

# Charles R. Harwood II, MBA, PMP

## Summary:

A highly adaptable professional with nearly 10 years of experience in aerospace and defense supply chain, 2 years of project management, 3 years as an adjunct lecturer and 8 years of hospitality management experience. Aiming to utilize highly recognized customer service, problem solving, process tailoring, and communication skills to build highly effective, collaborative teams. Possess an MBA, a BSBA in Finance, and a graduate certificate in Government Contracting and Procurement Management. Project Management Professional (PMP) certified. Raytheon Six Sigma Specialist, MPM Certification Level 4, and Earned Value Management Certified.

## Experience:

### **University of Alabama in Huntsville (UAH)**

Jan 2019 – Present

Part-Time Lecturer (MSC 385 – Operations Analysis)

Huntsville, Alabama

- Responsibility to engage, teach, and inspire 50+ students each semester
- Key Topics – Operations Analysis, Operations Management, Supply Chain, Competitive Strategy, Metrics and Continuous Improvement Tools, Productivity, Contracts Management, Federal Acquisition Regulations

### **Raytheon**

Jan 2022 – Present

Deputy Program Manager, THAAD FMS Program  
(Senior Manager, Program Management)

Huntsville, Alabama

- Responsible and accountable for the technical, cost, and schedule of a significant Foreign Military Sales project
- Lead a cross-functional team of professionals, responsible for the maintenance and sustainment of multiple AN/TPY-2 radars OCONUS
- Responsible for developing and implementing project management controls

### **Raytheon**

Jan 2020 – Jan 2022

Mission Test and THAAD Support Sub-Mission Area Supply Chain Lead  
(Senior Manager, Supply Chain Management)

Huntsville, Alabama

- Mission Test and THAAD Support Sub-Mission Area Global Supply Chain Lead
  - Accountable and responsible for the overall supply chain performance for multiple major programs, including Radar Test Contract, THAAD UAE, THAAD-direct-to-LM, and proprietary programs
  - Section Manager, responsible for the development, coaching, and supporting a team of 3 Material Program Managers
  - Accountable for sales forecasting, bookings strategies, earnings impact, and cash flow
  - Responsible for the planning, execution, and management of supply chain functions in support of portfolio of programs, to include subcontracts, procurement, compliance, legal, engineering, estimating & pricing, MRP controllers and quality
- Huntsville Site Lead for Global Supply Chain, supporting senior leadership, strategic initiatives, and building a pipeline of Supply Chain talent.
  - Lead for Supply Chain content for 4 business units, 39 professionals, and a plethora of programs – Responsible for awareness, trends, challenges, growth, community relationships, talent development, and site-specific communications

- Primary POC for COVID-19 related Global Supply Chain Management activity for the Huntsville site, including executing return-to-work strategies
- Member of Program Leadership Team for Radar Test Contract (RTC) – Prime
  - Developed and executed supply chain strategies and plans that were aligned to customer, corporate, and program visions
  - Proposal lead for Supply Chain content on \$200+M, 2-year Prime Contract
  - Responsible for forecasting supply chain content, including hardware, software, and engineering services
  - Mentor junior supply chain professionals, with intent of building pipeline of qualified and capable future leaders
  - Developed standardized, tailored processes to increase velocity of placing purchase orders and reacting to evolving customer needs
  - Supply Chain Lead for program-related Raytheon Gate Process, presenting and gaining approvals from senior executive leadership, including Vice President level

## **Raytheon**

Aug 2018 – Jan 2020

Supply Chain Integrated Product Team Manager  
(Manager III, Subcontracts)

Huntsville, Alabama

- Supply Chain IPT Lead for \$575M 4-year IDIQ, in support of GSA, S3I, MDA, U.S. Army defense customers. Oversight of nearly 40 active subcontracts (\$60M annual spend), 25 Task Orders, 300+ FTE, and an additional \$20M in annual hardware spend
- Participated in Black Hat for a \$13B pursuit, representing expertise in local subcontractor community, competitive intelligence, and shaping strategic planning
- Lead for Raytheon Six Sigma project focused on increasing the velocity of transaction for subcontracts, encompassing a cross-functional approach (cycle time from 30 days to 10 days)
- Lead for multiple process automation projects to include utilizing SharePoint, communications plans, monthly webinars, automated invoicing, etc. Focus on scalability and repeatability
- Responsible for the recruiting, development, and direct supervision (sourcing, interviewing, hiring, training, disciplining, and performance development) of a cross-functional team of 8 seasoned professionals in the supply chain organization: Subcontracts (5), Procurement (1), Logistics and Asset Management (1), and Material Program Management (1)
- Developed strategic communications plan to highlight contractual requirements, establish face-to-face rapport, and set clear expectations for subcontractor performance and growth at contract kick-off
- Accountable for Risks and Opportunities, Action Items, Sales Forecasting, and Proposal Activity related to current and future organizational growth
- Implemented and chaired Qualitative Data Input (QDI) evaluation tool in order to manage risk and performance with subcontractors with traditionally subjective evaluation criteria
- Developed standardized Subcontractor Statement of Work (SSOW) and author for each individual SSOW on program
- Developed Material Program Strategy and Material Program Plans with quarterly reviews/updates
- Partnered with the Contracts function to develop Contract Flowthrough Briefs, ensuring compliance to prime contract requirements for both material and services procurements
- Represented Raytheon and program in local events with customers, competitors, and suppliers with a focus on improving brand recognition

