PMP experience examples

We recommend using the following project management description outline in your application:

- **Objective**: the goal of the project and details, including the budget, deadline, scope, etc.
- **Role**: your position, or how much of the project was under your direct management
- **Responsibilities/Deliverables**: tasks you accomplished based on the five process groups
- **Outcome**: results of the project, including presentations, implementations, etc.

PMP experience example #1

- **Objective**: Design and launch a new product line for a retail clothing company aimed at a female consumer base between 18-25 years old. The project budget was $4 million, and the project deadline was 16 months.
- **Role**: I served as the Senior Project Manager and managed the full project life cycle, from initiating to closing.
- **Responsibilities/Deliverables**: My responsibilities included: performing stakeholder analysis (IN), conducting the kickoff meeting and managing expectations for all stakeholders involved (PL), managing task execution by leading the project team (EX), measuring project performance using appropriate tools (MC), and obtaining stakeholder feedback to evaluate their satisfaction (CL).
- **Outcome**: This project was completed under budget and within the stated timeline, and the product line transitioned to operations.

PMP experience example #2

- **Objective**: To research, design, and present training material for onboarding new employees at an internet and cable installation company. This project was scoped at $5,000 and was originally scheduled to conclude in 6 weeks.
- **Role**: In my role as the Project Manager, I managed the whole project from kickoff until we handed off the training material to the HR team.

- **Responsibilities/Deliverables**: I developed the charter and WBS and obtained approval from key stakeholders (IN). I prepared the project plan and created the work breakdown structure while considering time, cost, and quality (PL). I coordinated the execution of research and development of the material (EX). I monitored the project timeline, ensuring all milestones were being achieved on schedule (MC). Once I obtained acceptance for the project deliverables, I archived project documents and materials using generally accepted practices to comply with statutory requirements (CL).
- **Outcome**: Training material was presented to key stakeholders on schedule and under budget and, once approved, handed off to the HR team for use in future new employee training sessions.

Project Objective: New product development and market launch of Incontinence product line.

Role: Product Manager / Project Manager

Initiating: Led meetings with project sponsor to define high-level scope, assumptions, deliverables, schedule, cost and key stakeholders. Conducted data gathering and presented market research to show cost benefit analysis for the project. Aligned sponsor and key stakeholders.

Planning: Developed Project Management Plan. Led the team to collect requirements, define scope, activities and developed project schedule by facilitating meetings, brainstorming, data gathering and data analysis. Assigned tasks to project team members. Worked with Procurement department to plan for the selection criteria of sellers. Defined communication plan. Conducted project kick-off.

Executing: Managed project team resources, project work flow and quality audits through execution. Held weekly meetings for status updates with team members and stakeholders. Managed engagement with stakeholders and team members- Procurement, Quality and Design.

Monitoring & Controlling: Monitored the project work and schedule. Ensured quality checklists were conducted to verify deliverables and inspections were done to obtain final approval from sponsor.

Closing: Updated project documents, lessons learned and created final report.

Outcome: Successful completion of a product launch of new product category line of Adult Incontinence products (total 9 items). With the success of this project, our company is extending the product line with new items to develop under this category.

Here are common mistakes to avoid on PMP application.

MISTAKE #1: The project descriptions focus mainly on the project and not your role leading and directing. The project management methodology used is unclear.

BOTTOM LINE: It can be counter-intuitive that project description is not to describe the project; The focus of the description has to be on the processes and tasks that you lead and methodologies you applied.

MISTAKE #2: Domains are not included. The project domains (Initiating, Planning, Executing, Monitoring & Controlling, Closing) and domain-specific deliverables are incomplete.

BOTTOM LINE: Make it easy for PMI audit committee members to read. You must group the tasks and break them down by domain groups. Use abbreviations if you need to save space: IN, PL, EX, MC & CL.

MISTAKE #3: Project description is operational.

For example, the objective is to develop workshops and conduct training classes.

BOTTOM LINE: Make sure you understand the difference between Project vs Operation. PMI defines a project as a temporary endeavor undertaken to create a unique product service or result. Every project creates a unique product, service or result. If you

have multiple similar projects, you must write each PMP project description separately with distinct project initiation and closing. Don't be sloppy and lump projects together and risk you PMP Application being rejected.

