**Contents**

[Motorola’s Flagship Product Launch, Documentation Redesign 1](#_Toc511743459)

[Document Recovery Plan 1](#_Toc511743460)

[Developed/Implemented a Major Contract Modification for iDirect 2](#_Toc511743461)

[Boosted quality, productivity and customer satisfaction at iDirect 2](#_Toc511743462)

[Restructured Hardware Documentation 2](#_Toc511743463)

[Developed New Proposal Process 3](#_Toc511743464)

[Founded LPR Resources 4](#_Toc511743465)

[International Team Management and Localization/Translation Requirements 4](#_Toc511743466)

[Multi-Billion Dollar Proposal Support 4](#_Toc511743467)

# Motorola’s Flagship Product Launch, Documentation Redesign

Motorola was launching their new flagship product the MC9000 and they had a significant number of user complainants on the documentation for the predecessor product. They wanted to re-design the new product documentation to improve customer usability and customer satisfaction.

I led the team that created an entirely new documentation package tor the MC9000. We eliminated the printed multi-page documents that were being included in the box with the product and replaced them with Quick Start Poster, and a single page Regulatory Guide. We also re-designed and moved the detailed product configuration documentation to a web-based downloadable platform. The new documentation platform, simplified and expedited the user’s “Out-Of-Box” experience and allowed us to provide the additional information required for the detailed configuration using the web-based documents.

The new documentation package, was applauded by the users as a vast improvement over the previous document package. In addition, I was able to reduce the per-product printing cost for the new documentation by a little more than $1.30 per shipped product. This resulted in more than $13 million in savings, when Motorola sold more than 10 million units.

# Document Recovery Plan

My first week on the job my new boss informed me that the main reason for hiring me was that that had a large document (17,000 pages long), and it was late (3½ years late). They needed me to create a recovery plan to get the document completed.

I worked with the master scheduler and my team leads and I developed a detailed MS Project plan with over 700 milestones. The plan identified the milestone sequence, the resource/man-loading requirements and laid-out the recovery plan for the document completion. The plan required the hiring of 13 additional writers, moving to 3 shifts and projected the completion of the document in 6 months.

My plan accurately identified the requirements/schedule and I used it to develop and implement the document recovery plan. The recovery plan included support/resources from multiple I successfully implemented my plan and the document was completed within the 6 months schedule. Subsequently the documentation was formally accepted by the customer.

# Developed/Implemented a Major Contract Modification for iDirect

At iDirect I was hired into crisis. They were one year into their biggest contract ever and they had a significant contracted support/documentation deliverable due in two years. Unfortunately, they also did not have a definition of the support/documentation deliverables and they did not have a plan on how they would support the contract deliverable requirements. In addition, the existing contract/SOW did not define the final support requirements (so no one knew what we needed to deliver) and it required just one final support deliverable (with no customer review/approval cycles) and the final support deliverables were required to be delivered 18 months before we finished developing the hardware and software deliverables.

My first project at iDirect was to develop a plan to develop a plan to resolve these issues. This resolution included a major contract modification for iDirect that re-defined the deliverables, improved customer satisfaction and delivered the documents on time.

I created the “unsolicited” proposal/documentation plan that defined the support/documentation deliverables, created interim support/documentation deliverables (synchronized with the interim engineering hardware/software deliverables) and provided the customer with review cycles to review and comment on the support/documentation deliverables. My plan was very customer centric, and when we presented my proposal/plan, the customer was pleased with it and agreed to modify the contract. My plan was formally adopted as an addendum to the contract. We delivered all of the support/documentation, on time, per my schedule and all the deliveries were accepted by the customer.

# Boosted quality, productivity and customer satisfaction at iDirect

When I started at iDirect, none of the writers were using consistent document templates and they were not writing to a common style. I implemented a technical writing style guide, and standardized/”formally released” both the style guide and the document templates. The improved consistency in the writing style and the document templates, boosted document quality, improved productivity and increased customer satisfaction. at iDirect by implementing a Technical Publications department Style Guide, and by standardizing the Documentation Templates.

# Restructured Hardware Documentation

iDirect's hardware documentation had similar problems to the issues that I ran into at Motorola. I applied the “lessons-learned” at Motorola to iDirect’s hardware documents and I was able to cut printing costs (on the test product) by more than $12,000 in the first quarter of the new document implementation. The new document improvements were phased into all of the documents significantly improving document quality, customer satisfaction and reducing costs.

# Developed New Proposal Process

When I started at Sikorsky, the proposal development process was poorly defined and it was very difficult for us to properly evaluate the proposal responses. In addition, the government contracting office had identified our vendor selection process as being non-compliant with the FAR and DFARS requirements.

