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EXECUTIVE DIRECTOR

"Protecting the National Economy, the Citizens, and the Country's Infrastructure"

Accomplished leader in the application of methodology and direction of programs supporting Aviation Training, Operations, Management, and Standardization; offering 31 years of progressive experience facilitating the analysis of operating practices and procedures designed to improve operational safety, economic feasibility and program effectiveness for aviation organizations in both international and domestic environments.

KEY ATTRIBUTES:

Aviation Program Management – Mission Operations, Professional Training, Maintenance, Standardization

Resource Allocation – Personnel Management, Equipment Utilization, Technical Support, Logistics, Budgets

Compliance – Assessment, Inspections, Policies, Procedures, Regulations, Quality Control, Investigations

Leadership – Staff / Team Development, Collaboration, Diplomacy, Vision, Values, Goals, Objectives

AREAS OF EXPERTISE

- | | | |
|---------------------------------|-------------------------------------|------------------------------|
| ▪ Foreign / Domestic Policy | ▪ Aviation Safety | ▪ Presentations / Speaking |
| ▪ Internal / External Relations | ▪ Team Building / Motivation | ▪ Instruction / Facilitation |
| ▪ Analysis / Strategic Planning | ▪ Emergency Response / Planning | ▪ Program Administration |
| ▪ Special Operations / Tactics | ▪ Process Development / Integration | ▪ Resource Procurement |
| ▪ Regulatory Compliance | ▪ Long / Short Range Planning | ▪ Conflict Resolution |

PROFESSIONAL SUMMARY

NATIONAL AIR CONTROL MANAGER

U.S. Department of the Special Interests
2010 S. Fairfield Drive, MG-5544
Riverside, NM 98899-1998

MM/YYYY-MM/YYYY

Hours: 40

Salary: (GS-14) \$113,000 Annual

Supervisor: Assistant Director Randy Causer / (202) 208-1050

Coordinate and implement the U.S. Department of the Special Interests Air Control Program by providing leadership and guidance to nine Regional Directors for aviation operations, management, policies and procedures in support of the service mission to effectively manage aviation resources.

Member of the Department of the Special Interests Board of Directors charged with the development and implementation of aviation policies, management systems, and directives to promulgate policy and standards.

- Serve as authority on aspects of aviation including budget development and execution (**expenditure of the Service's \$17.5 million aviation budget**); the Aviation Safety Program, aircraft operating procedures, pilot training programs, and aircraft certification.
- **Manage a multi-year, \$16 million aircraft procurement initiative**; analyze aviation operational data and prepare annual reports outlining operating costs for executives within the service and the Department of the Special Interests.
- **Ensure the safe, efficient, and effective operation of over 75 aircraft** throughout the region via the implementation and maintenance of the Aviation Quality Assurance Program.
- **Assess the effectiveness of operations, training and certification programs** using "best business practices" through the development, standardization and implementation of Standard Operating Procedures, compliance inspections, and staff assistance.
- **Facilitate the utilization of fixed and rotary wing aircraft** to support geographical surveys, aerial photography, radio telemetry, fire reconnaissance, fire fighting, search and rescue, and law enforcement operations with civil, state, and federal agency representatives.
- Conduct analysis of scientific, technological and economic factors as relate to the sustainment and advancement of aviation operations.

AVIATION DIVISION CHIEF

U.S. Army Central Command Group, Department of Defense, U.S. Army
Aviation Group
Chicago, IL 43553

MM/YYYY-MM/YYYY

Hours: 40+

Salary: (COL/06) \$125,000 Annual

Supervisor: BG Tom P. Gaden / (913) 952-5101

Directed the Aviation Management Survey (AMS) Program; an assessment process used to determine the effectiveness of the Aviation Program Management initiative (*including but not limited to management, administration, facility operations, aircraft operating practices, maintenance programs and operations, aviation safety programs, pilot and crewmember training programs*).

