

Michael Sands, PMP^{®1}

Mr. Sands has over 20 years of experience in management, organization development and training with both the public and private sectors. Mr. Sands has performed as an independent consultant and provided professional services, training, and technical assistance to private and public firms. Mr. Sands' experience includes defense intelligence (as an Army Officer), project management, organization development, and quality management.

Sands Consulting Group (1991-1999 and 2007-present)

As a senior consultant, Mr. Sands provided organization development and quality management expertise to both public and private sector clientele. He provided technical assistance to support implementation of ISO 9000 quality standards in a contract manufacturing firm. Mr. Sands also supported the initiation of a process improvement strategy to reduce scrap in a high-technology manufacturing organization. He also provided over 5000 contact hours of training to both government and private sector clients.

Commissioned Officer, United States Army (1981-2006)

Mr. Sands served in numerous assignments during his career as both an active duty and reserve officer. As a deputy director, Mr. Sands led the creation of a new Army Reserve organization with nationwide span of control of over 6000 employees and an overall budget of over five million dollars. He directed the development of business processes, managed a diverse group of stakeholders, and oversaw the planning for the assumption of responsibility of disparate organizations nationwide. As a result, this organization now provides critical command and control functions for reserve units with high-demand, low-density skilled personnel who provide intelligence support nationwide.

As a Special Projects Officer, Mr. Sands created an internal controls process for the organization created above to ensure reliability of business processes affecting finances, safety of personnel, and overall effectiveness.

As a Project Team Leader, Mr. Sands led the development of user requirements to support the creation of an enterprise software solution affecting numerous and diverse organizations across a large regional military organization, including several countries. He effectively managed diverse stakeholders from several different organizations and obtained support for the successful fielding of this application. This software solution was implemented and provided timely information to operational units supporting of the Global War on Terrorism.

Education and Credentials: Mr. Sands has a bachelor's degree in Psychology from Indiana University of Pennsylvania and a masters degree in Organizational Management from the University of Phoenix. Mr. Sands is certified as a Project Management Professional (PMP[®]) through the Project Management Institute.

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