

Project Management

A highly organized, strategic, creative and articulate project manager and consultant with expertise in general management, marketing, administration, strategic planning, project scheduling, and online and onsite educational consulting. Experience encompasses more than 20 years of increasingly responsible project management experiences resulting in a key member of the team. Proven leader with the ability to analyze alternatives, provide creative solutions, motivate staff to action, express ideas clearly, and provide profitable results.

Key Skill Summary

Project Management and IT Operations

- ◆ Project Management Professional (PMI[®] Certified)
- ◆ CompTIA Project+[®] Certified Project Manager
- ◆ Certified Quality Manager (ASQ[®] Certified)
- ◆ Certified Software Quality Engineer (ASQ[®] Certified)
- ◆ Project Planner and Scheduler
- ◆ Team Facilitator and Mentor
- ◆ Software Systems Development Experience
- ◆ Motorola MOS-11 wafer fab Program Controller
- ◆ Instructor for Austin PMI Chapter PMP Exam Prep
- ◆ SEI CMMI Assessor Team Member
- ◆ Lead Instructor for [Software Project Management Certificate Program](#), College of Engr., Univ. of Texas
- ◆ Lead Instructor for [Project Management Certificate Program](#), Professional Development Center, Univ. of Texas at Austin
- ◆ Adjunct Prof for [Univ. of Dallas Internet MBA](#)
- ◆ Lead Instructor for Austin Community College [IT Project Management Certificate Program](#)
- ◆ Performance Examiner for Texas Quality Award
- ◆ ITIL[®] Foundations Certified for IT Service Operations

Technical Skills

- ◆ Program/Project Registers; PMO tools
- ◆ Livelink [Open Text Corp Collaboration Server]
- ◆ SharePoint [Microsoft]
- ◆ Scheduling tools: MS Project, Project Workbench, Primavera P3, TeamPlay, ProChain, Barbecana, others
- ◆ Web publishing tools: DreamWeaver, FrontPage, others
- ◆ Config. Mgmt. tools: PVCS, SCCS, Harvest, CVS
- ◆ Client/Server architecture
- ◆ Software-as-a-Service (SaaS) architecture
- ◆ Networking [WAN, LAN, 802.x, 1394, TCP/IP]
- ◆ HTML, JavaScript, SQL
- ◆ MS Office tools: Word, Excel, PPT, Visio, Access
- ◆ OS Development and Support
- ◆ Windows, Mac, Unix
- ◆ Business and S/W Development Process Mapping
- ◆ SEI CMMI, Agile, Lean
- ◆ Organizational assessments (Project Management, PMO, Process & Operations Management, & more)

General Management

- ◆ Software Engineering Management
- ◆ Business/Operation Management
- ◆ Profit/Loss Center Operations Management
- ◆ Work Schedule Development and Assessment
- ◆ Computer Systems Development Management
- ◆ Quality Systems Deployment
- ◆ Human Resource Development
- ◆ Team Building and Mentoring
- ◆ Policy & Procedure Analysis & Development
- ◆ Public speaking

PROFESSIONAL EXPERIENCE

Project Management Systems (mostly part-time, around full-time employment below)

Consultant

1991 – Present

Consulted with a range of clients on project and program management issues, including schedule development, coaching, implementation planning, software process modifications, and tool installations. Engagements included:

University of Texas IV&V Assessment of the TXCSES 2.0 (T2) Initiative at the Office of the Attorney General for Texas. Part of a select team of assessors chartered to perform independent verification and validation of the software engineering and project management practices in use at the Office of the Attorney General for the State of Texas, twice per year for five years, with extended tasks. Contributor of over a dozen findings related to project schedule and management. Primary contributor on a special task to evaluate the contractor's revised joint work plan (5,570 items, spanning 3 years, using 1.2M staff hours).

Resume of Bob Futrell
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U.Texas Enterprise Information Systems. Built and delivered a 4-day intensive Boot Camp course onsite in Software Project Management for 35 developers maintaining UT's major internal web systems.

