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President of the Project Administration Institute, Inc. (PAI) providing MS Project scheduling and administration services for new, under way, and troubled projects since 1992.

Our mission is to advance the scheduling profession by enabling sponsors and project teams together to understand their schedules, manage change, and achieve earliest possible completion.

Our unique views employ programmed custom fields animating changes in the schedule so executives and project teams together can see the effects of changes, collaborate to speed decisions and schedule recovery, and avoid surprises and disputes. We support agile and waterfall methodologies, earned value and dashboard reporting. For the aspiring scheduler, or to establish or improve a scheduling service we offer apprenticeship scheduler training which can seamlessly transfer our service to less costly in house personnel.

Savings are achieved by

- Shifting scheduling from project managers to a scheduler thereby reducing the number of scheduling software licenses and software training,
- Elimination of standards creation, training, and policing for project managers,
- Earlier productivity of new project managers,
- Scheduler mentoring of new project managers,
- Our remote service is equal or superior to onsite services saving travel and office space expenses and seamlessly serving geographically dispersed project teams.
- A single focal point (the scheduler) for executives to receive more timely unfiltered status and portfolio reports.

Our website includes

- The PAI Library containing papers and presentations on scheduling and project management,
- A Glossary of terms used,
- The Philosophy underlying our services,
- My Biography,
- Resume,
- A Q&A discussion board to share ideas, and
- A Community Library for visitors to share papers and presentations

To assess whether these capabilities will be helpful send us one of your projects and we'll show you how it will look and what you can do with it.

August 1992 - Present

Founder and president of the Project Administration Institute. Clients have included AMA (American Management Association), Analysts International, Avon Global Innovation, Bellcore, Boston University Corporate, Benjamin Moore Paint, ConAgra Foods, Educational Services Institute, Goldman Sachs Group, Grubb & Ellis, IBM Corporation, IBM ISSC, IBM Global Services, IBM Skill Dynamics, Instinet Corp., Key Bank, Lucent Technologies, Motorola, NYNEX, Pepsi Cola, Pfizer Drug, SIAC (Securities Information Automation Corp.), The World Bank, and Xylem Inc. Recent highlights include:

2019 - Present

- **Project Scheduling Politics and Practice**
 - Compiling a book of recommended scheduling practices resulting from 40+ years of practice with a variety of large and small corporate clients using MS Project.
- **Mentoring up and coming project managers and schedulers.**
- **Board member and Fellow of the Project Management College of Scheduling.**
- **9 presentations to project management professional associations. See the first 8 entries in the Presentations and Publications section below.**

2016 - 2018

- **Xylem Inc**
 - Project planning, tracking, reporting, and control support for international product reengineering teams. Trained 2 team members to take over the scheduling function.

2004 – 2016

- **Pepsi-Cola North America**
 - 2008-2016
Provided scheduling for HQ and R&D construction projects.
Support of Pepsi R&D organization initiatives including Commercialization Engineering, POWER, Packaging, Facilities, Tech Center, Big Bet, IT, and others.
 - 2004-2008: Provided project scheduling and administration services for R&D Commercialization Engineering supporting product development and rollout projects. The service supported up to 96 concurrent projects each averaging over 100 tasks in various stages of planning and execution, and the shared resource data base involving over 500 participants. The service maintained a project repository containing inception to closeout records of each project's planning and status update meetings enabling management to monitor and control their entire portfolio without waiting for project managers to report. A redundant backup system ensured data integrity enabling instant recovery without reliance on systems support personnel.

2015

- **Benjamin Moore Paint. Montvale, NJ:**
 - Provided project scheduling and administration service for design and rollout of new "Store-of- the-future" displays.

2013 - 2014

- **Avon Global Innovation Operations, NYC:**
 - Provided project scheduling and administration service for fragrance development and commercialization projects.

2010 - 2011

- **ConAgra Foods:**
 - Provided project scheduling and administration service for the Research Quality Innovation Department POPS project.