- **Led a multi-disciplined professional staff of 43** in efforts to establish and continually assess the effectiveness of standardization, policies, and professional training of aviation organizations.
- Developed logistical strategies and allocated resources to **assess 76 battalion-size organizations** operating in excess of 1,100 aircraft with over 12,000 personnel.
- Controlled the economical, efficient and **effective expenditure of \$154 million in aviation resources**; through the development of analytical, qualitative and quantifiable utilization and evaluation processes.
- Evaluated aviation force structure projections and forecast requirements in collaboration with Headquarters and Command Group Directorates.
- Fostered integration of the Aviation Strategic Plan, Mission, and Values into team strategies, goals, objectives and work plans; resulting in increased compliance with institutional goals.
- Demonstrated patience and integrity with a cooperative teambuilding approach; serving as coach, facilitator, and negotiator in coordinating aviation activities within staff and supporting agencies.
- Supervised long and short range planning, facilitating 30 inspection surveys annually (CONUS/OCONUS).
- Compiled comprehensive reports detailing the readiness of aviation organizations and subordinate units; reviewed survey results for clarity, consistency, accuracy and objectivity.

Managed the direction and administration of the Personnel Recovery (PR) Program; the Aviation Command and Control System Program, and the Aviator Qualification Course.

- Formulated policies governing the operations and maintenance for the national aircraft fleet.
- Established the Army Aviator Training Requirements and Operational Guidelines (AATROG).

COMMANDING OFFICER

U.S. Air Transportation and Displacement Detachment
Higgins Air Force Base (AFB)
Higgins AFB, SD 54462

MM/YYYY-MM/YYYY

Hours: 40+

Salary: (COL/06) \$125,000 Annual

Supervisor: COL (RET) Greg Selma / (220-2000)

Led a military organization in the provision of worldwide air transportation for senior officials and other international government agencies. Oversaw staff elements engaged in the coordination of time sensitive, critical security missions and logistical operations. Served as the **Senior Aviation Officer and Army Airfield Commander**; while commanding the military organization providing regional air transportation to senior members of the government traveling throughout the Eastern Region.

- **Managed the administration of a \$15 million annual operating budget**, including two "Best Business Practices" Contractor Logistics Services (CLS) aircraft maintenance contracts.
- Compiled documents supporting the analysis of politically sensitive missions and the economical impact of resource utilization in supporting diversified mission objectives.
- **Exceeded the Aircraft Maintenance Standards for 26 consecutive months** through the implementation of a comprehensive, pro-active aircraft maintenance program.
- Established and maintained open-lines of communication with government departments and agencies (foreign and domestic) to ensure compliance with international flying regulations, security requirements, and diplomatic protocols.
- Negotiated terms and service contracts directly with domestic and foreign firms for commercial aircraft services.
- Instrumental in developing strategies supporting the upgrade and modernization of the aircraft fleet.
- Oversaw the hiring and professional development of a multi-cultural staff (approximately 100 personnel) charged with managing and operating an aircraft fleet composed of single-engine, multi-engine rotary wing (helicopters), and fixed wing (turbo-prop / turbo-jet) aircraft.
- **Directed the operations of three depot level Aircraft Maintenance Facilities; negotiated and monitored contracts** supporting Aviation Operations in the Eastern Theater.

- **Led efforts to modernize and streamline the aircraft fleet;** resulting in immediate savings and increased mission effectiveness due to reliable, efficient aircraft performance; reduced maintenance and aviator training costs.
- Oversaw the management and operations of the Heliport and the Air Traffic Control Tower.
- Conducted classified studies and compiled sensitive reports on Aviation and International Airspace issues.
- **Developed Aviation Operations and Management Policies** as a member of various committees.

