

ROBERT E. LEE

- Providing Executive Level Operations Management, Information Technology Management & Senior Project & Program Management Services with a “make-it-happen” attitude-

EDUCATION: University of Southern California (USC), PostGraduate Studies, Systems Engineering/Management, (Howard Hughes Research Fellow PhD) 1970-1974

USC M.S. Systems Management/Engineering, (Howard Hughes Research Fellow MS) 1968-1970, grad. 1970

California State University, Fullerton, B.A. Engineering/ Industrial Management 1960-1964, grad. 1964

WORK SUMMARY: Large scale IT Management, 45+ years of Program Management (\$20 billion +) and Operations Management experience including executive level consulting. Skilled in strategic planning, operations planning, systems architecture/ engineering and design, integration and implementation. Provide e-commerce, B2B development, ERP/ERM solutions. Provide systems engineering/reengineering and strategic alignment of functions and organizations and associated technologies in commercial and military environments. I provide strategic intervention for team building, problem resolution, risk assessment and mitigation strategies, plus I provide training, instruction and mentoring in the application of the Principles-of-Program Management. I have a record of success reducing operating costs and improving profit producing capabilities, increasing productivity, improving quality, reducing staffing liabilities and optimizing technology. I am a recognized authority on the implementation and application of EVMS (C/SCSC & C/SSR, Mil 5002). DoE “Q” clearance, Certified Program Manager (DCAA), Certified Cost Engineer (AACEi).

PROFESSIONAL EXPERIENCE:

**2002 to Present Project Resources Management, dba; aka PRMEA, LLC
Consultant to:**

Principal Responsibilities: CONSULTANT SERVICES TO:

PRI-US, Inc Pacific Palisades, CA, providing Project Management Criteria needs assessment and EVMS application services to clients for Mil-5002 contract compliance for program management criteria (finance, estimating, budgeting, resource allocation, cost control and performance measurement) focusing on problem analysis, definition and associated solutions; Provide EVMS architecture and implementation/usage training, organization alignment for DoD & Homeland Security contract compliance to PRI clients. (current)

Auburn Seewolf, LLC Albuquerque, NM for Native American IT applications; provide GAP analysis, needs assessment, systems engineering and architecture; WEB enablement of Native American Election processes and Tribal HRMS; requiring cultural awareness and negotiation processes among and between the 536 Native American entities(current); significant conflict resolution capability is required and applied. (current)

SAIC, San Francisco, California

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Senior Program Manager; Navajo Area Indian Health Service (NAIHS), Window Rock, AZ; Systems Engineering & Architecture for re-engineering Digital Medicine; 8 hospitals, 27 clinics, 270,000 patients Provided direct support to NAIHS facility management on applicable subtasks. :

Results:

- Define the architectural integration of all Telemedicine resources;
- Define expansion needs; incorporate and integrate needs assessment for all functional elements of the hospital/clinic environment;
- Define Network/Telecommunication needs and options through OC6 and beyond;
- Integrate IT business operations & clinical operations addressing HIPAA, HCFA/CMS, JACHO venues;
- Re-align Information Technology Resources to reduce risk, improve quality & productivity for patient and staff.
- Provide strategic and operations planning and architecture for resource sharing between all Hospital Environments regardless of geographic location.

2000 to 2002 ELM Resources, Inc, Oakland CA

Chief Technology Officer:

A mutual benefit corporation founded by 85 of the nation’s largest financial institutions, providing Electronic Communications & Network processing of Student Loan origination, servicing and funding exchange (EDI) for 1500 of the nations largest Universities & Colleges. Annual loan volume = \$26 billion +/-.

Results:

Direct the architectural design, development, implementation and maintenance of all IT resources; perform re-engineering of production systems. Direct the design, and implementation of the next generation “real-time” Student Loan Software Applications; utilizing XML, SOAP and encryption processes; reconfigure the software & hardware systems architecture; design and implement a WEB driven application and communication interface with real-time messaging.