2000 – 2002

- **The Goldman Sachs Group, NYC:** Enterprise Technology Division headquarters Project Office program director for large complex infrastructure programs providing project scheduling and administration services for:
 - 233 technology integration projects staffed by 219 participants integrating 11 technology operations areas (i.e. email, voice mail, network, Unix, NT...) supporting the acquisition of 4 recently purchased companies.

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- Disaster Recovery Preparation and Testing for an Equities Division business unit with 62 developers, systems analysts, and managers participating in the failover of 12 critical applications. Results of this exercise were born out when a steam pipe failure took out their entire building and they were able to implement their failover plan and provide normal client support with minimal internal resource disruption.
- Subnet consolidation and DHCP conversion plus various other proprietary infrastructure projects.
- Mentoring for new Project Office project managers and planning, tracking, and reporting assistance and training for other PO personnel.

1992 to 2000

- **IBM Global Services e-business project:** Provided project scheduling support for five participating client corporations, IBM US and German development teams, and one third party vendor in support of joint e-business order processing system proposal.
- **IBM Global Services merger/acquisition project:** Provided project scheduling support for three participating client corporations, four IBM teams, and IBM project executive.
- **Instinet Corporation:** Project scheduling and administration support for Retail Services Project.
- **Grubb & Ellis Management Services:** Project scheduling and administration support for IBM Poughkeepsie Building 710 UPS Project.
- **Lucent Technologies:** Project office project manager for Y2K Server Remediation Project.
- **IBM Corp:** Project scheduling and administration for the multi-country \$7.5B SAP Fulfillment Re Engineering Project.
- **World Bank:** Planned, purchased, and shipped all the required contents (office equipment and a generator to run it) of the visiting damage assessment team project office to earthquake ravaged Armenia and provided project planning support to the team in Armenia.

Presentations and Publications

- *Scheduling Your Internal Projects - An Expert Discussion of Successful Practices* - Organized and moderated this 3 member panel webinar for the Project Management College of Scheduling, May 2021
- *Politics and Practice of Project Scheduling* - PMI New York City Chapter Meeting Webinar, February 2021
- *Using MS Project to Track and Control a Project* - PMI Westchester Chapter, Breakfast Roundtable Webinar, February 2020 & Lunch & Learn Webinar, September 2020
- *MS Project Fast Track Multi Project Scheduler Training* - PMI Westchester Chapter, June 2019
- *MS Project Fast Track Multi Project Scheduler Training* - Project Management College of Scheduling Conference, Philadelphia, April 2019
- *MS Project Fast Track Multi Project Scheduler Training* - AACEI Conference, Philadelphia, March 2019
- *Herding Cats* - Project Management College of Scheduling Conference, Vancouver, BC, May 2018
- *Planning, Tracking and Control with MS-Project* - PMI Westchester Chapter Breakfast Roundtable, Feb 2018
- *Data Fields Needed for Schedule Integrity and Control* - Project Management College of Scheduling Conference, Atlanta, May 2017
- *Creating the Visibility Needed to Control a Schedule* - AACEI Conference, Philadelphia, March 2017

