

## **Dennis L. Bolles, PMP**

120 Beth Street  
Holland, MI 49424

Primary Phone: (616) 392-2292  
E-mail Address: [dbolles@dlballc.com](mailto:dbolles@dlballc.com)  
Website: [www.dlballc.com](http://www.dlballc.com)

**My objective** as a short term SME consultant is to assist organizations achieve their business strategic objectives with the analysis of business process improvement needs and development of business and project management capabilities; through the development of business and project management methodologies, policies, procedures, processes, systems, tools, and templates for organizational governance and corporate strategy; with the implementation of a project business management methodology that integrates strategic planning, business objective development, portfolio management, program management, and project management processes to achieve strategic objectives and maximize operational efficiency enterprise-wide through the development and management of Project Management Offices.

### **AREAS OF ABILITY AND ACCOMPLISHMENTS**

#### **PROJECTS MANAGED:**

- Led a Herman Miller Government Sales team that developed a \$124 million RFQ, which was awarded a contract by the U. S. Government Social Security Administration to install new office systems within 10,000 of their facilities in a four-year period. Developed the MS Project schedule for the proposal that involved creating separate schedules for each of the twelve regional dealers who would be responsible for implementing the project. These twelve regional schedules were linked to a Master MS Project Schedule to provide a means to track and report progress on the program.
- Developed and implemented a Project Management Maturity Assessment (PMMA) Service for General Motors Powertrain Division that included workflow process mapping of supply chain vendor's process capabilities to meet deliveries on-time and within budget. Developed and managed the project schedules for all the assessments. Led teams who performed on-site PMMA supply chain assessments of six equipment suppliers involving their respective management team and project managers.
- Led a virtual multi-nation project team through the development of a plan to implement GM Chevrolet Division Materials Management IT Systems in Brazilian operations, which involved establishing a project office that coordinated the efforts of 19 sub-team locations within the U.S. and South America. Developed and managed an MS Project Master schedule to integrate the development and implementation team schedules.
- Developed project support office for launching a new health care system product for Milcare (HMI Subsidiary) containing a new high technology bed-side drug dispensing cart containing an on-board state-of-the-art computer system, RF communications for real-time data transfer to the pharmacy system, bar-code scanning system to validate patient/dosage/timing records and update drug distribution with the on-board inventory records.. Led the business team through the development of workflow business process mapping to support the 7/24 operations required to support this new product. Led the project team through the process of developing an MS Project schedule then managed the weekly updates and reporting of progress.
- Led FKI, Inc., an automotive tier-one supplier, project teams as Manager-Commercial Administration through multiple launch projects that exceeded customer timing and budget expectations on multi-million dollar new vehicle launch programs for General Motors, Ford, Daimler Chrysler, Honda Motors and Toyota Motors. Developed the processes for creating MS Project schedules and trained the staff I hired to manage the projects as the department manager of the Commercial Administration department responsible for RFQ estimating and project management. Develop MS Project Master Schedules for the 50M Honda and 50M Toyota programs, both of which involved multiple products in each vehicle program. Negotiated product cost with client purchasing agents.
- Led Donnelly Corp., a multiple functional tier one automotive supplier, business teams through business / operation workflow process re-engineering / process improvement projects that increased efficiency and reduced operating costs. Worked with the project teams in developing MS Project schedules and details schedules for their respective projects. Developed and taught a class in schedule development across the IT organization.
- Completed project to develop a Telecommuting market research and cost benefit evaluation process for the Home Office Products Group of Herman Miller, Inc.

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- Led a virtual PMI Standards project team of 300+ volunteers world-wide to a successful completion and on-time delivery of the PMI ANSI Standard *PMBOK® Guide* Third Edition in 2004. Developed and managed an MS Project schedule for the project.