MISTAKE #4: Did not have the experience to cover all 5 process groups

BOTTOM LINE: According to PMBOK guide, "*You should have experience in all five process groups across all your project management experience submitted on the application. However, on a single project, you do not need to have experience in all five process groups.*"

~~MISTAKE #5: The hours claimed in each process group match the deliverables described.~~

Updated (June 2020): Mistake #5 is no longer applicable. PMI waived the 4500/7500 hour requirements and simplified the application process. Therefore, you no longer have to worry about aligning the hours with your project description.

In case you are curious, here is the original PMP project description **rejected** by the audit team because it is too descriptive and did not break by domain groups:

Objective: Delivery a successful workshop/demo to XYZ. In order to deliver a successful demo, I was acting as a project manager for managing and working with various groups to set up a complicated demo environment. The task included planning the prototypes and bug fixes that have to be integrated into the demo environment, coordinate, monitor, and testing the setup. I also maintained

confluence page of the environment and prototypes that were integrated along with status

WEBSITE MIGRATION
OCTOBER 2019-APRIL 2020
7 MONTHS
(363 Words)

OBJECTIVE: Redesign and migrate a charity website to an internal institutional server from a 3rd party company.

PLANNING: After collecting and documenting the requirements, I defined the scope of the project by using alternatives analysis to evaluate how to meet the project objectives and requirements. From there, I developed the WBS and associated WBS dictionary.
I used expert judgement in the field of IT to help define the project activities. I sequenced the activities, by using the precedence diagramming method, and estimated the possible duration of each activity. Once these were established, I analyzed them and developed the project schedule. I performed a stakeholder analysis and created a power/interest grid as part of the stakeholder engagement plan. I developed the quality management plan using data gathering techniques like benchmarking to define the quality standards for the project. I defined how changes would be addressed and controlled in the change management plan, which formally created a change control board to handle all changes.

EXECUTION: I managed Stakeholder expectations and adjusted the communications and stakeholder engagement plans as new stakeholders were identified. I consistently captured, managed, and analyzed the lessons learned on the project.
I implemented the quality management plan and ensured the work was being performed according to the quality standards set.

M&C: I controlled the project schedule by employing preventive actions when necessary to ensure all milestones were being met according to the approved timeline. I used checklists to control quality and to verify and ensure the deliverables complied with quality standards. I obtained feedback from stakeholders at various points, and I managed changes to the project by following strict integrated change controls. I verified all approved changes were implemented to meet project requirements. I controlled the scope of the project by using variance analysis techniques.

CLOSING: I closed all open contracts with external vendors. I facilitated meetings to confirm the project deliverables were accepted by the stakeholders, and transferred the lessons learned register to the repository. Once I received the final client sign off and approval, I transferred ownership of product to the new owner, which formally closed the project.

OUTCOME: Website was redesigned and successfully migrated, within scope.

COLLEGE TRANSFER PROGRAM
JANUARY 2015-APRIL 2016
16 MONTHS
(377 WORDS)

OBJECTIVE: Create and launch a college credit transfer program aimed at college students who want to transfer to university.

INITATION: Created project charter and identified risks, assumptions, and constraints.
Held meetings to identify key project stakeholders and created a stakeholder register.

PLANNING: I collected and documented project requirements by facilitating brainstorming sessions and focus groups, and I defined the project scope by using multicriteria decision analysis. Through decomposition techniques, I created the WBS and developed the WBS dictionary. I defined and sequenced the project activities and estimated each activity duration by using parametric estimating and then created the detailed project schedule. I developed the cost management plan, estimated costs by using bottom up estimating and determined the overall project budget.
I developed the risk management plan by identifying high level risks using SWOT analysis techniques. Through collaborating with stakeholders, I evaluated their engagement needs and built the stakeholder engagement plan. I presented the project management plan to relevant stakeholders according to the engagement plan and obtained approval to move forward with the project.

EXECUTION: I managed all aspects of project communication and engagement with stakeholders, and provided frequent, high level updates on a weekly basis.
I consistently captured and managed the lessons learned on the project. When required I implemented approved risk responses according to the risk management plan and took advantage of opportunities as they arose.