DIRECTOR, INVESTIGATIONS BRANCH

U.S. Army, Department of Defense
United States of America

MM/YYYY-MM/YYYY

Hours: 40+

Salary: (MAJ/04) \$105,000 Annual

Supervisor: COL Richard C. Mullins / (202) 319-1211

- Managed the Assistance and Investigations Branch of the Regional Inspector General's Office, to include the Command's strategic operational policy implementation.
- Determined the validity of issues, complaints, and allegations; prioritized and directed actions.
- Discretely led or conducted sensitive, complex investigations and inquiries; developed investigative plans, recommended disposition; reconciled inquiries, inspections and investigations.
- Articulated assignments, concepts, project milestones and time lines; and provided technical oversight.
- Analyzed issues to determine significance to Army fundamentals, values and interests; identified systemic problems; implemented corrective courses of action; maintained historical records.

————— **PROFESSIONAL EDUCATION** —————

MASTER OF SCIENCE - NATIONAL RESOURCE STRATEGY

Innovative College of the Armed Forces, Department of Defense, Elberton, WI

3.88 GPA, Resource Management, National Security Strategy, Material Acquisition, Joint and Multinational Logistics, National Power, Strategic Analysis, Foreign & Domestic Industry, Interagency Coordination, Allocation and Mobilization Strategies, Policy Integration, Regional Security, Economics.

MASTER OF BUSINESS - ADMINISTRATION

Central University, Monument Pointe, AL

3.80 GPA, Information Management, Accounting, Marketing, Economic Analysis, Business and Global Economics, Strategic Management, Statistics, Financial Management, Production & Operations, Business Finance, Resource Management, Legal / Social Applications, Technology, Integration of Business Concepts.

BACHELOR OF ARTS - LIBERAL ARTS (3.74 GPA)

University of New Mexico, Valley Ridge, NM

ASSOCIATE OF ART - Cum Laude

College of Art, Smithville, ND

HIGH SCHOOL GRADUATE

Bridge View High School, Bridge View, VA

————— **PROFESSIONAL TRAINING / CERTIFICATIONS** —————

COMMERCIAL PILOT / AIRLINE TRANSPORT PILOT / FLIGHT RESTRICTION ZONE (FRZ) PILOT
Federal Aviation Administration (FAA)

INSTRUCTOR PILOT / INSTRUMENT FLIGHT EXAMINER / AVIATION ACCIDENT PREVENTION
COMMAND AND GENERAL STAFF COLLEGE / COMMAND AND SERVICES STAFF SCHOOL
FORCE MANAGEMENT / INSPECTOR GENERAL OFFICER
Department of Defense

————— **NOTABLE AWARDS** —————

United States Army "6500 Flying Hour - Accident Free Flying"

————— **PROFESSIONAL AFFILIATIONS** —————

ARMY AVIATION ASSOCIATION OF AMERICA - MEMBER
"Outstanding Contributions to Army Aviation"

COMPETENCIES

Team Building ■ Human Capital Management ■ Influencing / Negotiation

Throughout my career in aviation, I have analyzed and led the development and implementation of programs and policies designed to direct the efficiency and standardization of aviation operations, training and maintenance programs, and resource management while establishing economic feasibility and maintaining operational safety.

As Commander for the United States Army Jasper, Aviation Battalion; an organization tasked with providing regional air transportation to senior government officials who traveled throughout the Eastern Region; I developed and implemented a plan to streamline operations and modernize the aircraft fleet.

Shortly after my arrival and in response to safety concerns expressed by senior leaders, I conducted an extensive review of the Aircraft Operational Program. The review identified critical deficiencies: the element had adequate resources, however the budget priorities were not clearly defined; the lack of a common operating focus; a marginally effective aircraft maintenance program; an unbalanced and aging aircraft fleet; and the lack of an organizational vision or strategy to improve operating practices hindered all aspects of mission operations. The late departures, frequent trip cancellations, and high number of mission interruptions decreased mission effectiveness and eroded the customer's confidence in the unit's ability to safely complete missions.

