

Summary

<u>Project Management</u>	<u>Key Perf. Indicators</u>	<u>Performance Management</u>	<u>Business Transformation</u>
Portfolio/Program Mgt	Business Intelligence	Six Sigma Master Black Belt	Strategic Planning
Agile	Financial Analysis	Lean & Kaizen	Business Case
Waterfall	Dashboard	Internal Audit & Controls	Roadmap Development
Enterprise Change Mgt	Statistical Analysis	Process Improvement	Operation Excellence

Leading large-scale, complex, cross-functional programs/projects to improve people, process, and technology.

- ~20 years of proven project management experience. Developed portfolio management system to manage ~\$3 billion-dollar project investment. Established 5 Project Management Offices (PMO) to manage ~200 million worth project portfolio. Successfully led 3 business transformation programs, and completed 50+ technology/process improvement projects. Trained/coached/mentored ~200+ project managers.
- Led a team of ~80 technical SMEs to deploy Interactive Voice Response (IVR) System to handle 12 million customer calls annually for Southern California Edison (SCE). Avoided ~\$25 million annual cost.
- Led 3-Year Asset Management Transformation Program for SCE Power Generation Organization. Completed 11 key initiatives on data & records, performance & quality management, process management, and digital enablement to improve power plant operations and maintenance practices. Reduced 25% O&M cost annually.

Professional Experience

Founder/Managing Director, OpenWest, Inc 2016 – Present

Providing project management coaching, mentoring, training, consulting, and recruiting/staffing services.

- Managing Asia-Pacific project portfolio for a billion-dollar retail company.
- Designed Master of Science Project Management Program for University of Southern California.
- Designed Business Analysis Certificate Program for California State University, Fullerton.

Senior Strategic Planning Project/Program Manager, Southern California Edison (SCE) T&D 4/2020 – Present

Implementing 4-Year Asset Management Business Transformation & Technology Programs for Transmission & Distribution Organization to improve \$50 billion critical infrastructure assets.

- Developed 4-Year Roadmap and established Program Management Office to govern 43 key initiatives that aligned with corporate strategic objectives.
- Program managing initiatives on Strategy & Planning, Decision-Making, Risk, and Organization & People.
- Developing Value Framework and Optimization processes and tools.

Senior Technology Project Manager, SCE, Customer Service 2017 – 4/2020

Managed business process and technology projects to improve 4 million customers' satisfaction and affordability.

- Deployed Interactive Voice Response (IVR) system upgrade program (~\$7 millions) on time within budget, scope, and quality. Established PMO and applied organizational change management, agile, and lean project management methodologies. Achieved 100% uptime and successfully maintained 63% customer call deflection (~12 million calls) to the IVR. Enhanced customer experience and avoided ~\$25 million labor cost.
- Implemented Customer Experience Insights analytics reporting platform. Provided business user friendly real-time dashboard reporting, statistical analysis, and analytics capability.
- Project managed Customer Database Upgrade, SkypeVoice and MS Windows 10 upgrade deployment projects.

Senior Program Manager, SCE, Power Generation 2013 - 2017

Implemented and managed transformation initiatives to improve power plant asset reliability and affordability.

Performance Improvement Programs

- Designed and implemented Planning & Performance Improvement workgroup using Lean Six Sigma. Developed continuous improvement (CI) governance and operating model/organization structure. Developed organizational capabilities to drive operational excellence. Led CI team in performing root cause analysis, business analysis, operations improvement, and organization change management initiatives.
- Initiated and managed Asset Management (AM) Transformation Program (~\$10 million budget). Developed AM policy & strategic plans, roadmap, framework, procedures, work management processes, and asset strategies. Established AM methodologies for 16 equipment asset types. Provided program leadership and direction to 11 initiative leads and ~50 subject matter experts. Developed risk informed metrics, asset health index, asset inventory, failure mode algorithms, and asset life cycle plans for critical assets.
- Deployed Reliability Centered Maintenance Program for hydro, combined cycle, and gas turbine power plants. Developed and executed comprehensive organizational change management strategy. Identified single point of failure, and developed actionable maintenance, inspection, and failure analysis plans. Trained ~100 field personnel and managers. Improved system reliability and reduced maintenance costs by ~15%.
- Deployed and managed Condition Based Monitoring Program. Implemented policies and procedures. Developed and standardized monitoring processes. Trained ~50 field personnel on oil sampling and analysis, thermography, and vibration analysis. Optimized maintenance frequency and improved data quality.

Project Management Office

- Directed project team to improve approval process for \$150 million project portfolio. Established Budget Review Committee to improve project funding process. Identified and improved project initiation and project scheduling processes. Developed eDMRM documentation depository and standardized project templates.
- Consulted with Corporate HR to integrate employee development training program. Supported Project Management, Lean Six Sigma, and Change Management training curriculum development. Improved training quality and reduced corporate training expenses by \$4 million annually.
- Participated in Project Management Excellence Program to enhance project management function across SCE. Participated in development of standards and guidelines on procurement and communication.