U.Texas Professional Development Center. Lead instructor for the onsite Project Management Certificate Program at University of Texas' Professional Development Center 2003-2009. As lead, organized the curriculum, recruited and mentored instructors, and taught evening classes each semester. Also consulted on several UT custom training and consulting proposals for local industry.

Austin Community College. Lead instructor for the onsite and online Project Management Certificate Program at ACC's High Technology Institute since 2003. Organized the curriculum for the 16 session BMGT1009 IT Project Management course, recruited and mentored instructors, and taught evening onsite classes each semester. Created and taught an 8 week online version of BMGT1009 in 2006 using ACC's BlackBoard courseware tool since 2007. Created and taught a 2-day introductory course since 2015. Created a 1-day workshop for Biotech Project Management. Creating an 8 week course for Healthcare Project Management in 2017.

Texas Dept of Human Services (6/96-8/97). As a contractor, designed and helped execute a major Software Configuration Management System implementation plan onsite for this large state agency with 11 different programming environments, involving significant cultural change, and training. Specifically:

1. Prepared a report to TDHS MIS management (Austin, TX) on the SCM software tool selection process and results, including selection project detail, method, criteria, actions-to-date, actions-planned, plus cost/benefit information.
2. Prepared an SCM Implementation Plan (SCMIP) modeled from IEEE standards in concert with the Millennium Project for the department to implement SCM over the next several years. This plan included a Work Breakdown Structure (WBS) of medium granularity for FY96 and FY97.
3. Prepared an SCM Risk Management (RM) plan identifying the major risks to the SCM project's success, their potential impacts and probability of occurrence, some suggested approaches to avoid, mitigate, or accept the risks, and suggested methods or procedures to track and manage the risks as the SCM project proceeds.
4. Prepared a Cultural Change Plan (CCP) for TDHS's implementation of SCM to over 400 developers over the next several years.
5. Prepared and taught several SCM User Training classes (materials, exercises, etc), and a Supplemental Training class for Administrator's.
6. Coached individual managers and users on implementing the selected system (Platinum Harvest).
7. Advised the project leader (Rex Owens) on project leadership and management.

Skipstone, Inc. Helped this start-up company onsite in the Austin Technology Incubator design development processes for a high growth environment building IEEE 1394 (FireWire) products and services. Company was successfully bought by Adaptec Corporation as their Firewire Division.

University of Texas College of Engineering, Software Quality Institute. Principle instructor and curriculum director of the 48-week onsite Software Project Management certificate Program. Designed and taught course since 1993. Recruited other experts to teach portions of the classes. Program has over 300 graduates in the Austin and San Antonio area. Converted the Software Project Management Certificate Program curriculum to a 34-week online education version offered through University of Texas' Prometheus courseware tool. Converted course to BlackBoard courseware tool. Online education course has been used to certify over 150 students from the Austin, TX area, plus 50 professionals of Schlumberger Corporation worldwide. Developed and taught a one-day public seminar "Basic Accounting for Software Project Managers" at the University of Texas-Austin covering the essentials of accounting and financial management necessary for software project control in a large corporation.

University of Texas College of Engineering, Center for Life Long Engineering Education (CLEE). Member of Advisory Board for determining future education programs for the target communities and professions.

University of Dallas Graduate School of Business. As an invited adjunct professor, designed and taught MGT7389 Technical and Project Management (renamed OPER7370) course as one of five pilot courses for their online MBA program in 1999 through their eCollege (Pearson Learning Studio) internet-based online education courseware tool. Course was used as a model for the faculty to install other courses on the eCollege courseware. Designed and taught MGT6389 (renamed OPER6370) Foundations of Project Management online course (later shortened to Project Management) in 2000. Rebuilt OPER7379 Quality and Financial Project Management online course in 2010 and 2011. Over 600 MBA students have completed these courses, with favorable reviews. Member of the Faculty Project Management Concentration Redesign Committee.