In order to meet operating safety, effectiveness, economy, and efficiency standards; it would be necessary to reorganize the element; refocus the Army Aviation Battalion on its core mission and upgrade the aircraft fleet. Enlisting the support of organizations that directly benefited from aviation, I formed a strong coalition of other aviation organizations to help create a "vision" for regional operations.

Based on this "vision", I developed a strategy to reorganize the unit and assigned responsibility for accomplishing coordination and management tasks to specific staff sections; and defined the standard to which each task and sub-task would be performed. By reorganizing the unit into distinct departments, key aviation management functions could be managed along functional lines. I also modernized the aircraft fleet by reducing the number of different aircraft types; successfully securing approval and support in replacing old helicopters, and outdated airplanes with modern aircraft assets.

By reducing the number of aircraft types, we recognized reduced training costs; reduced the number and types of spare parts required; and reduced the requirement for special tools and technical manuals. As a result of these changes, the Army Aviation Battalion saved over \$65K in the first year. In assigning mission support tasks to a specific department and developing standardization, we were able to improve on-time mission performance and reduce mission coordination errors from 35% to less than 4% in the first year. Our efforts increased organizational effectiveness (task completion), aircraft efficiency (airspeed and range), and aircraft reliability (maintenance status); and enabled the unit to expand its geographical mission area by 35%, while increasing mission flight hours by 20%.

The Command Aviation Resource Review (CARR) program enables senior officials to assess the overall state of aviation readiness within the command (aircraft readiness, the aviation budget, unit training status and mission performance), and refine command guidance as needed. The Commanding General approved my recommendation that the Aviation Battalion submit regularly scheduled reviews detailing the overall state of readiness in meeting the long-range management objectives.

COMPETENCIES

Strategic Thinking ■ Team Building ■ Influencing / Negotiation

As the Coordinator for the Board of Directors (BOD), I was charged to improve the working relationship between board members while effectively managing the board's activities for approximately three years.

The BOD is an interagency board that works collaboratively with the Business Management Directorate, and the nine Policy Development bureaus to oversee policy development for government aircraft and the annual flying hour program. The BOD does not have a dedicated staff or budget and key positions are filled on a short term, rotating basis (usually for a period of one to three years). Tasks are completed as collateral duties and required resources are provided by the individual bureaus.

I identified that it was difficult to maintain a strategic focus in governing aviation management and operational requirements due to the difference in core mission objectives of each of the nine Policy Development bureaus, and that the informal manner used to coordinate and accomplish objectives was often ineffective and counter-productive.

I negotiated with individual board members from each of the bureaus to compile aviation support requirements and address key concerns while protecting the interests of each agency. Once the wide range of support requirements was consolidated, I consulted with several board members to reduce parochial concerns and carefully balance member duties and responsibilities within the organization, with their obligations to parent organizations. Specific member duties and responsibilities were delineated, and to the maximum extent possible, aligned with the bureau's management requirements and interests.

Being careful to address the concerns of other bureau representatives without changing the character or structure of the board; I developed and proposed a written set of procedures and operating rules to govern the conduct of board meetings and to formalize several critical, recurring board tasks to facilitate accomplishment of the broader mission. The written procedures also synchronized the policy development and review process by requiring that all proposed changes be spelled out in a "Discussion Paper" identifying the issues and proposed solutions. This paper was to be provided to each board member in advance of scheduled meetings.

These new operating procedures streamlined the board's communication process; standardized the format for written and oral reports, and established a writing standard for reporting or commenting on business operations and interests. Additionally, the guidelines saved a considerable amount of time in both preparation and conducting the board meetings. Ultimately, the plan ensured the most effective and efficient use of the senior executives time and provided for focus on the most important issues; while maintaining the integrity of each agency's mission objectives and encouraging individual members to become full partners in governance.

The Operating Procedures were approved unanimously and adopted by the board. The board unanimously requested that I continue to serve as the Coordinator for an additional term to ensure the new management initiatives would be firmly established, and to complete several other procedural initiatives that could establish better board continuity.

