

# MICHAEL D. PENMAN

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Pursuing opportunities to participate in a creative growth environment where I may utilize my exceptional educational, managerial, training, coaching, team building, communication, facilitation, problem-solving, analytical, and people skills to accomplish goals.

## HIGHLIGHTS

- Collaborated with my team members to develop training vignettes, for use on AT&T's WorkSmart Portal, supporting the reskilling of AT&T's workforce as part of the Chairman's Workforce 2020 initiative.
- Developed and launched the Lectora Prescriptive Learning Template, used for all CPxx courses, which reduces training time while maintaining competency with an estimated cost savings of \$5M annually.
- Developed a template that automates the completion of virtual Instructor-led courses resulting in increased efficiencies.
- Leader of the Lectora Advisory Committee which has the responsibility to establish criteria and standards for all Lectora templates used at AT&T.
- Created and maintain the Lectora tSpace community which serves the needs of all Lectora users Enterprise-wide. Conduct weekly collaboration sessions to improve development and innovation amongst AT&T's Instructional Designers that has resulted in faster development, increased course interaction, streamlining of processes, and enhanced skills of Lectora users without having to utilize travel.
- Serve as an Admin for the TU Video Portal where I developed a process for embedding videos for limited access by NPWs. Serve as a SME for the LSO Launch and LSO WBT File Archival processes on IDPro.
- Vendor Manager, Instructional Designer, and Trainer responsible for the development and full-scale implementation of all training curriculums – involving our offshore business partners (SITEL and Open Integrity [Philippines] and Transcom [Colombia, SA]) – supporting Web.com's Billing, Collections, Technical Support, Value Care, and Design Services business units.
- Achieved a 100% (Billing/Collections) and an 80% (Technical Support) graduation rate for initial business partner launches that resulted in a 90+% Customer Satisfaction Survey average, within the first 30 days of class completion by strategically implementing reference-based training to ensure all changes to procedures and documentation would be dynamically updated and available for all parties involved.
- Possesses exceptional educational, managerial, training, coaching, team building, communication, facilitation, problem-solving, analytical, and people skills to accomplish goals. Utilizes the ADDIE method, Bloom's Taxonomy, and adult learning principles to develop instructor-led and web-based training programs.
- Utilizes Kirkpatrick's Four Levels of Evaluation to assess training effectiveness and achieve a maximum return on investment.
- Conducts classroom and web-based training for sales, technical, POS (Point of Sale) and integrations using traditional, e-learning, and web-based curriculums.
- Conducts Train-the-Trainer sessions to assist in identifying company methods and procedures.
- Authors, corrects, and researches documentation for use in classroom and job development.
- Develops criteria for benchmarking and evaluating the effectiveness of training activities.
- Possesses exceptional educational, managerial, training, coaching, communication, problem-solving, analytical, and people skills to accomplish goals.
- Focused managerial leader with regards to employee development and team building.

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## TECHNICAL SKILLS

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- Technical Writing:** ADDIE Method, Success Approximation Model (SAM), Bloom's Taxonomy, Methods and Procedures, Information Mapping, Talisma KnowledgeBase
- Learning Management:** AT&T Learning Record Store (LRS), SAP Learning Solutions (LSO), Moodle
- Collaboration:** MS OneNote, MS Project, MS SharePoint, Q Messenger
- Systems:** Windows 95/98/2000/XP Pro/Vista, 11, UNIX/Linux
- Software:** Microsoft Office Suite, MS Access, MS Visio, MS Hosted Exchange, Adobe Acrobat, ICOMS (Convergys), CSG, SnagIt, WinZip, Attachmate, Sim Writer, Audacity
- e-Learning Authoring:** Articulate Rise/Storyline, Lectora, Adobe Acrobat, Adobe Presenter, Adobe Connect, Adobe Captivate, LORA/PST Portal, WebEx
- Web Design:** Dreamweaver, Photoshop, MS FrontPage, HTML5, CSS, SiteBuilder (Trellix), AWStats, e-StoreBuilder, MIVA Merchant, Search Engine Optimization (SEO), JavaScript, XML
- Web Hosting:** Cloud Computing, Dedicated, Shared, blueHALO, New HALO, VPS, Streaming Media