M&C: I proactively monitored and assessed known and new risks to determine if project risk exposure had changed. I monitored communication with Stakeholders and adjusted the stakeholder engagement plan as needed. I obtained stakeholder feedback to evaluate satisfaction with project progress. I monitored the project timeline to ensure all milestones were being met according to the schedule and controlled the cost, schedule, and scope of the project by using variance analysis techniques.

CLOSING: I led the project close out meeting which included a final lessons learned debrief, and I transferred the knowledge gained to the lessons learned repository. I prepared and delivered a final written report providing a summary of the project performance, highlighting that scope and cost objectives were met. Formally closed the project once sponsor provided final sign off and approval.

OUTCOME: Project was completed within scope and on time, and a transfer program was created and launched successfully.

HIGH SCHOOL TO UNIVERISTY RECRUITMENT TRAINING PROGRAM
MAY 2016-MAY 2017
12 MONTHS
(423 WORDS)

OBJECTIVE: Develop a national recruitment training program, aimed at domestic and international recruitment officers to align with the updated strategic mandate of the institution.

INITATION: Established major milestones and deliverables.
Identified key project stakeholders and created the SH register.

PLANNING: I engaged with Stakeholders to collect and document detailed project requirements. Once the project scope was defined, I created the WBS by decomposing the project scope and deliverables into work packages and created the WBS Dictionary. Based on the approved project deliverables, I defined and sequenced activities, estimated the duration of each activity using parametric estimating, and created activity and attribute lists. I defined the roles and responsibilities of each team member using a RACI chart, and used it to develop the resource management plan. I facilitated meetings with experts to estimate activity resources. I negotiated with the project sponsor for resources. By analyzing project documents, I developed the project schedule and represented it on a Gantt chart. I analyzed the communication needs and engagement levels of all stakeholders and categorized them into a stakeholder engagement assessment matrix to create the basis of the stakeholder engagement and communication management plans. I defined how changes would be addressed, controlled, implemented, and tracked in the change management plan. I led the project kick off meeting to communicate key milestones and the start of the project.

EXECUTION: Using the resource management plan as my guide, I acquired resources for the project. I developed the team by employing training and team building techniques, as well as conducting individual and team assessments. I managed the resources for the full life cycle of the project. I managed the flow of information to keep stakeholders informed and engaged by following the communications and engagement plans. I consistently captured and managed the lessons learned on the project

M&C: I monitored communication with Stakeholders and adjusted the stakeholder engagement plan as new Stakeholders were identified. I controlled team resources by conducting performance reviews. I controlled the schedule and scope of the project using variance analysis. I was the owner of integrated change control activities and managed change requests that would affect the scope, and schedule of the project.

CLOSING: I hosted the end of project celebration to recognize the hard work of each team member. I transferred the knowledge gained to the lessons learned repository. I released each of the resources from the project, acquired final client approval, transferred project ownership, and formally closed the project.

OUTCOME: Fully developed training program created based on new strategic mandate and project ownership transferred successfully

Outcome of the project was successfully researched and developed recruitment material that was presented at high schools across Canada.

Objective of the project was to create, research, and present recruitment material in high schools across Canada, in the form of presentations aimed at recruiting high school students to pursue higher education.

Objective of the project was to develop a national recruitment training program, aimed at domestic and international recruitment officers to better align with the updated strategic mandate of the institution

Objective of the project was to develop, research, and present recruitment material in high schools across Canada, in the form of presentations aimed at recruiting high school students to attend a specific higher education institution.

Project Description *

Provide a high-level description that summarizes your experience and includes the project objective, outcome, your role on the project, and your responsibilities and deliverables. A typical response is between 200 to 500 words.

PROJECT #1: Unit 2 LPA Screens Replacement (June 2016 – December 2016) – 7 months