- Key member of the Huntsville Strategy Council, a Business Unit agnostic, multi-functional, dedicated team with the purpose of leveraging Raytheon's business interests in the local community
- Lead for multiple program, customer, corporate, and external audits (Total Qty: 10) with no findings
- Demonstrated ability to build relationships with key functional stakeholders to drive process compliance while solving problems with out-of-the-box solutions

**Science Applications International Corporation (SAIC)**

Dec 2016 – Aug 2018

Senior Subcontracts Administrator

Huntsville, Alabama

- Travel surge support for multiple, large-dollar, high-visibility programs with complex and evolving requirements
- Senior Team Member for rapid response subcontracting team, who on-boarded several subcontractors in an aggressive timeframe (30 subs, 21 days, RFP to definitization), supporting the external and internal customer strategies; including RFP, negotiations, definitization, NTE establishment, and execution
- Lead for program procurement process improvement, resulting in streamlined processes, reduced audit findings, and increased efficiency
- Ensured internal corporate reviews and external customer audits were transparent, effective, and organized

**The Boeing Company**

Oct 2014 – Sep 2016

Supplier Diversity Specialist

Huntsville, Alabama

- Proposal author for very large, complex, competitive acquisition (Ground-Based Strategic Deterrent [GBSD], an effort expected to be worth \$60B)
- Project lead for Mentor Protégé Agreement between NASA, Boeing, and AMRO Fabricating under Space Launch System (SLS) program; Additionally, MDA, Boeing, and Victory Solutions under Ground-based Midcourse Defense (GMD) program
- Member of 2 local advocacy councils supporting NASA, Missile Defense Agency (MDA), and Department of Defense (DoD) customers:
  - Marshall Prime Contractors Supply Council (MPCSC)
  - Missile Defense Agency Small Business Advocacy Council (MDA SBAC)
- Lead for functional excellence improvement team focused on improving Boeing brand in small business community, resulting in world-class training and presentation materials
- Developed viable pool of diverse suppliers by analyzing the industrial supply base, identifying utilization gaps, implementing efforts and building relationships to increase utilization
- Developed and deployed bidders conferences to support strategic proposal and contract execution priorities
- Deployed supplier diversity subcontract plan initiatives and targets by working with multi-functional teams to execute plans that meet quantitative targets and objectives to support customer specific requirements

**The Boeing Company**

Nov 2011 – Oct 2014

Procurement Agent

Huntsville, Alabama

- Responsible for the acquisition of major subsystems on Space Launch System
  - Successfully negotiated savings with strategic supplier (General Dynamics)

- Successfully negotiated terms and conditions, including audit rights, Limitation of Liability, and modification of general provisions
- Team lead responsible for the review, modification, communication, and championing Supplier Management “Playbook” in support of division-wide restructuring efforts
- Managing contracts through all stages of procurement, from cradle to grave, including sourcing, RFP, proposal evaluation (competitive, single, and sole source), negotiations of Terms and Conditions, pricing, scheduling, technical, and management details; definitization, throughout product lifecycle, and product delivery

**Washington Square Group**

Oct 2008 – July 2013

Manager

Huntsville, Alabama

- Direct supervision of 25-30 total employees, responsible for the development, efficiency, and long term staffing strategy

**LeeAnn’s**

Oct 2006 – Feb 2009

Manager

- Direct supervision of 6 employees with focus on enhancing efficiencies, establishing policies and procedures, training, and overall customer service

**Xanterra Parks and Resorts**

June 2002 – Oct 2006

Senior Manager (Seasonal)

- Support Department of Interior prime contract with respect to hospitality management.
- Direct supervision of 2 managers and 70+ employees of various skill levels

**Special Recognition and Projects:**

RStars – M&S Proposal Volume Lead	2021
RStars – Supplier Recourse Project	2021
RStars – Small Business Reporting	2021
Strategic vs Transactional Relationships (Industry lecture)	2021
Raytheon Spot Award - Treating a Difficult Situation Ethically	2020
RStars – COVID-19 Global Supply Chain Impact	2020
RStars – Proposal Leadership	2020
RStars – Huntsville Growth and Strategy	2019
RStars – Exostar integration project	2019
Negotiations Simulations and SDI (Raytheon)	2019
Situational Leadership (Raytheon)	2019
Emotional Intelligence 2.0 for IPT Leads (Raytheon)	2019
Program Leadership for IPT Leads (Raytheon)	2019
RStars – Program stability and process improvement	2018
Vice President of Education – National Contract Management Association	2017-2018
Pride@Boeing – GBSD Industry Day Lead	2016
Pride@Boeing – LOX Anti-Geyser Development Test MVP	2015
Project designer and program lead for professional development series	2014 – 2016
Co-Lead of Strategic University (UAH) Alumni Association	2015 – 2016
Panel Member for MDA SBAC	2015 – 2016
Panel Member for NASA MPCSC	2015 – 2017
Program Management Best Practices in Action Course	2014
Pride@Boeing – SLS Failure Review and Mitigation	2014

Pride@Boeing – SLS Negotiations Success	2013
Member of Beta Gamma Sigma (top 10% of Business Students)	2011
Member of Phi Kappa Phi (top 10% of all students)	2011

**Education:**

<b>University of Alabama in Huntsville</b>	May 2016
Master of Business Administration	
Graduate Certificate in Federal Contracting and Procurement Management	

<b>University of Alabama in Huntsville</b>	Aug 2011
Bachelor of Science in Business Administration – Finance	