SAP Data Analytics Projects

- Led data quality improvement initiative for 64 hydro plants and substation sites. Redesigned SAP asset hierarchy structure to establish sound parent-child relationship. Improved end-user navigation and data accuracy.
- Established Asset Management risk-based predictive tool to determine asset life cycle and improved reliability on the fuel gas compressor systems, governor systems, water conveyance systems, and 240V breaker systems.

Senior Technical Specialist/Scientist, SCE, Power Production

2009 - 2013

Technical Lead/Project Manager for SAP ERP in Work Management, Finance, and Analytics & Reporting modules.

Program Management

- Developed PMO function to eliminate wastes in project management. Improved key project performance goals, metrics, and key milestones tracking and reporting.
- Established Business Process Management Program using Lean Six Sigma to systematically define and manage Power Production processes. Developed simple, lean, and effective internal business processes using common standards, applications, and tools. Improved and standardized IT, operations, and compliance processes.
- Led bottoms-up effort to establish the Lunch & Learn Program to promote continuous learning and best practice sharing. Promoted advancements in people, process, and technology. Reduced department training expenses while improve operation efficiency.

SAP ERP Projects

- Led SAP (EAM) Work Management Improvement Project for Operations. Developed end-to-end processes for operations from work identification to completion. Improved financial cost tracking and reporting.
- Led SAP Work Management Optimization Project for Peaker Plants. Mapped as-is and to-be processes. Trained 25 field personnel and deployed new processes. Improved data quality by 50%.
- Supported eSOMS software upgrade for Peaker and Hydro Plants to automate operator rounds. Led QA testing and department-wide change management initiative.

SAP Data Analytics & Reporting Projects

- Served as Business Unit SAP Finance PowerPlant (PowerUE) technical lead. Provided financial reporting support and improved budget planning and capitalization processes for capital projects. Improved financial closing, depreciation, and retirement processes for plant assets.
- Led business intelligence (BI) reporting & analytic initiatives. Built custom reports using BEx Analyzer, Crystal Reports, Business Objects, and Data Warehousing/Universes. Drove reports standardization and improved report user proficiency and adoption by 400%.
- Implemented SAP Finance E-WBS Enhancement Project. Enhanced SAP Work Management financial data drill-down capabilities, and improved internal cost controls.

IT & Business Solutions Consultant / Project Manager, Solver, Inc. 2006 - 2008

- Consulted with a fortune 50 global bank to implement 10 project portfolio systems and dashboards to manage three billion dollars annual budget.
- Led project portfolio reporting system enhancements and business processes redesign to manage ~3,000 global projects (~\$3 billion CAPEX).
- Achieved 2,736% gain in return on investment and received awards from CFO Executive Board, Baseline Magazine, Gartner, and CFO Magazines.

Bank Trust Client Custody Administrator, Bank of New York (Contract) 2005 - 2006

- Deployed trust account data and documents migration project. Processed ~4 billion dollars daily transactions.

Senior Financial Planning Support Specialist, Wellspring Financial Group 2001 - 2005

- Managed back office operations such as trading, customer service, billing, investment performance reporting, sales presentations, and insurance plan compliance.
- Analyzed individual and corporate health insurance policies to develop comprehensive insurance health plans.
- Ensured sales and marketing in compliance with investment and insurance regulatory requirements.
- Implemented Customer Database Management System.

Volunteer and Teaching Experience

Project Management Advisory Board Member, University of California, Los Angeles Ext. (UCLA) 2013 - 2021

- Advising leadership to improve Project Management Certificate Program. Consulting school in curriculum update. Taught Project Management Earned Value Management (cost management) course.

Project Management Adjunct Professor, University of Redlands 2012 - 2021

- Teaching project management certificate courses. Trained 200+ project managers.

Project Management Consultant/Advisor, University of Southern California 2017 - 2018

- Designed Master of Science in Project Management degree program. Initiated Principles of Project Management and Quality & Process Improvement (Lean Six Sigma) course development.

Business Analysis Adjunct Professor, California State University-Fullerton 2013 - 2014

- Designed Business Analysis Certificate Program. Taught Business Analysis courses.

Professional Development Director, Project Management Institute, Inland Empire Chapter 2011 - 2012

- Led project management training program for members.

Education

Executive Program in Management and Leadership, University of California, Los Angeles (UCLA)

MBA, Finance, Azusa Pacific University

BS in Business Administration, Information Systems, University of Southern California

Certifications

<i>Project Management</i>	-Project Management Professional (PMP®), Project Management Institute -Stanford Certified Project Manager (SCPM), Stanford University -Advanced Project Management Certificate, Stanford University
<i>Process Improvement</i>	-Six Sigma Master Black Belt, Florida Atlantic University -Lean Six Sigma Green and Black Belts, California State University, Pomona -Lean Enterprise Certificate, American Society of Quality
<i>Change Management</i>	-Change Leadership Certificate, Cornell University -ADKAR® Change Management, PROSCI
<i>Business Analysis</i>	-Business Analysis Certificate, Duke University
<i>Audit & Controls</i>	-Certified Internal Auditor Certificate, George Mason University