

WORKFORCE TRAINING • PROJECT MANAGEMENT • TECHNOLOGY SOLUTIONS

Bio: Chris Dennis has been developing, delivering and evaluating learning, process and technology solutions since 1988. As a gifted teacher and facilitator, Chris brings insight without loss of detail or subtlety. An MSEE from Northeastern University and more than 20 years of hands-on consulting experience informs his in-depth insight into projects and the people they serve. Chris's ample analytical skills were developed during six years on staff at MIT. Formulating and validating problem solving approaches, evaluation methods, and numeric models is a regular part of his work and Chris has experience in fields as varied as manufacturing, utility operations, and quantum electronics.

WORKFORCE TRAINING

- Created and taught "Taking Over Troubled Projects" and "Project Breakthrough!" courses. Enhanced PMPs' real-world ability to diagnose and triage with material beyond the scope of standard PMBOK training.
- Developed and delivered customized project management training for clients across broad sectors including logistics, aerospace, international development, and municipal government. Assessed and addressed client needs, formulating productive blocks of training from 1-hour lunch-and-learn sessions to 4-day in-depth surveys including topics like Earned Value.
- Led team of seven subject matter experts to fulfill new management training requirements at Portland International Airport. Interviewed stakeholders, documented processes, and developed training. Integrated needs from airfield operations, terminal operations, and landside operations.
- Designed and facilitated courses to train Business Analysts, including "Getting Requirements Right," "Making Strong Recommendations," and "Assessing and Validating Solutions."
- Developed a cross-training system for Precision Wire, an ISO 9002 medical device maker, analyzing touch points between HR and training databases, mapping future state process and authoring supporting documentation.
- Authored and facilitated courses in creativity and presentation skills for leaders at Xerox.
- Developed, tested, delivered, and analyzed digital electronics skills assessment for 250 technicians at Tektronix. Developed and delivered training to fill identified skill gaps.
- Received highly favorable evaluations from on-the-job workers as well as traditional students.

PROJECT MANAGEMENT

- Directed development of near-real time, web-based user interface for a veterinary vital signs system. Assessed software and hardware requirements, identified implementation risks, and supervised technical personnel. Used Agile PM approach to adapt software components to evolving hardware design and delivery schedule.
- Documented and analyzed corporate compliance activities at a \$1 billion specialty steel manufacturer with operations on five continents. Interviewed line workers, managers and executives to distill lessons learned from present activities. Proposed roles and responsibilities, work breakdown structure, project plan, and standard work to guide future efforts.
- Formed and led project recovery team for public-private e-learning partnership. Returned project from more than one year behind schedule to on-time and on-budget.
- Led international collaboration to develop personnel requirements for \$20 million solar cell manufacturing equipment installation. Conducted national search and recruited project manager in less than three months.
- Coordinated project activities, reduced risk, and aligned fractured management during a Microsoft SharePoint implementation at a firm with \$170 million in revenue.
- Customized and helped implement new IT project selection method at \$300M educational institution. Worked with executives to identify needs and test proposed method with large audience of staff.
- Coordinated desktop computer replacement project for the Port of Portland. Developed work tracking and software compliance processes to ensure auditable activities while fielding 640 units in six weeks.

- Spearheaded a four-organization call center process analysis to improve customer satisfaction by reengineering customer service approaches, telephonic systems, and CRM data captures.

TECHNOLOGY SOLUTIONS & ENGINEERING

- Developed system requirements and testing plans for a 5000-endpoint mobile radio telemetry system. Wrote and maintained interface control documents for mobile systems and for central data aggregator. Validated legacy hardware function in new system context.
- Designed, coded, and documented a daily-consumption water-use reporting system for Nordstrom, a nation-wide retail chain with 160 facilities. Improved reporting for electricity-use.
- Developed mathematical model to optimize power generation for Commonwealth Utilities of Saipan. Model included factors such as fuel cost, generator capacity and efficiency, and production forecasts to calculate lowest-cost generator utilization.
- Analyzed configuration, usage, and costs of fifteen-site, 280-handset phone system in preparation for the transition to VoIP technology. Developed requirements and reviewed bids for a turnkey system replacement.
- Diagnosed, redesigned and implemented enterprise-scale networks to facilitate \$200 million/year billing at a public utility, reducing packet loss by a factor of 100
- Directed IT during startup for Energy Trust of Oregon, a \$40 million energy efficiency organization. Assessed needs, designed solutions, and fielded systems to support all business processes.
- Gathered business process, information technology, and financial requirements for financial-services startup. Identified regulatory, security, and business risks. Identified, assessed, and recommended software vendors.
- Fabricated electro-optic components including waveguides, lasers, microlenses, and photo-mixers.
- Managed low-defect, high-resolution circuit printing line for use in scientific and engineering research. Improved lithography system maintenance resulting in \$100,000 annual savings.
- U.S. Patent #5825240, Resonant-tunneling Transmission Line Technology.

FACILITATION & LEADERSHIP

- Facilitated lessons-learned processes for the Northwest Energy Efficiency Alliance, a utility-funded non-profit leading energy efficiency programs for a four-state western region.
- Analyzed IT systems and operations for the Guam Power Authority, a government-owned utility, as part of their first-ever IT strategic plan.
- Introduced new teamwork and decision-making processes for Medical Assistant Super Users at Tuahly Healthcare. Generated fresh engagement from front-line personnel in a high-pressure, understaffed environment. Surfaced Electronic Medical Records improvement opportunities, clarified workflows, and identified requirements for additional action by IT personnel.
- Facilitated expert groups from the Oregon semiconductor industry to develop a cooperative, sustainable training model. Compiled industry-wide training needs assessment from collaborations at Microchip, Maxim, IDT, Siltronic, and WaferTech.
- Led department of five full-time instructors with courses, schedules, and students on multiple campuses.
- Envisioned, planned and oversaw the commercial exhibition of IEEE NANO 2011. Identified, contracted, and managed a commission-based sales staff. Led the 2011 conference to have the greatest number of paying exhibitors of any US-based IEEE NANO conference.
- Mapped production operations, including manufacturing, accounting and inventory, and recommended improvements for YoCream International, a \$20 million food processor.
- Specially trained in “lean office” process improvement and process mapping techniques.

Employment History

- Principal, Steaming Kettle, 1994–present
- Faculty, Portland State University, 2006–present
- Faculty, Portland Comm. Coll., 1995–2003, Chair, 1998–2000
- Staff Member, MIT, 1988–1994

Education

- MSEE, 1994
Northeastern University, Boston, MA
- BS, Physics, 1988
University of Rochester, Rochester, NY