1998 to 2000 SAIC, San Diego, CA

SAIC, Albuquerque, NM / Window Rock, AZ

Senior Project Manager; Navajo Area Indian Health Service (NAIHS), Window Rock, AZ; Systems Engineering & Architecture for re-engineering Digital Medicine; 8 hospitals, 27 clinics, 270,000 patients Provided direct support to NAIHS facility management on applicable subtasks. :

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Program Manager Contract CIO/CTO: DoE IRMD/TSS Albuquerque, NM

Plan (Strategic & Operations) and direct the operations of a \$46m, 131 person contract., consisting of; Central Computing Facility With 200 NT4.0/Alpha servers, IBM6000, HP3000; Computing & Server support; Network & Telecommunication (LAN/WAN/Microwave)with nation wide backbone;-Applications and WEB development/maintenance; Computer Security; Desktop/workstation support & maintenance 3500 W/S, Helpline/Call Center, covering the geographical U.S.
DoE “Q” clearance

1992 to 1998 Project Resources Management dba, Principal

Provide PM, strategic and operations planning, QA, and large-scale IT development including system architecture, design, integration and implementation; reengineering and legacy envelopment, strategic alignment of resources and organization; ERP needs assessment, PM and implementation. Serving clients engaged in engineering, hi-tech engineering/manufacturing, construction, insurance, communications, finance, warehousing and distribution.

CLIENTS: Bechtel, Hughes Electronics, Computer Science Corp, NASA, GenCorp, Volt Technical Services, Brown & Root, Jacobs Engineering, Industrial Information Resources (IIR), USAA Insurance & Financial Services, SAIC. (Representative listing).

Results:

Led IT reengineering, feasibility analysis, cost/benefit analysis, acquisition planning, implementation and operations of IIR, a \$10 million per year information marketing company. **Results** of the systems reengineering were an increase in sales of 55% and productivity gains approaching 40%; created a datamart and telemarketing system-of-systems, established e-commerce operation and B2B. For USAA Insurance and Finance Services developed their in-house PM certification curricula and training criteria.

1990 to 1992 TSO Division, AIL, Inc., Chief Operating Officer

Directed operations management and controls of 650 personnel organization for a \$420 million per year avionics engineering test division. Led all business and technical support operations with full P&L responsibility: IT, projects planning & controls, finance, administration, safety, security and facilities. Projects included SR-71, and the B1B.

Results were the reduced staffing liability by 60% (by out sourcing staff and restructuring work force) and planned down sizing after “desert storm” caused contract cancellation. Reduced overhead by 21% and increased productivity by 11%. Satisfied C/SCSC, C/SSR. And DoD-STD-2167A. Regained customer confidence.

1988 to 1990 Sequoia Computers, Inc., Corporate Director, Strategic Systems

Identified and benchmarked industry “interests” applications and operating systems IT capabilities. Performed large-scale computer architecture configuration specification and needs assessment and project management for IT operating system and application porting & conversions for complex IT systems for data warehousing, distribution, C3 and cable TV telemarketing, US Army Strategic Communications and telecom switching for major telecom service providers.

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1983 to 1988

Aerojet General Corporation, Inc.

Corporate Director, Chief Information Officer

\$1.6 billion per year, seven company corporation. Directed a 265 person, five director staff with a budget responsibility of \$126 million per year. Conceptualized, designed and developed IT integrated strategic and operations planning to satisfy complex IT requirement covering multi-dimension engineering and manufacturing environments. Led feasibility studies for reengineering, integration and strategic alignment of all IT resources. Transformed these studies into productive, quality driven operations. Used ERP/ MRP-II, MICS tools; applied the principles of project management, instituting Earned Value Management Systems (EVMS) S/SCSC and C/SSR, zero based budgeting and TQM tools. Established a hardware independent architecture with distributed processing and integrated database sharing and OLTP/OLAP (data warehousing) compliant with DoD STD-2167A.

