

Accomplishment Story Sample

Title

Rebuilding a Construction Firm

Situation: I was hired by AVX Development Company in 2012 to establish a construction department capable of successfully managing a large portfolio of projects. At the time of hire, projects totaled about \$400M, with about seven (7) active in the construction phase.

Obstacles: The Company did not have computers for the field personnel and did not have any idea of the magnitude of issues/problems facing them. If they followed their current course of action, the projects would have been "disastrous."

Actions: I first had to become familiar with the existing projects, learn of their status, and how they were being managed and by whom. I also reviewed existing procedures and policies, and found there was none set before my arrival. I identified the gray area between contracts for the Architect and General Contractor and began to establish a standard product design spec.

I conducted interviews with senior management to gather their opinions of the staff and current project conditions. I then organized meetings with my staff, visited their projects, and spoke with the clients at each project site. I set new standards for my staff, hired personnel that were more capable and, after a three-month trial period, dismissed those who could not meet the standards.

After 10 weeks, I presented a detailed report of my findings, identifying what I considered the specific problems, prioritized the issues, and proposed solutions both short and long term. I also provided computers and software to create and monitor schedules. We conducted weekly meetings for all projects and monthly staff project reviews.

Results: What we accomplished in one year was a remarkable feat considering that our project portfolio grew to \$1.5B, with 17 active construction projects, and 19 projects in preconstruction. This is a 150% increase, with one additional staff. As a result, our overhead impact on development fees was reduced from 1.5% to .7%. We were able to perform additional preconstruction services, essential in minimizing the mistakes once construction began, our reporting was more concise; our management of issues was noticeably more professional, and we were beginning to effectively negotiate better contracts.

What skills did I demonstrate? Communication, leadership, analysis, problem solving.