A major component of the issue was that the RFP/SOWs that we were developing and sending to the vendors, were not well organized and clearly defined. I developed/implemented a 2-part proposal requirements and evaluation matrix system.

The first component was the “Requirements Matrix”. The Requirements Matrix defined and structured all of the requirements in a tabular matrix format and we included the Requirements Matrix in the RFQ/SOW package that was provided to the vendors. We also required that the vendors respond to each requirement in the Requirements Matrix tabular format. The vendors were allowed to use a reference in the table to a large or complex response. This structure was based on the Shipley’s proposal response matrix, however in my process I pulled that requirements structure into the requirements RFQ and I did not wait for the vendors to develop their own Requirements Matrix in their proposal response.

The benefits of creating the Requirements Matrix in the RFQ, was that all of the proposal responses were in the same layout/structure which made it much easier to compare/evaluate the responses. Another major benefit of my system was that it eliminated “missed” or “hard to find” requirements responses. The matrix table had a “Response Cell” right next to the “Requirements Cell”. A blank response cell was an obvious red flag to spot that a requirement had not been addressed.

The second component was the “Evaluation Matrix”. This document was an internal document and was not provided to the vendors. In the evaluation matrix, I duplicated the requirements and added computational columns to the right of the requirements. The first column was the “Weighting” that I applied to each requirement. For example; I might have a 20% weighting for the man-loading requirements and a 15% weighting on the price. Then, I added 2 computational columns for each vendor, one for the score the vendor received on that requirement response and a total column which multiplied the requirement weighting times the score that the vendor received for the requirement response. The scores in the Totals column were tallied and this provided a fair and impartial total score on how well the vendor responded to the RFQ requirements.

The resulting RFQ responses (using the Requirements Matrix) were all consistent with each other, which made them much easier to evaluate. In addition, all of the individual requirement responses were easy to find and my process eliminated the vendors missing requirement responses. The government contracting office approved the use of the “Evaluation Matrix” as being compliant with the FAR (Federal Acquisition Regulations) and DEFARS (Defense Federal Acquisition Regulation Supplement) vendor selection/evaluation process and accepted my new process. The proposals team formally adopted my new procedure as their new “compliant” standard process.

# Founded LPR Resources

Nortel Networks’ stock crashed from $130/share to $0.75/share during the [dot.com](http://dot.com/) crash. Nortel's was forced to lay off 65,000 employees (world wide) to reduce expenses. This layoff included my technical writing team. What the executives did not realize was that my team was producing a unique documentation product which was embedded within the software package. When they went to "outsource" the tech writing effort, none of the outsource firms could produce the documents.

I formed LPR Resources Inc. and I won the contract with Nortel to provide the "outsourced" technical writing effort. I hired back 4 of the writers that Nortel had just laid off, and we went back to work at our same desks, using our same computers, and writing the same documents, except now we were working as contractors for LPR Resources.

LPR Resources Inc. was very successful, grossing more than $600,000 in its first year of business. LPR Resources continued to support the tech writing needs of Nortel (for years) until Nortel was able to transition the writing effort to a “less expensive” outsourcing firm, based in India. Eventually, Nortel closed their US based division and sold the remaining US based business components.

# FalseInternational Team Management and Localization/Translation Requirements

I have mentored/managed local teams, global teams and virtual teams. I am also familiar with maintaining documents in different languages to meet documentation localization requirements.

At Motorola my team was internationally dispersed. I was located in Holtsville, NY; my team was headquartered in Rockville MD, my program managers were located in Virginia and Michigan; my configuration managers were located in Florida and San Diego; my manufacturing team was located in Taiwan; my software development team was located in India; my technical writers were located in Sri Lanka and my regulatory team was located in the United Kingdom. I am very familiar with getting into the office at 6:00 am for a meeting with my software development team in India, and finding over 100 overnight emails in my inbox from multiple time zones.

In addition to the international support team, Motorola was supporting baseline document translation/localization in 13 languages with additional translation/localization “as necessary” for documents outside of the “baseline” translation/localization platforms. I was responsible for standardizing the documents in English and with maintaining a “Translation Database” to ensure translation consistency across the multiple translation/localization platforms.

# Multi-Billion Dollar Proposal Support

At General Dynamics I was the Support Team lead for a multi-billion dollar proposal. The proposal included 25 years of product support, maintenance, training and documentation updates. The proposal also included estimating the support updates to the software SDLC, the operation documentation and all of the detailed maintenance documentation.