### **PROJECT MANAGEMENT ORGANIZATIONAL DEVELOPMENT:**

- Supported Smiths Aerospace Business Operations management team in a six-sigma project to develop business operations process improvements. Develop Risk Management process manual, tools and templates, and work instructions. Developed and managed the project schedule and developed a Strategic Planning and Project Management Office Structure proposal for VP Business Operations. Developed an MS Project Master schedule that linked the details schedules I developed and managed for the (14) initiatives.
- Authored a corporate project management standards methodology document for Smith Aerospace entitled Corporate Project Management Process (CPMP) Guidelines that included 20 process implementation handbooks, and 22 process execution templates that were distributed via the Smiths intranet enterprise-wide to all of Smiths Aerospace facilities. Also developed processes, handbooks, tools and templates as part of the CPMP that covered project schedule development and reporting requirements.
- Worked with an international team as the author of an ERP Cost Benefit Analysis report for Donnelly VP Information technology for a \$4M ERP System implementation project for Donnelly Corp. manufacturing operations in multiple European countries resulting in Corporate Management Team approval of the project.
- Defined and established a Project Management Center of Excellence to institutionalize project management best-practices as a core competency across Donnelly Corp. IT organization's U.S. and European operations. Supervised the work of members of other departments that are assigned project management responsibilities, and established policies, standards and procedures for the management and reporting of projects globally. Developed and distributed a Project Management Methodology Guidelines with processes, templates and tools globally. Developed and maintained an intranet web site for the Project Management Center of Excellence. Led various IT and Operations senior executives in the USA and European operations who were leading mission critical projects to establish good project planning practices and use of MS Project schedules.
- Developed and led project support offices providing administrative support to mission critical projects for consulting, architectural, construction, engineering services, tier one & tier two automotive suppliers, and office / medical systems provider companies. Developed and managed MS Project schedules for every project assigned to me or directed by me as Manager of the Project Management Group.
- Led Donnelly corporate cross-functional business six-sigma team through the workflow mapping of the shipping process. Workflow mapping of a consistent tracking and reporting process to eliminate short ship issues enterprise-wide results in saving millions of dollars annually. Developed and managed the project schedule.
- Authored a project management maturity assessment process to assess multiple manufacturing equipment suppliers' project management capabilities, resulting in a contract to establish a project office for a General Motors Powertrain Division. Developed MS Project Schedule templates that were used to start the planning process for all future projects.
- Provided program management consulting services for multiple EDS IT projects for multiple General Motors Division Operations facilities. Developed and managed MS project schedules for all projects I was assigned to.
- Developed a Project Office project portfolio management process for a GM Chevrolet Division Department. Developed and managed an MS Master schedule linking all of the projects in progress within the portfolio for executive reporting.

### **TRAINING and PROJECT MANAGEMENT FACILITATION**

- Developed and implemented a project management training program for Smiths Aerospace, Inc. to provide a knowledge base for continued improvement in project delivery enterprise-wide. Developed and delivered a schedule development class to 150 engineers.

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- Authored and distributed a Corporate Project Management Training Program Plan for Smiths Aerospace that includes a comprehensive project management competency model and a course list with synopsis of all the courses; and developed and delivered basic project management training in scope and schedule development. Developed and managed an MS Project schedule that planned and tracked course development.
- Authored and delivered a three day course for PMP® Examination Preparation for the new exam released in October 2005. The work included the development of over 300 examination preparation questions and answers for the American Management Association Project Management Group.
- Authored and distributed project management methodology guidelines, policies, processes, tools, and templates for multiple business units in U.S., European, and Brazilian automotive for GM Chevrolet Division OEM operations. Developed and managed an MS Master schedule linking all of the projects in progress within the program for executive reporting.
- Prepared and facilitated multiple project management basic training classes and Project Management Institute's (PMI®) PMP® Certification Study classes for individual companies as well as two Michigan PMI® Chapters involving approximately 250 participants.
- Authored and presented a two day seminar for the Project Management Institute (PMI®) entitled: "Project Support Office: A Framework for Development", which was presented in six U.S. locations to representatives of over 200 companies of all industries and sizes, including multi-national organizations.
- Authored a project management textbook entitled: "Building Project Management Centers of Excellence" containing a CD-ROM with a generic Project Management Methodology Guidelines including multiple forms, tools, and templates. Release of the publication by AMACOM Books is anticipated in August 2002.
- Authored a project management text book entitles "The Power of Enterprise-wide Project Management", release of the publication by AMACOM Books December 2006.
- 2005-current contract instructor of the Davenport University for development and delivery of basic project management and PMP Exam Prep. courses. Developed and delivered a five-day PMP Exam preparation course for 40 Program and Project Managers for a division of Siemens Corp.

### **WORK HISTORY**

**2001-Present - DLB Associates, LLC**, Holland, MI – Business and Project Management Consulting Services  
Role: Owner/Principal

**1999-2001 - Donnelly Corporation**, Holland, MI – Tier One Automotive Supplier  
Role: IT Manager, Project Management Center of Excellence

**1995-1999 - The PCI Group**, Troy, MI – Project Management Consultants  
Role: Senior Project Management Consultant

**1993-1995 – Herman Miller and Milcare Division.**, Zeeland, MI – Office Furniture Manufacturer  
Role: Project Management Consultant

**1991-1993 - FKI, INC.** (Formerly Keeler Brass Automotive) Grand Rapids, MI – Tier One Automotive Supplier  
Role: Manager, Commercial Administration Department

**1989-1991 - Imperial Design Services (IDS)**, Walker, MI – Contract Design/Engineering Services  
Role: Design Supervisor, Project Manager

**1986-1989 – Lakewood, Inc.**, Holland, MI – Design/Build, Construction Management  
Role: Marketing/Sales Associate

**1976-1986 - Dynamic Design, Inc.**, Holland, MI - Contract Design/Engineering Services  
Role: Mgr, Program Management Group - Supervisor, Special Machine Design Group

**1976-1978 – Lakewood Construction, Inc.**, Holland, MI - Design/Build, Construction Management  
Role: Project Manager

**1976-1978 – Lakewood Design, Inc.**, Holland, MI – commercial/Residential Design Service  
Role: Owner/Operator

**1969-1976 - GMB, INC.**, Holland, MI – Architects & Engineers  
Role: Project Manager, Marketing/Sales Representative (Health Care Projects)

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### **EDUCATION, and CERTIFICATES**