- **The business objective**: After performing a system inspection, I determined the Large Particle Ash (LPA) screens were severely eroded and needed to be replaced, which became the main objective of this project. These LPA screens inside the NOx reduction system are in place to capture large particle ash that would otherwise plug the catalyst inside the reactor box and reduce the system's activity. Therefore, replacing these LPA screens would ensure reliability of the system and prevent it from becoming plugged. This would help with proper performance and compliance with environmental regulations and emission limits.
- **Initiation:** As part of the initiation phase, I prepared the **project charter** after discussing the screens erosion issue with the Engineering Manager and I got approval to work on the project as the Project Manager. I also identified **key stakeholders**, both internal and third party which were crucial for the success of the project. The overall high-level scope consisted of designing and fabricating new LPA screens to replace the existing damaged screens. The design had to include a specialized coating used to resist erosion and extend the LPA screens life to meet with unit outage cycles. The plant did not have the resources to design, fabricate, and install the screens. Therefore, I made the decision to outsource the screens and the labor piece of the project.
- **Planning**: During the planning phase, I developed a WBS and the scope baseline. I also determined and estimated the project activities to develop the project schedule baseline, which helped in estimating project costs and developing the cost baseline. I also developed monthly projections which were constantly updated to help maintain financials in check.
- **Execution:** During the execution phase, I led the team which consisted of approximately 25 members. I managed communications and ensured proper communication channels and communication methods were in place and maintained between all the parties involved in the project to enable effective flow of information. Also, I implemented risk responses for realized risks and implemented approved changed requests to the project baselines triggered by resources being pulled to work on higher priority projects.
- **Monitoring & controlling:** While monitoring and controlling, I ensured the appropriate stakeholders were informed on a regular basis of the project's progress, and prepared status and performance reports using templates obtained from the OPAs. To be able to control the cost baseline, I obtained actual costs data using a cost tracking software from our PMIS and monitored variances between the actual and planned costs on a weekly basis, and provided cost projections to Accounting on a monthly basis. The project was finished on time and under budget by a small margin.
- **Close:** Once the project was completed successfully, I transferred the system to Operations, ensured all lessons learned were transferred to the lessons learned repository, and also discussed a summary of these lessons with other engineers in the department that were not necessarily part of the project, during a post-outage lessons learned meeting facilitated by the Outage Planning Manager.

PROJECT #2: SCR Box Stiffening Repair (January 2017 – May 2017) – 5 months

- **Business Objective:** Operations was having issues locking and unlocking the NOx reduction system (SCR) dampers due to misalignment with the locking mechanism. This was causing delays and extra work on Operations and Maintenance during outages, and it was very important for the plant to get this fixed since the locking mechanism was put in place as a safety precaution when people are working inside the SCR system. Since I was the Engineer for that system, they reached out to me to come up with a solution.
- **Initiation:** I notified the Engineering Manager about the issue and mentioned that instead of replacing the SCR damper discs with the frame and locking mechanism, a cheaper solution would be to stiffen up the metal connections between the discs' frames and the SCR Box. I explained that in order to do so, we would need to hire the SCR dampers' manufacturing company to guide us during the actual stiffening work that would be done by the plant's resources. After discussing this with the Engineering Manager, he instructed me to draft the **Project Charter** with key information such as a high-level overview of the scope and project costs, as well as the optimal timing of when to execute the project. Once prepared, he reviewed and approved it. This allowed me to proceed as the lead and Project Manager and to identify the **key stakeholders** that would allow for the project's objectives to be realized.
- **Planning:** During the planning phase, I met with different stakeholders, including the manufacturer's field engineer who provided **expert judgement** and guidance through the process of developing the different components of the Project Management Plan. Based on his input I worked on developing the **WBS**, which included work packages, and used that to determine the project activities, and develop the **scope, cost and schedule baselines**. In order to develop these **baselines**, I met with different representatives from different departments such as Operations, Instruments & Control (I&C), and Maintenance to use their input that would help estimate the resources needed, perform **alternatives analysis** and determine the appropriate dates to execute the activities for the schedule. This last piece was very important considering there were other projects that were going to be executed during the same time and resources from maintenance and operations were going to be shared amongst multiple projects. I also leveraged the field engineer's expert judgement to develop the **Quality Management Plan**.
- **Execution:** During **the execution** phase, I acquired the resources and managed a team of 10 people for activities such as I&C work, cutting, welding and grinding, as well as for other Operation's related tasks. While the work was being performed, I managed quality and produced daily quality reports.
- **Monitoring & Controlling:** While monitoring and controlling, I performed daily walkdowns with the manufacturer's field engineer to verify the precision of cuts and the welding penetrations which had to be according to manufacturer specifications. Once the work was completed, we asked operations to move the dampers and test the lock-in mechanism for themselves. They were pleased with the results and confirmed their acceptance of the project deliverables.
- **Close:** During the closeout phase, the SCR system was officially transferred to Operations and I provided a **Final Report** to Management from Engineering, Maintenance and Operations. The report indicated a summary of the work performed, the project results and recommendations on how to operate and maintain the SCR dampers moving forward. The project finished on

budget and on time. The **lessons learned** were transferred to the **lessons learned repository** and were shared in a meeting with the rest of the Engineering department after conducting a project retrospective meeting with the project team.

