

Rebecca G. Royal

Summary

Results oriented Project Manager with over 30 years of proven ability in Project Management and Project Controls including cost/schedule baseline development, performance measurement and analysis, financial management, and Earned Value Management (EVM) on government and commercial contracts of various type, size, and complexity. Broad experience in the application of Project Management and Project Controls methodologies and techniques.

Skills

- Proven ability to quickly assess new situations, develop solutions, and drive to successful outcomes
- Enthusiastic team builder who encourages collaboration and the development of creative solutions to issues
- Strong interpersonal and relationship building skills
- Thrive in fast-paced, challenging, and dynamic environments
- Demonstrated capability to develop and deliver concise presentations and training courses to all levels of management and customer staff

Experience

UNIVERSITY OF CALIFORNIA SAN DIEGO, RADY SCHOOL OF MANAGEMENT, San Diego, CA **9/2010-Present, Continuing Lecturer, Business Project Management**

Instruct over 100 undergraduate students per quarter in Business Project Management. Teach “cradle to grave” concepts to familiarize students with project management processes, tools, and techniques, throughout the project lifecycle. Utilize real world examples to reinforce learning and generate excitement about the field of project management.

GENERAL ATOMICS, AERONAUTICAL SYSTEMS, INC., San Diego, CA **4/2018-6/2023, Sr. Director, Program Control and Services**

Manage ~200 employee organization responsible for program management execution support. Responsibilities include development and maintenance of program management process, tools, and training; cost and schedule support for several hundred programs; Earned Value Management Business System ownership; Enterprise Capital and Independent Research and Development (IRAD) program management; data management; and management of multiple internal enterprise programs.

4/2016-4/2018, Director Program Planning and Control

Director, Program Planning and Control, responsible for defining and implementing consistent program management processes, tools, and training for a Program Management Office (PMO) with 700+ employees and a portfolio of several hundred programs. Lead Data Management efforts to ensure on time submission of quality program deliverables.

1/2013-4/2016, Program Manager

Program Manager responsible for program management office competency, process, tools, and training development. Manage the development and implementation of several projects including; Program Management Dashboard and Enterprise Resource Planning. Lead the development, implementation, and instruction of the Program Management Training Curriculum which includes foundational, intermediate, and advanced competency development courses and materials (e.g., instructor led courses, web based courses, guides, OJT, etc.).

SCIENCE APPLICATIONS INTERNATIONAL CORPORATION (SAIC), San Diego, CA **2/2009-1/2013 Senior Project Manager, Corporate Project Controls Director** **3/2008-3/2009, Project Manager, Deputy Corporate Project Controls Director** **5/1996-3/2008, Corporate Project Controls Manager** **11/1993-5/1996, Senior Program Control Analyst**

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Corporate Project Controls Director for SAIC's Corporate Program Execution Office. Position has included the major responsibilities listed below:

- *Provide support to SAIC line organizations in the areas of Project Management and Project Controls.*
Areas of support include cost/schedule baseline development and analysis, performance measurement, project financial management, Earned Value Management System (EVMS) set-up and implementation, PM/PC tools, high-risk proposal development and evaluation, and policy development and implementation. Recognized as an expert in the fields of Project Management and Project Controls and regularly utilized as a resource for subject matter expertise.
- *Member of Risk Review Teams responsible for analyzing high-risk/high-dollar proposal efforts and on-going projects.*
Review Request for Proposals, Statements of Work, Terms and Conditions, Basis of Estimate documentation, and proposal responses to assess risk, provide improvement suggestions, and ensure proposal commitments are achievable. Upon award, review program performance data to evaluate progress, risk position, and likelihood of meeting technical, schedule, and cost goals.
- *Responsible for development, implementation, and management of SAIC's Corporate Project Management and Project Controls training programs.*
Courses provide beginner to advanced level instruction on project management methodologies, risk management, scheduling techniques and tools, Estimate at Completion (EAC) development and validation, Earned Value Management, and project financial management.
- *Lead or participate in special projects at the request of SAIC senior management.*
Initiatives include the development and implementation of the following; estimating system improvements, process improvement and control enhancements, Program Execution policy/process including program review and assessment criteria, project risk management approach, Estimate at Completion (EAC) development guidance, general labor category (GLC) treatment, fraud and non-compliance identification and monitoring, and development of PM standard reports.
- *Responsible for the communication of relevant and timely information to the Program Execution community.*
Develop and present Project Management and Project Controls materials for SAIC publications and conferences including the Program Managers Forum, Project Controller's Community of Practice (CoP) meetings, annual SAIC Program Execution Conferences, the Program Execution Newsletter, and multiple internal websites.

GENERAL DYNAMICS/SPACE SYSTEMS DIVISION, San Diego, CA

11/91-11/93, Production Specialist

10/90-11/91, Production Representative, Senior

9/87-10/90, Program Control Analyst

Promoted to increasing levels of responsibility. Tasks included:

- Production Representative tasked to ensure that material, schedule, and cost data were integrated into an achievable Master Production Schedule at a launch vehicle production facility.
- Interfaced with Industrial Engineering and Production Management to monitor production performance to cost and schedule baselines, perform monthly variance analysis, and to develop work-around plans.
- Provided upper-level management with work-plan and baseline schedule progress on a daily basis.
- Appointed site representative for Material Requirements Planning II (MRPII) implementation. Taught MRPII procedures to a cross-functional team in preparation for a Production Pilot. Directed Production Pilot to thoroughly test the integration of MRPII software and cross-functional procedures in a production environment.
- Upon implementation of MRPII, became Master Scheduling, Material Planning, and Capacity Planning lead, responsible for integrating functional objectives with production requirements.

Education & AWARDS

Education: Bachelor of Arts, Marketing, University of Massachusetts, Amherst, 1987 (Cum Laude)

Clearance: DOD Secret Clearance, Inactive

Awards: 2008 Tribute to Women in Industry (TWIN) Award Recipient