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**President - Project Administration Institute, Inc. (PAI)** providing project scheduling and administration services for large complex projects and programs. The project scheduling service uses customized MS Project views to provide project managers and their teams with unprecedented visibility into their schedules, enabling them to build, maintain, track, and communicate high quality project schedules without the associated time and training commitment.

**August 1992 - Present**

**Founder and president of the Project Administration Institute.** Clients include AMA (American Management Association), Analysts International, Bellcore, Boston University Corporate Education, 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.), and The World Bank. Recent engagement highlights include:

**April 2004 – Present**

- **Pepsi Cola Corporation, North America Division**
  - Implemented project scheduling and administration services for 18 commercialization engineers/project managers, their management, and over 350 participants in support of product development and rollout.
  - Other supported Pepsi organizations and initiatives include POWER, Packaging, Facilities, and Big Bet.
  - The scheduling and administration service is capable of supporting 40 to 50 executing projects plus another 40 to 50 in the planning phase.
  - Provides real time summaries of project status updates as they occur enabling management to monitor and control their entire portfolio without waiting for status meetings.
  - The network based (eRoom) project repository contains inception to closeout records of each project's planning meetings, status updates, and critical documentation for current, historical, and statistical information. A redundant backup system ensures data integrity and enables instant data recovery without reliance on systems support personnel.

**August 2002 – June 2008**

- **Founder and president of the Westchester chapter of the Project Management Institute.** The chapter's vision/mission/objective is to be the hub of all project management information and activities for Westchester and surrounding counties. Still involved with the chapter as chair of the strategy and nominating committees, and chapter photographer (we are the only chapter that takes pictures of our meetings).
  - Initial 9 volunteers for board positions in August of 02 grew to 30+ board members by June 2008, membership to over 450. Today the chapter is over 500 members.
  - Began monthly chapter meeting program October of 02, monthly breakfast roundtable program in December. Additional ongoing programs include education, mentoring, study groups, lending library, and career assistance.
  - Implemented the chapter web site, <http://www.pmiwestchester.org/>, and newsletter for community communication. The web site is updated almost daily and carries future and past event information for both chapter and non-chapter PM related events, career opportunities, vendor, recruiter, and other PM organizations' contact information.
  - The chapter was incorporated and chartered by PMI in February 2003.

**October 2000 – March 2002**

- **The Goldman Sachs Group:** Enterprise Technology Division headquarters Project Office program director managing large complex infrastructure programs including:
  - Provided 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.
  - 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 and with minimal internal resource disruption.
  - Subnet consolidation and DHCP conversion projects.
  - Various other proprietary infrastructure projects.
  - Provided mentoring for new Project Office project managers and planning, tracking, and reporting assistance and training for other PO personnel.
  - Developed and employed a method for using Outlook public folders as a corporate wide communication hub and repository for project information rivaling intranet and shared network drive solutions in terms of accessibility, flexibility, and ease and cost of implementation.

**July to September 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.

**April to May 2000**

- **IBM Global Services merger/acquisition project:** Provided project scheduling support for three participating client corporations, four IBM teams, and IBM project executive. This project was managed almost entirely by telephone, conference calls, and email. Most of the participants had no project management tools and plan reviews and updates were accomplished using emailed Adobe Acrobat images of the plans during conference calls. The IBM clients were sufficiently impressed by the planning detail to offer IBM follow on work on other projects.

**August – September 1999**

- **Instinet Corporation:** Project scheduling and administration support for Retail Services Project. Absorbed 14 project schedules and their subprojects into the project office creating a project scheduling and administration service, designed and implemented a weekly status update process providing earned value status reports to project executives and project teams. Trained an in house apprentice project scheduler/administrator to continue the process after contract completion.

**June – July 1999**

- **Grubb & Ellis Management Services:** Project scheduling and administration support for B/710 UPS Project. Trained 5 project scheduler/administrators, upgraded their project plan to more closely reflect the work under way, and built and initiated tracking process providing earned value status reports to the project team and their client.

**September 1998 – March 1999**

- **Lucent Technologies:** Project office project manager for Y2K Server Remediation Project. Project scope included the remediation of 4000 file, print, network, and application servers at 286 domestic and international Lucent locations. Developed the project planning and costing methodology used for contract negotiation. Implemented MS-Project based planning, tracking, and reporting for project infrastructure activities and Lotus Notes based planning, tracking, and reporting for project execution. Provided direction and guidance for 2 project office project managers and 4 field regional project managers, and interfaced with the client and server platform vendors to ensure that the necessary remediation procedures were in place and disseminated to site

system administrators. Ran the weekly Lucent/IBM Status Meeting and provided the Monthly Status Report to the Lucent Y2K Executive Project Office.

