

Kendrick Glover

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SUMMARY

Lead **program management** specialist with 16 years directing aerospace and defense programs from **conception and initiation** through planning, execution, performance monitoring, delivery, and closeout. Guides multi program governance, standard gated processes, **Earned Value Management**, integrated planning, baseline and change management, rate change readiness, work movement, and Integrated Product Team implementation. Translates schedule, cost, milestone, risk, and action data into **performance to plan** metrics, executive recommendations, and focused corrective actions. Builds durable partnerships across engineering, operations, finance, supply chain, customers, partners, and senior leadership. Develops program management capability through workshops, training, forums, mentoring, and external benchmarking. PMP and PgMP certified, with experience supporting clearance eligible defense environments and export control requirements.

EXPERIENCE

Director, Program Management Excellence

January 2022 - Present

Aegis Aerospace Solutions

Arlington, VA

Directs program management governance across defense development and production programs, connecting gated reviews, EVM, integrated schedules, baseline control, **process improvement**, and executive decisions.

- Aligned gated reviews, EVM, **schedules**, and baselines across defense programs, improving executive decision visibility.
- Established performance **metrics** using schedule, cost, risk, milestone, and action data for consistent leadership intervention.
- Directed startup, **rate change readiness**, and **work movement** initiatives with engineering, operations, finance, and supply chain.
- Implemented IPT charters, decision rights, interfaces, commitments, and escalation paths across complex program organizations.
- Presented governance recommendations and **execution** risks to executives, converting program evidence into accountable decisions.
- Developed practitioner capability through workshops, mentoring, best practice forums, and external benchmarking with industry peers.

Senior Program Management Specialist

March 2018 - December 2021

Orion Mission Systems

Reston, VA

Managed integrated execution across aerospace and defense workstreams, coordinating plans, schedules, **EVM** baselines, change controls, readiness decisions, and cross functional **stakeholders**.

- Connected plans, schedules, EVM **baselines**, **change controls**, and commitments from startup through delivery.
- Led gated reviews assessing technical maturity, schedule readiness, resources, risks, and evidence before program transitions.
- Built executive metrics from cost, schedule, milestone, and risk data, highlighting recoverable performance variance.
- Coordinated rate changes and work transfers with operations, engineering, supply chain, quality, and finance teams.
- Standardized **planning** and baseline practices through improvement projects without disrupting contractual program **execution**.
- Coached program managers on executive presentations, stakeholder alignment, change discipline, and best practice application.

Program Manager

July 2014 - February 2018

Vector Defense Technologies

Baltimore, MD

Directed defense technology projects through initiation, planning, execution, monitoring, delivery, and closeout, maintaining integrated controls and trusted customer partnerships.

- Directed **defense** projects from initiation through closeout, maintaining scope, schedule, cost, and risk controls.
- Built integrated plans with functional leads, translating customer commitments into milestones, dependencies, resources, and acceptance criteria.
- Applied EVM and schedule analysis to identify variance, develop recovery options, and communicate delivery implications.
- Managed baseline and change decisions through impact analysis, preserving traceability across approved program commitments.
- Strengthened customer and partner relationships through structured reviews, early decisions, documented actions, and delivery alignment.
- Improved risk reviews and status reporting, creating consistent evidence for program decisions and closeout readiness.

Project Manager

June 2010 - June 2014

Frontier Avionics Group

Huntsville, AL

Managed avionics development and integration projects, building practical expertise in initiation, scheduling, execution control, stakeholder coordination, and formal closeout.

- Managed avionics projects through initiation, scheduling, **execution** control, integration, delivery, and formal closeout.
- Maintained schedules, action registers, risk records, and performance summaries for engineering and operations leaders.
- Prepared customer briefings connecting milestones, resource constraints, risks, and recommended actions with approved objectives.
- Coordinated engineering, test, procurement, and manufacturing commitments for integration events and planned work.
- Supported baseline updates through scope and schedule impact assessments, reinforcing disciplined change management.
- Closed projects with accepted deliverables, lessons learned, action disposition, and reusable **planning** insights.

PROJECTS

Enterprise Program Governance Framework 📅 2024

Created a common governance approach connecting gated reviews, performance metrics, EVM evidence, executive decisions, and corrective action across multiple defense programs.

Integrated Product Team Operating Model 📅 2023

Advanced IPT implementation through clear charters, decision rights, stakeholder commitments, escalation paths, and practical forums supporting complex program execution.

LEADERSHIP & AWARDS

- Program Management Excellence Recognition, Aegis Aerospace Solutions, 2024
- Executive Leadership Commendation for Cross Functional Delivery, 2021
- Program Management Community Mentor Recognition, 2020

EDUCATION

Master of Science in Project Management

George Washington University GPA: 0

2016

Washington, DC

Coursework: Program governance, project planning, risk management, organizational leadership

Bachelor of Science in Business Administration

University of Alabama in Huntsville GPA: 0

2010

Huntsville, AL

Coursework: Operations management, finance, organizational behavior, strategic management

CERTIFICATIONS

- Project Management Professional (PMP) 📅 2013
- Program Management Professional (PgMP) 📅 2022

TECHNICAL SKILLS

- **Program Management:** Program Management Professional, Program Management Best Practices, End to End Program Lifecycle
- **Gated Process Management:** Gated Program Process, Online Workflow Tools, Program Startup
- **Earned Value Management:** EVM, Performance Measurement, Cost Variance Analysis
- **Integrated Planning:** Integrated Plans, Integrated Master Scheduling, Schedule Analysis
- **Baseline Control:** Baseline Management, Scope Baselines, Schedule Baselines
- **Change Management:** Change Control, Impact Analysis, Commitment Management
- **Performance Metrics:** Performance to Plan, Program Metrics, Corrective Action Analysis
- **Integrated Product Teams:** IPT Implementation, Team Charters, Decision Rights
- **Process Improvement:** Process Improvement Projects, Best Practice Reviews, Workflow Improvement
- **Stakeholder Management:** Executive Stakeholders, Customer Partnerships, Functional Coordination
- **Executive Communication:** Executive Presentations, Recommendations, Functional Policy
- **Program Readiness:** Rate Change Readiness, Work Movement, Transition Planning

SKILLS

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|--------------------------|---------------------------|----------------------------|---------------------------|
| • Program Management | • Earned Value Management | • Rate Change Readiness | • Performance Metrics |
| • End to End Lifecycle | • Integrated Planning | • Work Movement | • Executive Presentations |
| • Program Best Practices | • Baseline Management | • Integrated Product Teams | • Stakeholder Management |
| • Gated Processes | • Change Management | • Process Improvement | |

PROFESSIONAL AFFILIATIONS

- Program Management Institute, Aerospace and Defense Community Volunteer Mentor, 2020 to Present
- Defense Program Management Peer Forum, Workshop Facilitator, 2022 to Present

LANGUAGES

- English (Native)
- Spanish (Intermediate)

ADDITIONAL INFORMATION

Work Status : Authorized to work in United States. No sponsorship required.

REFERENCES

AVAILABLE ON REQUEST