Root-Cause Analysis ... Enterprise Project Plans*

## WORK CHRONOLOGY

**IMPACT SOLUTIONS GROUP**, Operations–Technology Group, Boston, MA July 2007 – Present  
**SR Consultant: Enterprise Program Management–Southwest Airlines**

**INFORMATION EVOLUTION**, Boston, MA January 2007 – July 2007  
**SR Consultant: Enterprise IT PMO–American Airlines**

**AT&T**, Telecom/ISP, Operations–Network Service Group, Cambridge, MA April 1982 – July 2006  
**SR Staff Consultant / Program–Senior Project Manager / Senior System Engineer**

## KEY LEADERSHIP & ACCOMPLISHMENTS

- ☑ Streamlined AT&T call center processes teamed with senior business leaders to reduce amount and duration of network issues and shorten customer call length **resulting in a Net Present Value (NPV) savings of \$4.5M** and a payback period of 15 months.
- ☑ **Created \$35M strategic project with 150+ resources for Northwest Airlines** to grow revenue through new ticket and reservation system, which included a new finance system, Sarbanes Oxley compliance, standardized code sharing, and new application architecture.
- ☑ Delivered savings as program manager for strategic Google portal integration, resulting in increased traffic of Google portal customers, which **produced \$4.72M retention savings within 18 months**.
- ☑ **Managed \$8M proactive network monitoring initiative** for AT&T involving top-level Enterprise Resource Planning (ERP) leading to stellar service performance.
- ☑ Successfully integrated Cingular online ordering, registration, email, and Web applications into AT&T brand / domain.
- ☑ Led development of online application that streamlined contract management process for AT&T DSL business customers **reducing contract acceptance timeline from three weeks to two days**.

## TECHNOLOGY SNAPSHOT

**Methodologies:** CMM, CMMI, Waterfall, SDLC, RAD, JAD, Stage-Gate, IDLC/Spiral, Iterative, RUP

**Software:** MS Office, MS Project 2003, Visio, Rational Rose, Lotus Notes, WebTrends, Remedy, Outlook, MS Exchange, Wintel, Radius, DNS, PCVS, Quick Base, CVS, ANT, MS SharePoint & Project Server, EPM, Test Director

**Platforms:** Microsoft, UNIX, MS NT 3.51 & 4.0, Windows 2000; IP / CISCO Network Monitoring

**Other:** WINS, DHCP, LAN / WAN, OS, DSL, VoIP, DIT, SIT, UAT, ORT

## EDUCATION & TRAINING

**MBA**, Davidson School of Business, University of Michigan, Ann Arbor, MI – 2005  
\* Awarded T-Mobile's corporate sponsorship for nationally ranked Executive MBA Program

**BBA**, University of Pennsylvania, Philadelphia, PA – 2001  
\* Earned "Recognition of Outstanding Academic Achievement" award

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**“Paul has an extraordinary way to relate to his peers in a team environment that makes people want to work for/with him to achieve higher standards.”**

— Sam Brennen, PMP (Manager, GHG Quality Assurance)

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## KEY PROJECT HIGHLIGHTS & CONTRIBUTIONS

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**IMPACT SOLUTIONS GROUP**, Boston, MA

July 2007 – Present

*Consulting for Southwest Airlines / Operations–Technology Group*

**SR Consultant: Enterprise Program Management**

- Collaborated with C-Level executives to construct mentoring and training programs for senior business analysts and project managers.
- Led full life cycle management of new strategic reservation and ticketing system.
- Managed enterprise master schedule including ten linked projects.

**INFORMATION EVOLUTION**, Boston, MA

January 2007 – July 2007

*Consulting for Northwest Airlines*

**SR Consultant: Enterprise IT PMO**

- Created and provided project / portfolio tracking, budget auditing, and reporting for Northwest.com, NW advantage, and NW portal organizations for resource management standardization.

**AT&T**, Cambridge, MA

April 1982 – July 2006

**SR Staff Consultant / Program–Senior Project Manager / Senior System Engineer**

*Served multiple leadership roles for AT&T (formerly Cingular) in complex cross-functional project areas and groups including Telecom/ISP, Operations–Network Service Group; National Call Center Support, Broadband Customer Experience Team (CRM), Fiber Solution Call Centers; and Intelligent Network Services, Operations Support Center (OSC). Led implementation of Project Management Operations (PMO) offices.*

- Incorporated product demos, trial implementations, and test lab analyses to validate vendors' proposals to integrate E2E VoIP, broadband and video fiber network data into central database.
- Managed team that produced online portal and DSL registration applications' customer experience metrics, parsing system and application logs with WebTrends; utilized Stage-Gate methodology for PMO and SDLC and Spiral methodologies for Web / e-commerce and CD software applications.
- Managed daily operations of OSC, tier 4 support, providing 24/7 monitoring for online server farms, applications, OC3, T1, T3, ATM, frame relay and DSL circuits.

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## IMPLEMENTATIONS, MIGRATIONS & SYSTEMS ANALYSIS

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- Migrated from Windows NT (ASP), active directory, middleware to UNIX server migration platforms.
- Integrated Sun Solaris, BEA WebLogic, Red Hat Linux, Intel, Vignette, J2EE, XML, & Oracle system.
- Teamed to create application flows & GUI presentations for Java and Microsoft ASP developments.
- Resolved internal system / network issues and Internet circuit issues working with backbone carriers.
- Implemented Microsoft Project Server and SharePoint for Enterprise IT PMO.

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## TRAINING & CERTIFICATIONS

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- PMP Certification / Project Management Institute (PMI) member
- Master's Certificate in IT Project Management, New York University
- Project Management Certificate Program, University of Pennsylvania
- Microsoft's Networking Technologies (MCSE) and UNIX System Administrator programs, NYU's School of Engineering and Applied Science

## EXPLANATION

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Paul's initial résumé was three full pages. It was dense, highly technical, wordy, and nearly unreadable. In addition to his résumé, Paul also sent around ten additional supporting documents, including cover letters, recommendations, and four job descriptions.

This was a case of having way too much information. The task then was to prioritize it. I weeded through the dense résumé and supporting documents to pull out his top accomplishments. Despite all the material, I found, only a little more than a handful of his accomplishments really stood out with clear quantified results. Therefore, I created a Key Leadership & Accomplishments section to bring these to the top of the résumé instead of hidden deep within.

The other challenge was that the majority of the résumé was far too technical for a non-IT reader. I consolidated this technical area into a Technology Snapshot section and Implementations, Migrations & Systems Analysis section. The more technical reader could browse these areas, while the less technical reader could avoid them.

The quote was lifted from a letter of recommendation Paul had provided. The quote focused on his communication skills and positive team attitude. I chose this quote because it provided a refreshing break from his more cold-feeling technical skills. The quote is provided to give some warmth and friendliness to this highly technical résumé.