### **May 1996 – March 1998**

- **IBM Corp:** Project scheduling and administration support for the Fulfillment Re Engineering Project. Provided the Project Office planning, tracking, and reporting infrastructure for this world wide \$750M multi-year project. Highlights include setting standards and providing detailed planning and tracking guidelines for 44 country/region project administrators. Implemented common repository for all project information. Provided tools for the assessment of compliance with the guidelines, and tools to produce reports for project managers and executives to monitor and control their projects. Organized and ran weekly international teleconference status meetings, provided education, telephone, and E-mail support for project managers and project administrators.

### **Professional Associations**

- Founder and President of the Westchester Chapter of the Project Management Institute (PMI).
- Vice President & Program Director of the New York City Chapter of PMI from 1994 through 2001 providing 74 monthly programs of speakers, vendor demos, recruiter interviewers, and member networking, and Newsletter editor from 1994 through 1997 that helped grow the chapter from < 50 to > 1200 members.
- PMI Certified PMP (Project Management Professional).

### **Systems Skills**

- PC: Windows 98/2000/XP Prof, IBM OS/2, ABT (now Niku) Project Workbench, MS-Project, MS-Outlook, MS-Excel including macro language, CorelDraw, PowerPoint, MS-Word, FreeLance, Lotus Notes, Lotus 1-2-3 including macro language, Lotus AmiPro & WordPro.
- IBM Main Frame: 360, 370, 390, VM, MVS, DOS, CICS, DL/1, DB2, VSAM, PROFS, Capacity Planning, Performance Tuning.
- Languages: MS-Excel VBA macro, Lotus 1-2-3 macro, Basic, Assembler, RPG, Cobol, PL/1, XEDIT, REXX, & APL.

### **Papers, Publications, and Presentations**

- [\*Taking the Blinders off MS Project & The Case for 3rd Party Planning and Tracking Services\*](#) - PMI Westchester Chapter meeting October 14, 2008
- *Project Administration within Pepsi New Product Commercialization* - PMI Westchester Chapter meeting March 10, 2005 and PMI NJ Chapter meeting September 20, 2005
- *Nuts & Bolts of Project Management* – American Institute of Chemical Engineers & American Chemical Society, Hartford Hall, WCCSUNY, NY, September 12, 2002
- *Building the Perfect Plan – Project Management Institute NYC Chapter meeting April 12, 2000 & PMI NYC Symposium, New York City, November 13, 2000*
- *Earned Value* - PMI NYC Breakfast Roundtable, April 26, 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 99, Boston, MA, May 1999
- *Planning and Reporting Integrity - Key to an Effective Management System* - Project Management Institute Symposium, Long Beach, CA, October 12 - 14, 1998
- *The Project Administrator - The Glue Holding it Together* - Project Management Institute Symposium, Long Beach, CA, October 12 - 14, 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* - P<sup>m</sup>NETwork Magazine article - July 1991
- *Project Administration: Achieving Schedule Control on a Large Project* - PMI Symposium, Calgary, 1990

## **Education**

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

Major: Science Engineering

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

Degree: B.S. in Physics

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

Major: Management

## **Employment Highlights**

### **May 1969 to August 1992 - IBM Corporation**

#### **1991 – 1992: Senior Staff, ISSC, Suffern, N.Y.**

- Provided Project Scheduling and Administration, Function Point, and Systems Assurance support for a 300-person application development organization.

#### **1989 – 1991: Senior Staff, Enterprise Systems HQ, Somers, N.Y.**

- Presented Project Management and Project Scheduling and Administration techniques to 1000 IBM'ers in seminars, classes, and through the IBM Corporate Education Television Network (CENET).
- Presented a paper on the Project Administration methodology at the October 1990 Project Management Institute symposium in Calgary. PMI selected the paper as one of eight projects of the year making it the cover article in their July 1991 P<sup>m</sup>NETwork Journal which reached 10,000 subscribers worldwide.
- Implemented the Headquarters Region Six Sigma Quality Improvement program.

#### **1988 – 1989: Senior Project Manager, Enterprise Systems HQ, Somers, N.Y.**

- Developed the "Project Scheduling and Administration" system to manage the 150 person Somers Project which prepared the new five building headquarters office complex in Somers, NY for IBM's 2,300 US executives and their staffs, and consolidated 18 mainframe computer systems for 17,000 tristate area personnel. The 30 person-year work effort completed all 50 project milestones on their planned dates with no disruption in service to the 19,000 + affected personnel.

#### **1987 – 1988: Senior Application Architect, Information Systems Group, Business Systems, Norwalk, CT.**

- Provided product design and project management support for the 64 person FAS (Field Accounting System) project team.

#### **1983 – 1987: Senior Systems Consultant, Information Systems Branch Office, Harrison, N.Y.**

- Provided Capacity Planning consulting support for IBM's internal computer sites worldwide. Organized and ran corporate-wide Capacity Planning conferences. Published a newsletter to disseminate capacity planning techniques to 500 subscribers.

#### **1969 – 1983: Systems Engineer, New York Process and Distribution Sales Office, New York, N.Y.**

- 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.