

Application Form

Profile

Mr. Michael D. Goertzen
Prefix First Name Middle Initial Last Name Suffix

michael.goertzen@serco-na.com
Email Address

990 Summit Avenue
Home Address Suite or Apt

Harrisonburg VA 22802
City State Postal Code

How many years have you been a resident of Harrisonburg?

17

Mobile: (540) 471-9799
Primary Phone Alternate Phone

Serco, Inc. Sr. Program Manager
Employer Job Title

Demographics - (Submission of this information if voluntary and will not subject you to any adverse treatment should you chose to not complete)

Ethnicity

Caucasian/Non-Hispanic

Gender

Male

What is your age?

50+ years old

Are you reapplying for a current position you hold? *

Yes

Which Boards would you like to apply for?

Economic Development Authority (EDA): Submitted

Interests & Experiences

Mr. Michael D. Goertzen

Please tell us about yourself and why you want to serve.

Why are you interested in serving on a board or commission?

To assist the city of Harrisonburg to responsibly support their citizens and businesses.

What other interests or concerns do you have regarding the community?

Safe routes for pedestrians and bicyclists.

What relevant experience or education do you have to this board or commission?

3 years prior served on EDA. Serve on 4 other non profit board of directors, including executive committee memberships.

Please list any past or present community involvement e.g. City Council, Boards and Commissions, Citizen Academy, etc. in Harrisonburg or elsewhere:

SVTC, GoVA, Explore More, EDA

[Resume -
_Michael_Goertzen_20230831.docx](#)

Upload a Resume

EPSAC Applicants only

Bike/Pedestrian Subcommittee Applicants only

MICHAEL GOERTZEN, MBA, PMP

mgoertzen@hotmail.com · 540.471.9799

Professional Profile

A self-managed and result-oriented Senior Program Manager (PM) with 17+ years of experience in Project Management in large scale, highly technical services programs with annual value up to \$25 million. Proven ability to identify and obtain new business opportunities and empower management and technical staff to achieve challenging performance and financial objectives.

Strategic manager with exceptional interpersonal, communication, problem solving, and decision-making skills. Ability to establish and maintain support through business alliances, lead and motivate teams, drive projects to successful completion, meet or exceed challenging performance requirements, adapt to complex and dynamic circumstances, and achieve fiscal results.

Areas of Expertise

- | | | |
|---|---------------------------------|--------------------------------|
| ❖ Budget and Forecast | ❖ Operational Efficiency | ❖ Total Quality Management |
| ❖ Business Development | ❖ Presentations and Briefings | ❖ Training Design and Delivery |
| ❖ Coaching Effective Teams | ❖ Operational Metrics | ❖ Work Planning and Scheduling |
| ❖ Collaboration | ❖ Production Planning | |
| ❖ Computers and Technology | ❖ Pricing | |
| ❖ Continuous Improvement | ❖ Project Management | |
| ❖ Corporate & Interpersonal Communication | ❖ Quantitative Analysis | |
| ❖ Customer Relations | ❖ Qualitative Analysis | |
| ❖ Employee Engagement | ❖ Recruitment and Onboarding | |
| ❖ Employee Relations | ❖ Risk Management | |
| ❖ Financial Analysis | ❖ Root Cause Analysis | |
| ❖ Inventory and Production Management | ❖ Standard Operating Procedures | |
| ❖ Issue Resolution | ❖ Staff Development | |
| ❖ Motivation and Incentives | ❖ Strategic Planning | |

Education

- MBA, Innovation; James Madison University, Harrisonburg, VA
- BA, Natural Science; Minor, Mathematics; Bethel College, North Newton, KS

Professional Experience

Serco, Harrisonburg, VA

2006–Present

Program Manager (Senior Manager)

2014–

Present

Direct all Project Management Office (PMO) requirements for dedicated programs in support of the United States Patent and Trademark Office (USPTO) and Department of Homeland Security (DHS). Areas of responsibility include leadership, staffing and human resources, contract management, procurement, finance, performance metrics including production target design, corporate relations, and customer relations.

