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COMBINATION/HYBRID RESUME SAMPLE

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OBJECTIVE/SUMMARY OF QUALIFICATIONS

Searching for a project analyst/project management position where I can best utilize my 13 years of directly related Federal government experience in the field. Specific areas of expertise include:

- Strategic Planning
- Performance Measurement
- Baldrige Criteria
- Quality Management

STRATEGIC PLANNING

Over the course of the last sixteen years, my principal area of specialization has been strategic planning for Fort Hood Garrison, Headquarters, United States Coast Guard, Federal Transit Administration, the Transportation Security Administration, and the Installation Management Agency, United States Army. Responsibilities included: development of business plans, strategic goals and objectives, performance measurement plans, and performance reports. Our efforts resulted in significant improvements in all areas, with the **most notable being the presentation of the Texas Quality Award to the Fort Hood Installation in 2000.**

PERFORMANCE MEASUREMENT

Establishment of realistic performance measures and standards is an integral part of the strategic planning process. While assigned to the Coast Guard Headquarters, and tasked to develop five essential criteria for Coast Guard training program evaluation, my efforts resulted in a **15 percent increase** in individual proficiency as measured by Skill Qualification Testing, while concurrently **reducing course costs by 25 percent, a net saving of 8.4 million dollars per annum.**

BALDRIGE CRITERIA

Following certification as a Baldrige examiner, I used this expertise as a member of the Coast Guard team to evaluate organizations under seven key criteria. Use of these criteria enabled the examiners to objectively evaluate all applicants, with the finalist receiving the coveted Commandants Quality Award, symbolic of true organizational excellence. Following the 2001 review, best practices were shared throughout the command, providing impetus for wider adoption of more efficient business processes.

The winning applicant's logistics management process, when adopted throughout the Coast Guard, resulted in a **19 percent reduction in spare parts inventory, saving the command approximately 78 million dollars annually, which resulted in 4 previously unfinanced requirements being funded with year end "savings"**.

QUALITY MANAGEMENT

Working as a certified TQM facilitator, provided three courses of classroom instruction to various subordinate command elements. This "train the trainer" instruction, in conjunction with orientation sessions and a managerial overview, enabled TQM skills to be implemented throughout the organization. This TQM marketing effort enhanced the organization's ability to identify best practices that would otherwise have been ignored, concurrently focusing attention on inefficiencies, subject to corrective action on the part of the organization.

CIVILIAN EDUCATION AND PROFESSIONAL TRAINING

MA, Organizational Effectiveness and Underwater Basket Weaving, University of Texas, 1996

Sustaining Base Leadership and Management, Army Management Staff College, Fort Belvoir, VA, 1999

TQM Facilitator Training, Army Management Engineering College, 1994

WORK HISTORY

2003-June 30, 2007 – Program Analyst, Installation Management Agency, United States Army

2002-2003 – Chief, Performance Management Branch, Maritime and Land Security, Transportation Security Administration

2002 – Program Analyst – Training and Quality Performance, Transportation Security Administration

2000-2002 – Program Analyst – Federal Transit Administration, Department of Transportation

1999-2000 – Program Analyst – Leadership Office, United States Coast Guard

1997-1999 – Management Analyst – Plans and Programs Office, III Corps and Fort Hood

1994-1997 – Management Analyst – Directorate of Resource Management, III Corps and Fort Hood

1972-1994 – Variety of Federal government positions at Fort Hood Texas. Details of assignments available upon request.

AFFILIATIONS

American Society of Military Comptrollers

American Society for Quality

Revised April 21, 2007