PROJECT #3: Unit 4 Catalyst Replacement (June 2017 – December 2017) – 7 months

- **Business Objective:** The Selective Catalytic Reduction (SCR) system is an emissions control technology that facilitates the removal of NOX (nitrous oxides) from the flue gas stream via the use of catalyst layers and anhydrous ammonia (NH3). It is a selective process; meaning that it reduces only the nitrogen oxides. It is called a reduction, because it takes the oxygen from the nitrogen oxide to produce nitrogen and water molecules. With time, each catalyst layer loses activity that drives the chemical reactions and needs to be replaced. If the activity is considerably low, it will not help in the NOx reduction, and risk the plant surpassing US EPA requirements regarding emissions. To ensure emission compliance, the catalyst layers must be changed in accordance with the catalyst management plan. This is a study facilitated by the catalyst design team that trends the activity and the potential of each catalyst layer, and it provides necessary information to determine when each layer should be changed. The **business objective** of this project was to replace SCR catalyst layers according to the catalyst management plan, to keep NOx emissions low and comply with US EPA regulations.
- **Initiation:** As the **Project Manager** and System Engineer for the SCR, I developed the **Project Charter** and submitted it for approval to the Engineering Manager and the Lead Team of the power plant. Once approved, I proceeded to Identify key Stakeholders.
- **Planning:** During the planning phase, I worked with the design team and other key stakeholders to procure the catalyst material. I also developed the WBS and scope baseline. The overall scope consisted of establishing safety clearances, purging the system from anhydrous ammonia, performing an inspection prior the major work, vacuuming the SCR from ash, cutting and grinding SCR doors, installing scaffolding, removing old catalyst modules (approximately 450 modules), removing old catalyst layer seals, installing new catalyst modules, welding new catalyst layer seals, unloading and handling of heavy catalyst modules, and disposing of the old spent catalyst, among other tasks. I met with key stakeholders during planning to consider and leverage their **expert judgement** for planning purposes and for determining a good logistics plan for catalyst delivery, storage, handling, catalyst traffic, catalyst lifting and disposal. Overall, I was able to develop the **Project Management Plan and receive approval for it.**
- **Execution:** During the execution phase I managed project knowledge and recorded lessons learned in the lessons learned register. I also Directed and Managed Project work, allowing for the team to implement approved changed requests to the original scope and gathered work performance data, which I used in monitor and controlling processes carried out for the project.
- **Monitoring & Controlling:** I was able to analyze variances between planned and actual costs and submit change requests to adjust the project's **performance measurement baseline** upon approval. I communicated these variances to key stakeholders on a monthly basis during the outage projection meetings as required by the plant's policies and procedures. Additionally, I produced Work Performance Reports on a weekly basis that communicated overall project progress, performance, risk and status information to key stakeholders. Prior the project's closure phase, we received acceptance of the deliverables.

- **Close:** Overall, the project suffered some delays due to schedule constraints caused by other projects that were outside my control, but we managed to complete the overall project on time and under budget. The project closeout phase documents, required by the plant's closeout procedures, and **Final Report** were submitted to management for proper signoff and project closure. All new catalyst drawings as well as new catalyst maintenance documentation were added to the plant's OPAs.