- Direct staff in successful assignment of over 18,000,000 patent classification symbols while surpassing Acceptable Performance Levels (APLs) using custom-developed DragonSlayer toolsets. Over 5,000,000 patent applications have been classified since inception.
- Obtained 100% timeliness and over 96% quality compliance in classifying patent applications across full breadth of human technical knowledge.
- Led comprehensive efforts to secure two major recompetes wins valued at \$95M and \$344M.
- Improved customer service and facilitated relationships through onsite and hosted meetings and workshops, customer workgroup discussions, and proactive communication, including all major international intellectual property (IP) organizations (IP5).
- Functional leadership in employee relations, business development, human resources, financial management, and risk management.
- Implemented new international patent classification system, Cooperative Patent Classification (CPC), and provided oversight and support to full transitions of processes, staff, facilities, and systems. Effort included over 4,000 hours of training design and implementation with significant customer-centered collaboration and planning.
- Completed full CPC pilot project to enable the USPTO effective market and quality research.
- Lead team of five (5) managers charged with complete program oversight consisting of comprehensive operations, quality, IT, security, knowledge management, and training.
- Exceeded challenging quality requirements for 58 consecutive months. Compliance rate averaged 96.3% over 10 year performance period, exceeding the 95% customer target over the life of the contract. All programs have received quality incentives in every assessment period during my tenure as PM.
- Achieved over 97% compliance rate against National Institute of Standards and Technology (NIST) standards. Maintained Authority to Operate through completion of complex annual audit process.
- Consistently exceed all financial targets (Revenue, Direct Labor, Trading Profit, and Margin) through program-level cost control. Achieved +50.5% of planned program margin over life of contract.
- Saved USPTO over \$500,000 annually through Serco's 97.4% routing classification accuracy compared to 90% historical average.
- Completed innovative program reorganization around new evolving CPC requirements.

- Achieved 12.7% average annual attrition for life of the program through implementation of highly effective retention programs, including employee incentives, career path, and numerous engagement initiatives.
- Worked effectively with HR Business Partner to effectively manage staff, design and deliver training, and provide greater connection to corporate resources.
- Accommodated extreme workload variances from customer, including complex resolution of excess inventory through combination of innovative initiatives, extra work hours, customer negotiation and cooperation, efficiency improvements, and comprehensive work planning.

Operations Manager (Project Leader)

2008–2014

Managed all aspects of Program Production Operations including personnel, strategy, engagement, finance, contracts, and customer relations within complex facility employing 145 technical-degree employees performing patent application analysis for USPTO.

- Performed central role in formulation, validation, negotiation, and implementation of \$52.5 million contract modification including three-year extension of contract performance.
- Achieved positive financial results through program-level cost control that consistently met or exceeded commit values.
- Developed and maintained comprehensive production metrics and planning processes that ensured high levels of efficiency while balancing manager and production worker needs.
- Provided key input and oversight to eight month build of custom workflow and user interface toolset, including virtually paperless production management and scientific search tools.
- Implemented highly successful employee engagement and retention programs including productivity bonus program, career advancement structure and policy, comprehensive and streamlined staff development, and staff feedback methods.
- Provided positive interactions and support of all customers with feedback resulting in high levels of satisfaction and a highly cooperative environment.
- Functional leadership in employee relations, business development, human resources, financial management, and risk management.

Operations Analyst (Associate Management Analyst)

2006–2008

- Supported and directed all aspects of operations of complex facility employing 110 technical degree employees to classify patent applications for USPTO.
- Identified and resolved issues related to operational systems, production metrics and planning, custom workflow, and interpretation of classification rules and procedures.
- Led and managed functions of Functional Test Team and Configuration Control Board, and provided guidance and support for Training design and implementation.

Goshen, IN and Hesston, KS Unified School Districts

1992–2006

Lead Science Teacher

- Tenured teacher in Physics, Chemistry, Environmental Science, Physical Science, Biology, Computer Applications, and Mathematics.
- Major strategic contributions to through numerous task force, committee, and ad hoc teams.
- Designed and managed completion of two laboratory re-engineering projects.

Certifications, Training, and Clearance

- Project Management Professional (PMP), Project Management Institute (PMI) 2009–Present
- Serco Leadership Fellow, Oxford University 2017

- Serco Program Management Fellow 2015
- Public Trust Clearance, Department of Commerce 2006–Present
- Graduate Research Fellow, University of Notre Dame, Department of Nanotechnology 2004

Awards, Citations, and Memberships

- Serco Pulse and Global Pulse Award Recipient 2019
- Serco Program Manager Leadership Award 2015
- GoVA Region 8 Council 2018-Present
- Harrisonburg Economic Development Authority 2019-Present
- Shenandoah Valley Technology Council (SVTC) Board of Directors 2011-Present
- SVTC Board President 2015-2017, 2021-2024
- Explore More Discovery Museum (EMDM) Advisory Council 2015-Present
- Serco Engagement Council and “Serco25” Ambassador
- Beta Gamma Sigma International Honour Society 2014-present
- Golden Key National Honor Society 2014-present
- Excellence in Education Award, Goshen, IN 2006
- Teacher of the Year, Goshen, IN 2004