## ACCOMPLISHMENTS

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- **AT&T Designer of the Year** (2019)
- **Key Contributor Award** (AT&T – 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2022, and 2023)
- **Technology Development Agile Bronze Certification** (AT&T – 2015)
- **Lectora User Conference Presenter** (San Antonio 2013, Los Angeles 2014)
- **Fearless Thinker Award** (AT&T - 2013, 2014, 2015)
- **Certified Instructional Designer** (AT&T – 2012)
- Achieved a 92.5% Customer Satisfaction Survey (Level 1) and a 91% Assessment (Level 2) average for all courses produced. (AT&T – 2008, 2009)
- Achieved a 100% graduation rate for Billing/Collections and an 80% graduation rate for Technical Support for initial offshore launches. (Web.com – 2007)
- Conducted training which resulted in a class average above 90%, on all Customer Satisfaction Surveys, within the first 30 days after class completion. (Web.com – 2007)
- Recommended and implemented “Methods and Procedures” for software conversion and company re-branding at Web.com. (Web.com - 2006)
- Researched and recommended the purchase of the WebEx client which resulted in training cost savings of \$20,000 per year. (Web.com – 2006)
- Developed a process for the Design Services team which resulted in a 300% increase in the number of Web sites produced. (Web.com - 2005)
- Provided excellent training and procedures which resulted in the company's ability to outsource our billing and collections department, while still maintaining high customer satisfaction. (Web.com - 2005)
- Established procedures which minimized warehouse related issues during software conversions and upgrades. Saved client time and money with regards to overall customer service. (Convergys - 2002)
- Established policies which resulted in a 13% increase in sales over the previous year. (Sam Goody - 1999)
- Established policies which resulted in a reduction in shrink from 9.8% to 1.87%. (Sam Goody - 1999)

## PROFESSIONAL EXPERIENCE

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**AT&T Services, Inc.** Atlanta, GA

**10/11 to 12/23**

*Lead Training Manager Design*

06/16 to 12/23

*Senior Training Manager Design*

01/12 to 06/16

- Lead Training Manager, Project Manager, and Scrum Master for the TU Agile Avengers, the training design team supporting AT&T's Information Technology Organization which included AT&T's Chief Technology Office (CTO), Chief Information Office (CIO), Chief Data Office (CDO), and the Chief Security Office (CSO). In this role, I mentored and provided guidance for the Senior Training Managers and two Lead Training Managers on all things related to Web-based training (WBT) course development and AT&T University (TU) processes.
- Developed a process in Microsoft Teams to automate the course design process using a Kanban and by assigning tasks to hold people accountable.
- Scrum Master/Project Manager responsible for the research, writing, development, and implementation of 50% of all AT&T's Technology organizations course catalog while maintaining an overall Net Promoter Score (NPS) of 4.8/5.0 for all courses developed. Training Learning Paths include:

<b>Learning Path</b>	<b># Courses</b>	<b>NPS Rating</b>
• Artificial Intelligence (AI) Governance	16	4.8/5.0
• AT&T Agile Boot Camp	21	4.75/5.0
• Information Technology (IT) Sarbanes-Oxley (SOX) Compliance	8	4.8/5.0
• Data Protection	1	4.5/5.0
• ServiceNow	24	4.8/5.0
• Representational State Transfer (REST)	21	4.8/5.0
• Event-Driven Choreography	10	4.82/5.0
• Security First Boot Camp	10	4.75/5.0
• Technology Development Platform	7	N/A
○ Introduction	1	N/A
○ Requirements Management	15	N/A
○ Lifecycle Management	19	N/A
○ Quality Management	13	N/A
○ Implementation Management	14	N/A
• Mobile First	7	N/A
• Digital First	3	N/A
• Technology Development Unified Process	2	N/A
• Service Management	1	N/A
• Scrum Master	5	N/A
• Service Quality Management		

- Partnered with AT&T's Agile Center of Excellence (CoE) to assist AT&T University (TU) in its implementation of the Agile Approach.
- Sourced and created 15 hours (60 total) of content for three Information Technology and one Network Engineering track for the AT&T 2022 and 2023 Summer Learning Academy used as a recruitment tool for college hires by AT&T Talent Acquisitions. Tracks included: Software Engineer, Data Analyst, Technical Business Manager, and Network Engineer.