PROJECT #4: Tuning Probe Replacement - January 2018 – June 2018 – 6 months

- **Business Objective:** The SCR NOx reduction system has 14 tuning probe bundles. The probes' lengths range from 12 ft to 50 ft and they penetrate the SCR duct. The purpose of this project was to replace the SCR NOx reduction system tuning probe bundles inside the duct. These tuning probes are used to tune the SCR. Tuning the SCR helps prevent ammonia slip in the SCR system and mitigate undesired ammonium bisulfate (ABS) formation in the SCR. Having undesired ABS can plug the catalyst in the system that is in place to reduce NOx emissions and risk non-compliance under US EPA regulations, if NOx emissions increase. Therefore, inspecting and maintaining these probes is required to ensure proper reading of NOx and for tuning. During an inspection, it was determined that the SCR tuning probe bundles were corroded and needed replacement. This is what triggered the project.
- **Initiation:** After discussing the SCR duct inspection results with the Environmental Manager, I was instructed by the **project sponsor** to write the **Project Charter**. Once the charter was approved, I proceeded to identify project stakeholders.
- **Planning:** Afterwards, I began to work on the scope, cost, and schedule **baselines** as part of developing the **Project Management Plan**. I also facilitated planning meetings with key stakeholders to leverage their Expert Judgement and input during risk analysis and for developing the risk response plan.
- **Execution:** During project execution I **implemented the risk responses** for the realized risks that were identified during project planning. Also, I ensured the approved change requests were implemented, and gathered **work performance data** for analysis and to develop **Work Performance Reports**.
- **Monitoring & Controlling:** Since the scope included cutting, welding and grinding for the installment of each probe bundle, I performed daily inspections to determine the depth of the welds' penetrations and I mapped the ones that were outside the required specifications to address them per the **Quality Management Plan**. For safety reasons and as part of the scope, the team also verified that the scaffolding that enabled the contractors to perform the work was inspected daily. I used the work performance information to prepare **work performance reports** on a weekly basis. After all the probe bundles were installed, we performed a tuning test to ensure the deliverables were acceptable and received confirmation of acceptance from Operations. Overall, the deliverables met Operations' expectations and we finished the work on time per the schedule baseline.
- **Close:** During the **closeout phase**, my team and I transferred the SCR NOx reduction system with the new tuning probes to Operations. I prepared and submitted the Project's **Final Report** and discussed it with the team and key stakeholders from Maintenance, Operations and

Engineering. During the project's retrospective meeting, the team discussed a summary of the lessons learned with the team to apply in future projects, and I ensured the recorded lessons learned were transferred to the plant's **lessons learned repository**.

PROJECT #5: Fire Pump Replacement (February 2019 – August 2019) – 7 months

- **Business Objective:** The plant's water pump in the Fire Protection System was installed in the 1970's and it was past its service lifetime. Over the last few years prior to the project, it had shown performance issues and, during a fire event in the unit, it tripped because of high temperature after only running for 10 minutes. It could not sustain runout conditions that occurred during the fire event. The conditions of the pump showed that it was inoperable and therefore, needed replacement as soon as possible for reliability of the Fire Protection System, compliance and safety reasons.
- **Initiation:** The Engineering Manager requested me to write the Project Charter to authorize the project for replacing the pump and assign me as its Project Manager. After developing it, he reviewed it with the Lead Team, and it got approved. Once approved, I proceeded to **Identify Stakeholders**.
- **Planning:** During Planning, I facilitated meetings with the vendors that were going to perform the work and provide the pump, as well as with the system owner, key stakeholders from maintenance, safety and operations, to perform **qualitative and quantitative risk analyses** and **plan risk responses** . Using their input and **Expert Judgement,** I develop the WBS, and the scope, schedule and cost baselines that would go into the Project Management Plan.
- **Execution**: Once the Project Management Plan was approved and the planning phase was complete, I led a **kick-off meeting** with key project stakeholders to ensure everyone understood the project objectives, the scope, roles, responsibilities and expectations for the team. During project execution, the old pump was removed from site, along with its engine and diesel tank. Then, we proceeded to install the new pump and engine assembly, and its controller. Concrete work, heavy lifting and electrical work took place as part of the project's scope. Therefore, prior executing the work, we had to establish safety clearances in place. During execution, I also managed stakeholders' engagement and implemented risk responses for identified risks during planning that were realized as the project progressed. In addition, the Fire Protection System Owner and I performed daily walkdowns to ensure safe practices identified in the Project Management Plan were being implemented. Moreover, I ensured that **the approved changed requests** were executed, such as changing the grade of the concrete to one that was more resistant to the pump's vibrations to prevent foundation cracks.
- **Monitoring & Controlling:** As part of the Monitoring and Controlling processes performed for the project, the verified deliverables such as the pump, its diesel tank and engine, the pump's controller and the piping system were all validated and accepted after conducting final inspection along with flow and pressure tests. With the work performance information, I was able to develop **Work Performance Reports** on a weekly basis for the plant's Engineering Manager and other key stakeholders from safety and compliance, maintenance and operations. This report provided additional information on projects progress and status.

