

Systems Thinking

- **Increased procurement by \$35M for a new monetary obligation total of approximately \$326M to meet critical mission requirements and earn an out of cycle raise in salary**

The prior Director and Deputy Director of the purchasing organization had simultaneously departed along with 40% of existing execution personnel and time to obligate Congressionally appropriated funds was quickly running out when I was selected to run operations of the largest installation purchasing office in the USMC. I conducted mission analysis, cross-leveled work loads, optimized work schedules, re-organized personnel to maximize our core competencies, and then led the team to meet all customer requirements by increasing procurement by \$35M for a new monetary obligation total of approximately \$326M. As a result, I earned an out of cycle raise in salary.

- **Decreased process time by 15% and enabled execution of more procurement actions than any other team (344 total)**

The mission of procurement division I led was to provide procurement/grant support to enable functional groups of PhD Program Managers (PMs) to fund leading edge research and development (R&D) in science and math disciplines by some of the most renowned scientists in the world. The root of the problem was a perception by PMs that obtaining required R&D was best accomplished by a direct relationship, and thereby maximum control, over supporting resources. The paradox was that less control created conditions favorable to providing better service. I analyzed procurement support processes in context of operational necessities, planned an organizational re-alignment, and then convinced respective PMs to accept the practical application of a counter-intuitive solution. As a result, we were able to provide better service and consistently outperform our peers; we decreased the process time to obtain R&D support by 15% and enabled execution of more procurement actions than any other team (344 total). Decreasing process time not only gleaned services for my organization more quickly, once acquired, competing organizations were unable to usurp these critical R&D efforts and limit the potential for our organization to benefit.

- **Executed achievement greater than any other team's; \$92M in just four months, lowest personnel turnover of any team (less than 5%), and mission essential funds execution increase of 6%**

After sequestration was codified, budgets had been shrinking and the organization I was selected to support was under more pressure to increase the value obtained via its funds execution. Unless we could find a way to execute more efficiently, executive level resource managers would reduce funds available to our organization as a means to increase funding to other organizations with a better track record of efficient execution. I provided incentive to increase budget execution by developing a systems based measurement of achievement and weighted it for associated employee skill/experience that connected individual performance with respective contribution to organizational success (increased funds execution).

Consequently, my team's execution was greater than any other team's (\$92M in just four months), turnover among my personnel was the lowest of any other team (less than 5%), and not only were organizational funds not reduced, the organization received a 6% increase in new funding.

- **Decreased repair time by 75% and achieved a sustained 100% operational readiness rate on maintenance intensive equipment; a goal that had never before been attained**

While leading the maintenance operations of an mechanized combat engineer Battalion equipment (\$50M+ in equipment including over 75 wheeled and tracked vehicles) in an overseas location where repair parts were difficult to obtain, I developed and implemented a Maintenance, Repair Operations (MRO) supply chain, created a mutually beneficial parts availability network, and leveraged internal capabilities of specialized labor for the fabrication of stocked out parts. My action decreased repair time by 75% and achieved a sustained 100% operational readiness rate for armored combat earth movers (an organizational goal never before achieved at the U.S. Army Combat Maneuver Training Center).