COMPETENCIES

Strategic Thinking ■ Accountability

Serving as the National Air Control Manager for the Department of the Special Interests, I analyzed scientific, technical and economic factors as they relate to aviation operations. Within the scope of this operation, I developed aviation management guidelines, operating initiatives and procedures governing flight operations, pilot and aircraft certification, aviation safety and security, and infrastructure planning and development.

I was appointed as Project Manager for the Aircraft Replacement initiative. The purpose of the initiative is to replace aircraft used to accomplish population surveys. The assigned aircraft were older and less capable for conducting surveys.

It was apparent that in order to replace this aging fleet with new, state of the art airplanes; we would need to develop solid plan of action to ensure the success of this objective.

I assembled and led a Process Review Team (PRT) to evaluate the aircraft replacement initiative; develop a strategic foundation for the aircraft fielding plan; and ultimately introduce the new aircraft into the service fleet. Members of the PRT were drawn from the Department of the Special Interests. A variety of areas were incorporated into the review, specifically: Business Case (availability of funds); Pilot and Mechanic Training (sequence and cost); Aircraft Maintenance Support (facilities); Auxiliary Equipment Requirements; Aircraft Reliability / Cost Projections; Infrastructure (ramps, hangars). Other considerations in the review included, but were not limited to the major differences in how the aircraft should be operated and maintained.

The PRT was also required to anticipate challenges and propose solutions as appropriate. PRT reviews and refinement of the aircraft fielding plan allowed for timely response and effective resolution of unforeseen complications. This strategy ensured that any oversights were discovered early enough to be corrected before the fielding process reached critical decision points.

Establishment of the PRT ensured that the service accomplished all of the necessary steps; in the proper sequence, and at the proper time to safely and effectively integrate the new aircraft. The PRT stewardship of the aircraft delivery plan not only streamlined the process, but instilled public trust while facilitating the organization's ability to accomplish its mission.

COMPETENCIES

Team Building ■ Accountability ■ Human Capital Management ■ Influencing / Negotiation

During my career as a military officer and a civilian executive, I have strived to lead by personal example while maintaining the highest ethical standards in supervising employees, and encouraging the personal and professional development of subordinate staff.

For a period of time, I served as the Director of the Investigations Branch. I noticed that the Command Climate Survey (*a tool designed to provide Commander's with an analysis or assessment of a unit's climate in areas such as leadership, training, morale, readiness and discrimination*) indicated a substantial number of recurring and negative comments by members of the command; primarily surrounding the subject of leadership. I completed a study to determine the reasons behind these results.

In reviewing the results of the survey, I determined that a significant number of responding service members did not feel that the junior leaders were taking the time to resolve important professional or personal issues. Further investigation indicated that the root cause was a lack of leadership experience, and a lack of leader confidence in a few of the junior officers. This situation posed serious concerns as to the ability of leadership to meet organizational visions, missions and goals; and the overall ability to promote the personal and professional development of future leaders.

I developed training plans, a course curriculum, and implemented the "Leader Training Course". The course emphasized Leadership, Personal Conduct, Army Ethics, the Army Training Process, and the Legal Aspects of Command. I met with many senior leaders (military and civilian), gaining their support and the support of their staff members in launching the program. Senior leaders agreed to allow members of their team who were subject matter experts in a particular area of the curriculum to teach the course.

Once the training plan and the course curriculum were developed; I submitted the plan for approval to the Commanding General. The faculty was assembled, resources were acquired, and the first class was conducted in less than five months from the date the plan was approved.

After learning the scope and rationale for the training, many of the senior leaders volunteered to participate in the training; eagerly serving as mentors for the course participants and appearing as guest speakers.

By drawing the school staff from across the command, and allowing selected individuals the otherwise unavailable opportunity to attend this type of training; I was able to create stakeholders across the command. The program became a success and served as a model for the development of future training initiatives.