- **Close:** Once confirmation from key stakeholders of the acceptance of the deliverables was received, I worked on the final transition of the water pump and fire protection system to Operations, and prepared a **Final Report** to be discussed with the team, the Engineering Manager and Operations during the close project meeting. During this meeting, the team also discussed a summary of lessons learned throughout the project and how these were transferable and applicable to future projects. Feedback was also provided amongst the team members during this meeting. Towards the end of the project, I ensured that the lessons learned were transferred to the plant's **lessons learned repository**. I also confirmed that the project documents identified in the Project Management Plan for future use, such as the new pump's drawings and updated electrical and logic drawings, were also transferred to the plant's OPAs. While, there were some follow up action items that rose from the project, regarding the pump's vibration, that were going to be handled in the future outside of the project itself, per maintenance and the manufacturer's recommendations, Operations and other key stakeholders were satisfied with the work and the project finished under budget.

PROJECT #6: Distributed Generation Solar Program Development: May 2020 – Present (14 months)

- **Business Objective:** After working as Engineer and Project Manager, I moved to the Renewable Energy Development organization where I currently work as Project Manager for building multiple solar projects in the state of Georgia. These solar projects make up what we call the 2020 Distributed Generation (DG) Request for Proposal (RFP) program. The business objective of the program is to fill a 160 MW (AC) portfolio of DG solar resources (the "RFP Target") in accordance with the Georgia Public Service Commission's Final Order issued for Georgia Power's 2019 Integrated Resource Plan (IRP). Also, from a business perspective, this solar portfolio will help in the Company's efforts to achieve "net-zero" carbon emissions by 2050, as we replace traditional coal generation with cleaner energy.
- **Initiation:** As one of the Project Managers in the organization, I was tasked to improve the Distributed Generation (DG) Request for Proposals (RFP) for Solar Photovoltaic Generation program's design, development and delivery. First, I focused on improving the DG RFP program guidelines. I participated in meetings led by our Team Lead where we would debate different ideas on improving the program with key stakeholders such as the legal team and subject matter experts in the Distribution System. I worked on the development of the Process Map for the program's projects and became the responsible person in the RACI Matrix for it. Also, I led the efforts to develop Job Aids and documented the processes that were going to be used for the program based on old similar programs. I noticed there wasn't any documentation to guide us in the future processes, and to prevent downtime trying to figure out what to do next in the future, I decided to develop the Job Aids and develop the DG Playbook for the Project Managers in the program. This required me to conduct interviews with Subject Matter Experts to get the necessary information to develop the playbook. I also worked on developing the online project management platform to track the projects' progress, to be used by the other Project Managers in the group, internal partners, other stakeholders and the customer. Part of the platform required different forms that were going to be accessible to different project stakeholders to

record information and status as the projects progressed. I developed over 30 forms and worked on the automated sequence and workflow of when these forms would become available depending on the status of the projects. I performed multiple tests on the platform and was able to correct for automation and workflow issues as they appeared. Once the program's design and development were complete as well as the platform, a peer Project Manager and I proceeded to conduct training sessions to teach other project stakeholders how to use the online platform to track and execute the projects. Shortly afterwards, the Program Manager assigned specific projects to each one of the Project Managers in the team. I got assigned 10 projects for building these solar sites with a timeline of approximately 2 years.

- **Planning:** Currently, the projects are in the Planning phase. In this phase, I've had to work with other internal partners to evaluate the projects proposed designs, and perform Interconnection and Reliability studies to see if, from a technical design standpoint, the solar facilities can be interconnected to the utility's grid. Based on the results of the studies, which provide information on the equipment and labor required for interconnecting the solar facility, my team and I defined the projects' costs. During this planning phase, I've had to lead field site visit meetings with the solar developers, engineers and region partners to evaluate the site for the interconnection design. Despite some delays in certain activities, I have managed to keep the projects on schedule. The projects should be able to start the construction phase within the next few months. It is important to mention that since all the projects in the program are similar, I took the initiative to develop a program lessons learned register to be shared amongst the Project Managers. Every week I gather the lessons learned from the group and discuss them as a team during our weekly staff meeting.