Results were a decrease on IT operating costs by 22% and maintenance costs by 40%; increased user productivity by 27% and ROI by 40%; transformed the IT environment into a 4th/5th generation USER controlled tool.

1981 to 1983

Management Engineering Affiliates, Inc.

President/founder. 31 consultant affiliation providing Program/Project Management services, large-scale IT solutions for engineering, manufacturing, construction and communication industries. **Result:** Designed the integrated Program Management, Planning and Control system for the fourth largest Engineering and Construction Company in the US. Directed logistic engineering over-site of the Diego Garcia Program. Developed and conducted Program Management training seminars (2600 attendees). Instructed and implemented MRP-II, MICS, C/SCSC, C/SSR, CAE, CAD tools and techniques.

1979 to 1981

Washington Public Power Supply System

Corporate Director Management Information Control Systems. 31 person design and development organization. Led the architectural design and application development and maintenance of operations, administration and management information systems. Established IT operating interfaces with complex engineering and construction systems. One such system recovered \$252 million in material shortages.

1957 to 1979

Hughes Electronics Company

Deputy Program Manager and Business Operations Manager. Led management operations and control for a \$1.2 billion DoD weapons program (A6E-TRAM/ DRS) from development into production with a 285 man program staff with 2700 matrix support. Directed all business and technical support operations; management planning and controls, IT operations, finance, procurement and materials management, HR, quality and risk management, Engineering and Manufacturing change control, and sub-contract administration. **Results** were the establishment of engineering/manufacturing productivity standards; instituted TQM: integrated engineering/manufacturing/procurement/JIT material control system; satisfied C/SSR requirements and passed the DoD validation; reduced cost of materials by 9%.

Manager, Programs Management, Operations Planning & Controls for Hughes Overseas Operations. Directed the operations and control of \$478 million per year 265 person engineering

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division and all Mid-East programs. **Resulting** in the architectural and systems design of an integrated engineering and manufacturing product planning and control system for the Iranian Electronics Industry (IEI).

Lead architect in the design and development of an in-house Program Manager Certification Program curricula and training compliant to C/SCSC and C/SSR and certifiable by DoD.

Taught/instructed 2800+.

TECHNICAL BACKGROUND:

MS/NT/2000 server, internet/intranet, WEB enablement.

ISO9000, DoD Mil-Std-2167A, IEEE Std-1012, SEI CMM

E-commerce, B2B, ERP/BRP, CAD, CAE, CIM, CAM, JIT, Flex, Engineering/Manufacturing Processes, Network & Telecommunications

RDBMS, Oracle, PeopleSoft, SAP, Sybase, Informix and Pick

APICS, MUMPS, Artemis, MSProject, ShureTrak, PRIMAVERA-P-3

IBM, DEC, HP, Amdahl, Sequoia, Stratus, Sun and Tandem Operating Systems

Diverse HRIS, Financial and Management Information & Control Systems Applications

RELEVANT TRAINING:

Principles and techniques of Cost Engineering for Certification by AACeI.

Instruction and study for certification by PMI.

Seminars on Software Program Management through the Software Program Manager’s Network.

PROFESSIONAL REGISTRATION AND CERTIFICATION:

Certified Program Manager (DoD)

Association for Advancement of Cost Engineering International; CCE

Project Management Institute;

Performance Measurement Association;

Software Program Manager’s Network.

IEEE

National Contract Management Association

EXTRA-ACADEMIC ACTIVITIES:

Associate Professor, University of California, Los Angeles

University extension; Business, Engineering & Management.

- Information Technology & Information Systems
- Program/Project Management
- Principles of Organization & Management

Associate Professor, University of Southern California, Los Angeles, California. Institute of Safety & Management

- Program/Project Management
- Management Information Systems

Associate Professor, University of Phoenix (current)

- Program/Project Management
- Management Science
- Information Technology & Information Systems

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Associate Professor, University of New Mexico, Anderson School of Management,
Albuquerque, NM

- Management Science
- Operations Management
- Program Management

Thank You,

Robert E. Lee
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