- 2000 - 160 hours Six Sigma Black Belt Training: Donnelly Corp. – Holland, MI
- 1989 - AAS General Business: Major: Management, Minors: Marketing, Math (3.98 GPA) - Davenport University
- 1986 - current Project Management Professional Certification (#81): Project Management Institute

### **PMI Volunteer History:**

- One of eight 1993 founders of PMI Western Michigan Chapter; authored the original charter and bylaws, served in several Board positions from 1993-1995, current charter member.
- Volunteered and contributed the *Project Manager Competency Development Framework* – First Edition
- Served as Project Manager for the *PMBOK® Guide* – Third Edition
- Provided project start-up support for the Project Core Team *Government Extension of the PMBOK® Guide* – Third Edition
- Served on PMOSIG Board of Directors in June 2009 as Vice-Chair Public Relations providing continuing support of the 2009 and 2010 PMOSIG Symposium; developed and launched the PMO Forum Network Program in five regional areas world-wide to link PMI Chapter forum groups within each region and across regions; managed the PMO of the Year Award program in partnership with PM Solutions, and managed the development of the PMOSIG Program Management Office Handbook.
- Appointed to the 2011-12 Virtual Community Advisory Group; led the initiative to develop a process for CoPs to recognize volunteer contributions with five types of awards that would be used across all CoPs, and worked with the PAPMAG in the finalization step of the documentation; worked with the TechMag team to develop a draft of the IT Prioritization process.

### **PMI Event Participation:**

- October 19-23, 2011 – Attending NA LIM and VCAG Meeting, prior to the NA Congress in Dallas Texas.
- September 30, 2011 – Webinar Presenter - *Creating a Sustainable PBMO to Achieve Effective Business Results* for PMI Rome Italy Chapter Meeting.
- September 1, 2011 – Webinar Presenter - *Governments Need to Create Enterprise-Wide PMOs to Effectively Achieve Results* for the PMI Government Community of Practice..
- May 2-9, 2011 – Attending EMEA Leadership Institute Meeting (LIM), VCAG meeting, and European Congress in Dublin, Ireland. Served on LIM VCAG session and EMEMA Congress VCAG Panel session.
- April 13, 2011 – Webinar Presenter - *Creating a Sustainable PBMO to Achieve Effective Business Results* for PMI OPM Community of Practice.
- April 11, 2011 – Dinner Meeting Presenter - *Creating a Sustainable PBMO to Achieve Effective Business Results* for PMI Western Michigan Chapter.
- April 6, 2011 – Webinar Presenter - *Creating a Sustainable PBMO to Achieve Effective Business Results* for IBM Center of Excellence team and VP.
- February 22, 2011 – Webinar Presenter - *Creating a Sustainable PMO to Achieve Effective Business Results* for PMI OPM Community of Practice.
- January 1, 2011 – appointed to the PMI Virtual Community Advisory Group (VCAG).
- November 7-11, 2010 – Session leader for 2010 PMOSIG Symposium in Dallas, TX
- October 7-9, 2010 – PMOSIG Representative 2010 PMI Leadership Institute Meeting, Washington DC
- November 26, 2009 – Key Note speaker – *Creating a Sustainable PMO to Achieve Effective Business Results* for PMI Greek Congress in Athens Greece.
- June 15, 2009 – Appointed PMOSIG Vice Chair of Public Relations
- April 21-24, 2009 - Guest speaker presenting *Incorporating Strategies and Tactics into Project Business Management* for the PMI NE Wisconsin Chapter PDD.
- October 17-22, 2008 – Guest speaker with Darrel Hubbard presenting *Incorporating Strategies and Tactics into Project Business Management* for the PMI 2008 North American Congress in Denver, CO.

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- May 16, 2008 - Guest speaker presenting Achieving the Power of Enterprise-Wide project Management for the PMI NE Ohio Chapter Regional PMO Forum.
- May 5, 2008 - Guest speaker presenting Achieving the Power of Enterprise-Wide project Management for the PMI New Jersey Chapter Regional Symposium.
- March 10, 2008 - Guest speaker presenting Achieving the Power of Enterprise-Wide project Management for the PMI Western Michigan Chapter Dinner Meeting in Grand Rapids, MI.
- December 12, 2007 - Guest speaker with Darrel Hubbard presenting a Webinar entitled The Power of Enterprise-Wide project Management for the PMI PMO Special Interest Group. March 10, 2008 -
- November 5-9 and December 3-7, 2007 – Training for Davenport University providing a 5-day PMP Examination Preparation class for 2 groups of 20 engineers from Dematic, a Grand Rapids division of Siemens Corp.
- October 29-30, 2007 - Guest speaker with Darrel Hubbard presenting The Power of Enterprise-Wide Project Management for the Blue Cross Blue Shield National conference in Raleigh, North Carolina.
- October 8-9, 2007 – Guest speaker with Darrel Hubbard presenting Success – A Project Business Management Methodology Model: Provides the Power of Enterprise-Wide project Management for the PMI North American Congress in Atlanta, GA.
- June 18-19 2007 – Guest speaker presenting The Power of Enterprise-Wide project Management for the PMI St. Petersburg, Russia 2007 International Congress.