3M Corporation: Designed and delivered a repetitive 2-day intensive onsite workshop seminar "Project Management for Engineers" at 3M's Austin Center. Trained 40 engineers in fundamentals of project initiation, planning, execution, control, and closing.

Quality Texas. Performed quality system audits. Served two years as an onsite examiner at the city and state levels for organizations seeking the Malcolm Baldrige Award for Performance Excellence. Evaluated candidates business against the MBNQA criteria, resulting in a score and feedback report identifying areas for improvement for the submitting organization.

Full-Time Employment

Cooper Consulting

Project Management Practice Leader 2009 – 2011

Leader of Cooper Consulting's project management practice, to include all offerings in Cooper's **FastSERVICES** portfolio. Customers engaged have included Ansaldo-STIS (Pittsburgh, PA), HealthVoice (Round Rock, TX), Texas Department of Information Resources (DIR – Austin, TX), Texas Commission on Law Enforcement Officer Standards and Education (TCLEOSE - Austin, TX), Texas Dept. of Rural Affairs (TDRA - Austin, TX), Texas Higher Education Coordinating Board (THECB – Austin, TX), and the Office of the Attorney General for Texas (OAG – Austin, TX). Developed and delivered a number of half-day seminars from Cooper's **FastEDUCATION** portfolio including "How to Write a Good Statement of Work", "Software Requirements Management", "Stakeholder Management", & "Introduction to Process Mapping Using MS Visio™", many of which were for the Texas Dept. of Information Resources (DIR).

Project Manager, Voter Registration & Election Mgmt System for Texas Secretary of State 2004 – 2008

Organized and managed a large effort (\$15M) using several contracted suppliers to build and implement a statewide voter registration and election management system for the State of Texas that is compliant with the Federal Help America Vote Act (HAVA) of 2002. The project involved a common database coordinated with driver's license and social security information at the state level to be used by all 254 counties in Texas, with related applications for election (ballot) management and local jury selection. The first release of the system was deployed on Jan 2, 2007.

Daman, Inc.

Project Manager, Applied Micro Devices' Fab36 Data Warehouse 2003 – 2004

Planned, organized, led, and controlled a team of 26 professionals in development of a multi-terabyte data warehouse for AMD's 300mm semiconductor fab under construction in Dresden Germany. Wrote all project plans, and built a schedule for phased implementation using Daman's Vital Warehouse methodology. Managed the project through 5 iterative software releases.

Motorola, Inc.

Project Office Controller and Sector Project Management Advisor 2001 – 2002

Project Manager 2000 – 2001

Software Quality Engineer 1997 – 2000

Directed Project Management operations in a geographically disperse environment (worldwide) while serving as a Sr. Project Manager and Program Management Master for the Semiconductor Products Sector (SPS) of Motorola in Austin, TX. As such, lead a major cultural change project to implement Program Management Methodology in the MOS-11 wafer fab technical community of Motorola. Designed and taught a certification curriculum of 20 hours of PM instruction in project management topics for 130+ first and second level project leaders. Planned implementation of a major fab production software system conversion. Served as a mentor for teams doing internal quality assessments at Motorola. Performed CMM v1.1 compliance assessments. Consulted to the project leader to help define, implement, and operate the Motorola project to implement a quality system in compliance with ISO9001-2000.

Texas Instruments

Manager, Operating Systems Development 1990 – 1991

Manager, Knowledge Engineering Services 1985 – 1990

Manager, Technical Services 1982 – 1985

Project Manager 1981 – 1982

Software Programmer 1978 – 1981

Field Systems Analyst 1976 – 1978

Project manager for the development of the Gate Assignment Display System at United Airlines necessary to operate the newly constructed Terminal One at Chicago's O'Hare Airport. \$1.5M project involved a hardware / software system using artificial intelligence techniques to manage all gate operations including aircraft arrival / departure, crews, baggage, and jetway / gate usage. Project involved systems deployment, and was covered in airline trade magazines which led to several additional similar projects for other airlines, such as Northwest (Minneapolis, Detroit, Memphis), Iberia (Madrid, Spain), Thai (Bangkok), and Air Canada (Toronto, Detroit).