TECHNICAL QUALIFICATIONS

Training Management ▪ Policy Development ▪ Safety & Standardization ▪ Operations – Tactics / Techniques / Procedures

Over 31 years of progressive aviation operations and management experience in government agencies. Relevant experience includes leading multi-cultural and multi-discipline organizations and staffs; commanding, leading and managing medium and large aviation organizations; managing aviation training – academic and flight; developing and coordinating aviation training policy and budgets; training and evaluating pilots and aviation support personnel; analyzing and refining aviation operating practices and procedures to improve operating safety, effectiveness, economy / efficiency. Other experience includes direct involvement in issues of interest to senior government officials; such as ensuring directorates were properly advised and educated on all matters pertaining to aviation programs, policies and operations. Relevant experience and previous assignments include the following:

- **Instrument Flight Instructor**, U.S. Army.
- **Battalion Tactical Flight Instructor**, U.S. Army.
- **Helicopter Flight Instructor Pilot, Instructor**, Professional Aviator School.
- **Aviation Safety and Standardization Advisor**, Department of Defense.
- **Aviation Standardization Officer**, U.S. Army.
- **Aircraft Program Manager**, Subject Matter Expert.
- **Aviation Staff Officer**, Board of Directors.
- **Pilot qualifications**. Rotary wing and fixed wing pilot with instrument ratings. International procedures qualified.
- **Night vision equipment**, Night Vision Goggles (NVG), Pilot Night Vision System (PNVS).
- **Weapons qualifications**, Pistols, Rifles, and Machine Guns (ground and air).

I have held GS-14 and GS-15 equivalent positions in aviation management agencies.

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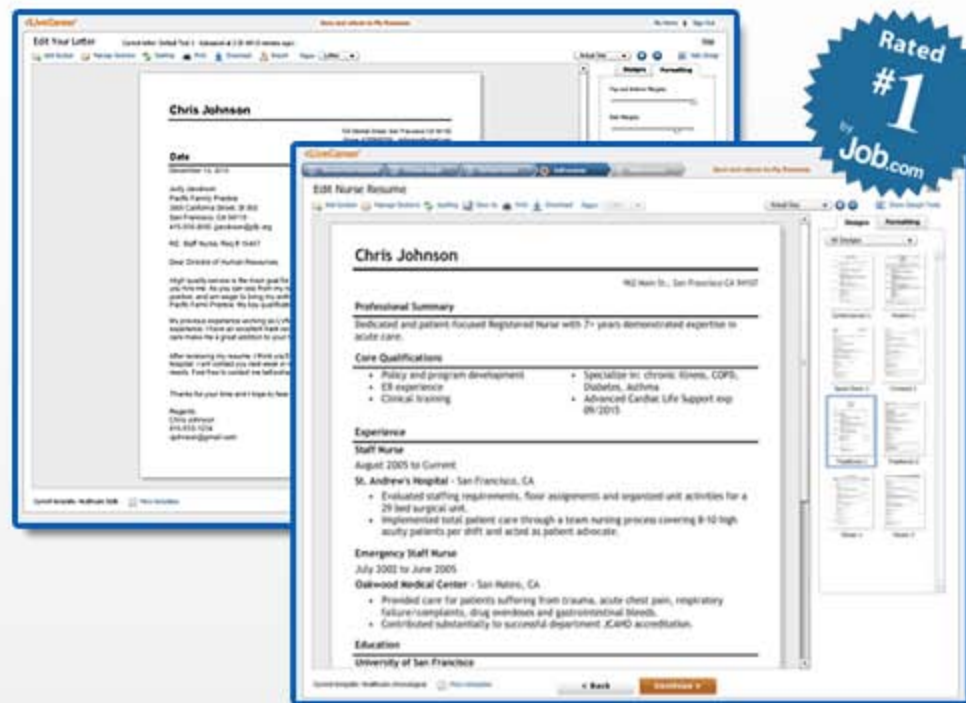
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