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- *High Visibility Scheduling* – Project Management College of Scheduling Conference, Chicago, May 2016
- *How I do Project Scheduling* - Construction CPM Conference, New Orleans, Feb 2016.
- *The Riddle of the Ribbon* - Construction CPM Conference, Orlando, Jan 2014 and San Diego, Jan 2015.
- *The Riddle of the Ribbon, Moving to MS Project 2010 from a customized 2007* - PMI College of Scheduling Conference, Orlando, June 2013
- *High Visibility Scheduling* – PMI College of Scheduling Conference, Brooklyn, May 2012
- *Letter from the Scheduler* - A series of 9 articles appearing in PMI Westchester Chapter Critical Path newsletter from March 2009 to January 2010
- *Taking the Blinders off MS Project & The Case for 3rd Party Planning and Tracking Services* - PMI Westchester Chapter meeting October 2008
- *Project Administration within Pepsi New Product Commercialization* - PMI Westchester Chapter meeting March 2005 and PMI NJ Chapter meeting September 2005
- *Nuts & Bolts of Project Management* – American Institute of Chemical Engineers & American Chemical Society, Hartford Hall, WCCSUNY, NY, September 2002
- *Building the Perfect Plan* – Project Management Institute NYC Chapter meeting April 2000 & PMI NYC Symposium, New York City, November 2000
- *Earned Value* - PMI NYC Breakfast Roundtable, April 2000
- *The Case for Effective Planning, Tracking, and Reporting* – The NYC Baseline article, newsletter of the PMI NYC Chapter, March 2000
- *The Project Office: Roundtable* - Project World Conference, Boston, MA, May 1999
- *Planning and Reporting Integrity - Key to an Effective Management System* - Project Management Institute Symposium, Long Beach, CA, October 1998
- *The Project Administrator - The Glue Holding it Together* - Project Management Institute Symposium, Long Beach, CA, October 1998
- *Seven Techniques for Project Control in a Functional (Matrix) Environment* - PMI Symposium, Boston, October 1996
- *Introducing the Project Administrator, A Leadership Paradigm for New Project Environments* - SOVNET/IPMA Symposium, St. Petersburg, Russia, 1995
- *Project Administration in Large Project Environments* - Boston University Frontiers in PM Conference, May 1995
- *The Project Administrator, A New Leadership Paradigm* - PMI Symposium, Vancouver, 1994
- *Ensuring Your Project's Success - A Checklist* - PMI Symposium, San Diego, 1993
- *Project Administration Methodology: Achieving Schedule Control on a Large Project - The Somers Project* - PMNETwork Magazine showcase article - July 1991
- *Project Administration: Achieving Schedule Control on a Large Project* - PMI Symposium, Calgary, 1990

Professional Associations

- Fellow and Board Member, Project Management College of Scheduling since 2014.
- Founder of the Westchester Chapter of the Project Management Institute (PMI) in 2002, President from 2002 to 2008 building the chapter from 0 to over 600 members, and current member.
- Vice President of Programs of the New York City Chapter of PMI from 1994 through 2000 growing the chapter from < 50 to > 1200 members, and current member.

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- Member AACEI (Association for the Advancement of Cost Engineering International) furthering the concepts of total cost management and cost engineering.
- PMI Certified PMP (Project Management Professional) since 1993.

Systems and Software Skills

- PC: Windows, MS-Project, Excel, MS-Word, PowerPoint, CorelDraw, Lotus Notes; [Excel and MS Project VBA macro, Basic]
- IBM Main Frame: 360, 370, 390, VM, MVS, DOS, CICS, DL/1, DB2, VSAM, PROFS, Capacity Planning, Performance Tuning; [Assembler, RPG, Cobol, PL/1, XEDIT, REXX, & APL]

Education

New York University, School of Engineering, Bronx, N.Y.

Degree: B.S. in Physics

University of Michigan, School of Engineering, Ann Arbor, Michigan

Major: Science Engineering

City University of New York, Bernard M. Baruch Graduate Division, New York, N.Y.

Major: Management

IBM Corporation

1983 – 1992: Internal Assignments, Westchester, Rockland, and Connecticut locations

- Project scheduling and administration for the 150 person Somers Project which prepared the new five building headquarters office complex in Somers, NY, moved 2,300 IBM US executives and their staffs, relocated 18 mainframe computer systems servicing 17,000 tristate area personnel, and provided the site communication and security systems
- Senior Application Architect for the 64 person Field Accounting System project
- Project scheduling and administration, function point, and systems assurance support for a 300-person application development organization
- Implemented the headquarters region Six Sigma Quality Improvement program
- Capacity Planning consulting support for IBM's internal computer sites worldwide

1969 – 1983: Systems Engineer, New York Process and Distribution Sales Office, NYC

Provided project management and technical marketing support to New York City based national and international IBM customer accounts, consulting support to remote sales offices, and specialist support for all branch office accounts.