Set up Project Management Office in the Knowledge Engineering business of the Computer Systems Division. Created Project Review Board composed of former and current project leaders to review and validate outgoing proposals and bids. Managed an average of 10 simultaneous projects of 12-18 months duration using 3-15 technical staff over a five-year period.

Gained extensive financial, budget preparation and management, and general management experience as cost center and memo entity profit/loss center manager for the Knowledge Engineering program at Texas Instruments. Included operations control systems for United Airlines, Northwest Airlines, Iberia (Spain), Thai (Bangkok), UPS, and others that were similar to the Gate Assignment Display System built for United Airlines.

Experience as an Engineering Manager of the Operating Systems Development group (30 engineers and technicians), the Knowledge Engineering group (27 knowledge engineers), and Technical Support group (9 engineers). Included the selection, development, organization and management of technical teams.

Education & Achievements

Master of Business Administration

Major: Telecommunications Management

St. Edwards University and University of Dallas

Bachelor of Science

Major: Information Systems Management



Publications and Presentations:

- Co-author of [Quality Software Project Management](#), a 1677 page successful textbook on software engineering and project management published in 2002 by Prentice Hall. Favorable reviews from Amazon.com, ASQ, PMI, and IEEE Computer Society. Translated to Chinese and Russian. Over 15,000 copies sold.
- Authored a 166 page *Introduction to Managing Projects* Study Guide and Workbook textbook published by Austin Community College in 2015.
- Participated in several conferences on Program and Project Management, and Software Engineering, as Moderator, Presenter, and/or paper contributor. Recent contributions:
 - Austin Software Process Improvement Network, April 17, 2001, "Critical Chain Scheduling for Project Management"
 - Austin Software Process Improvement Network, November 20, 2001, "Dispersed Project Teams: Ready or Not, Here They Come!"
 - Project Management Workshop, University of Texas, August 16, 2002, "The Art of Scheduling"
 - Austin Technology Council/PMI-Austin Joint Meeting, November 13, 2003, "Managing Unrealistic Deadlines"
 - American Institute of Chemical Engineers National Conference, November 8, 2004, New Developments in Information Technology & Cyber Infrastructure, "Virtual IT Project Teams"
 - Twenty-Third Annual Election Law Seminar for Voter Registrars/Election Administrators, August 24, 2005, "Introducing TEAM (Texas Election Administration Management)"
 - Twenty-Fourth Annual Election Law Seminar for Voter Registrars/Elections Administrators, August 16, 2006, "TEAM (Texas Election Administration Management) and HAVA (Help America Vote Act) Implementation Project Update"
 - Project Management Seminar, University of Dallas, December 7, 2007, "Why Do Projects Fail?"
 - Project Management Seminar, University of Dallas, December 5, 2008, "Raising the Bar: How to Increase Your Organization's Project Management Maturity"
 - Texas DIR Technology Today Series, November 5 and 18, 2009, and June 18, 2010, "Creating a Good Statement of Work (SOW) for RFP's and RFQ's"
 - Texas Association of State Systems for Computing and Communications, February 4, 2010, "Portfolio Management"
 - Texas DIR Technology Today Series, June 21, 2010, "Software Requirements Management"
 - Austin PMI Chapter, PMO LIG, July 14, 2010, "Project Portfolio Management"
 - Lower Colorado River Authority Annual Project Management Conference, November 5, 2010, "Project Portfolio Management"
 - Texas DIR Technology Today Series, November 30, 2010, "Stakeholder Management"
 - Association for the Advancement of Cost Engineering, Austin, TX, December 9, 2010, "Project Portfolio Management"
 - Austin Chapter, PMI, September 24, 2013, ["Raising the Bar: How to Increase Your Organization's Project Management Maturity"](#)