PROJECT DESCRIPTION – SAMPLE :

The **business objective** of the project was to promote employee centricity in order to reap the customer centric culture in Lewisham Municipality. The **overall scope** included analyzing the existing pattern of values, norms, beliefs, attitudes, and assumptions that may not have been articulated, but shape the ways in which employees of Lewisham Municipality behave. This was done to provide an actionable list of improvement ideas for Lewisham Municipality to promote employee centricity in order to reap the customer centric culture to perform as a winning organization. **As the project manager/lead**, during **INITIATION**, I did feasibility studies to define the overall project charter. Also, after the project charter was drafted, I performed stakeholder identification to enable approval of the charter by the right people. In the **PLANNING** stage, I developed the project management plan, developed scope baseline and created WBS for individual tasks. Also, I led my team to estimate the costs for the project and determine budget. In the **EXECUTION** phase, I directed and managed project work through my team of 27 people. I managed the communication channels for the key stakeholders at this point in time of the project as well. At this stage, I implemented the risk responses which came up as actions of planning the same at the earlier stage of the project. These risk mitigation strategies helped the project to be on track. During the **MONITORING & CONTROLLING** phase, controlled the costs for the project using EVM analysis. I also monitored the schedule for any possible risks of delays. I also kept my stakeholders updated on the status of the project by sending them a weekly project status report. The project was completed with all the success criteria being met and the client was very happy with the **end results**. The project won 1st City Manager Rewards and Recognition Awards for Customer Service Environments held in 2019/20. In the **CLOSING** phase, I handed over the project to the client and updated the lessons learnt register for my PMO.

~ 520 words

982875 K+ SW 03053-21 Next Bioceramic

Project Objective: Increase ease-of-use for Swatch Store during signage refresh.

IN:
• I met with my client to receive the project charter

PL:
•I identified the highest-priority as updating the current material to match that of the European stores and planned scope management accordingly. I researched cost-saving alternatives to materials needed for the project by identifying and sourcing materials that fit the project charter.
• I planned procurement management by identifying vendors and other relevant stakeholders through research, interviews, forming professional relationships, and establishing channels of communication. Included these stakeholders throughout the process by keeping them up to date on project developments.
•Working on a team of two, I worked with my partner to create a WBS that weighed benefits of delivery time and cost to meet a tight project deadline.

EX:
• Coordinated project managing roles with project partner by leveraging each other's strengths.
• Team member was responsible for acquiring resources and quality management, while I was responsible for:
o Directing and managing project work
o Managing communication with stakeholders

MC:
• I oversaw the scheduling of shipment of deliverables to client within timeframe and within budget, while also meeting high-quality materials expectations.

CL:
• I updated lessons learned before bringing the project to a close.

Outcome:
• Project Objective was not met because usability was not increased for end-users.
• There was a gap of communication that end-users needed to contour cut the new material after applying it to fixtures. The material did not cut easily and did not improve end user experience.

971776 - N24975 Kiehl's STM Kit

Project Objective: Create educational materials for the client's Sales and Training Managers

IN:

- I had a meeting with the client to receive the project charter and identify key stakeholders.

PL:

- Identified obstacles in materials that did not fit within the cost baseline. Research and sourced materials that fell within the cost constraints.
- The project management team was a team of two, I lead in defining the scope and we worked together to create the WBS.
- In planning procurement management, I identified the need for less expensive hardware and negotiated contracts leveraging built up supplier relationships.
- While planning resource management, I directed the operations team to identify that the existing labor force was sufficient to accomplish the project goals. Normally, this would have required additional labor to be acquired, but reduced volume caused by COVID enabled internal resources to be sufficient.

EX:

- I supervised my operations team while they executed the project work.
- I directed my Sales support person to manage quality while I managed communication between all teams.

MC:

- I managed the operations team to ensure work was being accomplished within the timing of the schedule baseline while accomplishing a balance of cost and quality to meet both requirements and budget.
- I maintained communications with the operations team and ensured the communications with the customer informed them that the scope was validated.

CL:

- Project review confirmed that the selections made on resources, hardware and equipment were proper and would be used again for similar projects moving forward. Lessons learned repository was updated accordingly.
- Scope was accepted by the end user.
- I led accounting to invoice the project.
- Project was closed.

Outcome: Customer was satisfied by the deliverables and continues to provide further projects.