- Spearheaded the implementation Enterprise-wide of the Lectora training platform:
  - Developed and launched the Lectora Prescriptive Learning Template, used for all Contingency (CPxx) courses, which reduced training time while maintaining competency with an estimated cost savings of \$25 Million annually.
  - Developed a template that automates the completion of virtual Instructor-led courses resulting in increased efficiencies.
  - Created and maintain the Lectora tSpace community which serves the needs of all Lectora users Enterprise-wide.
  - Conducted weekly collaboration sessions to improve development and innovation amongst AT&T's Instructional Designers that has resulted in faster development, increased course interaction, streamlining of processes, and enhanced skills of Lectora users without having to utilize travel.
  - Led a team of 12 Designers in conducting training classes for all TU Instructional Designers.
  - Created 11 Templates for use for faster course development.
  - Hosted weekly calls with the vendor to address any outstanding issues.
  - Created and led the Lectora Collabo, a weekly collaboration session to improve development and innovation amongst AT&T's Instructional Designers that resulted in faster development, increased course interaction, streamlining of processes, and enhanced skills of Lectora users without having to utilize travel.
  - Leader of the Lectora Advisory Committee which has the responsibility to establish criteria and standards for all Lectora templates used at AT&T.
- Collaborated with team members to develop training vignettes, for use on AT&T's WorkSmart Portal, supporting the reskilling of AT&T's workforce as part of the Chairman's Workforce 2020 initiative.
- Served as an Admin for the TU Video Portal where I developed a process for embedding videos for limited access by Non-Payroll Workers (NPWs).
- Collaborated with the IT Design team members to develop training vignettes, for use on AT&T's WorkSmart Portal, supporting the reskilling of AT&T's workforce as part of the Chairman's Workforce 2020 initiative.
- Serve as an Admin for the TU Video Portal where I developed a process for embedding videos for limited access by NPWs. Serve as a SME for the LSO Launch and LSO WBT File Archival processes on IDPro.
- Vendor Manager, Instructional Designer, and Trainer responsible for the development and full-scale implementation of all training curriculums – involving our offshore business partners (SITEL and Open Integrity [Philippines] and Transcom [Colombia, SA]) – supporting Web.com's Billing, Collections, Technical Support, Value Care, and Design Services business units.
- Achieved a 100% (Billing/Collections) and an 80% (Technical Support) graduation rate for initial business partner launches that resulted in a 90+% Customer Satisfaction Survey average, within the first 30 days of class completion by strategically implementing reference-based training to ensure all changes to procedures and documentation would be dynamically updated and available for all parties involved.
- Possesses exceptional educational, managerial, training, coaching, team building, communication, facilitation, problem-solving, analytical, and people skills to accomplish goals.

**Duke Energy (TalentBurst)** Charlotte, NC

**03/10 to 05/10**

*Technical Trainer*

- Worked on a project team creating training materials for an upcoming Maximo software implementation within the Power & Delivery industry.

**Cbeyond (jobTopia, LLC) Atlanta, GA**

**03/10 to 05/10**

*Technical Trainer*

- Completed a project re-formatting training materials for Cbeyond's New Hire Training Program.

**AT&T Learning Services (Technisource / Primus Software) Atlanta, GA**

**05/10 to 12/11**

*Instructional Designer / Business Analyst*

**10/07 to 10/09**

- Design effective, efficient, and cost-effective leader-led, web-based, and synchronous training in a manner that addresses the business needs and supports desired performance outcomes for all enterprise-wide employees within the Network Planning & Engineering, AT&T Labs, and Information Technology divisions.
- Produce training design plans targeted to client-based performance needs to develop courses and learning interventions which integrate a variety of adult learning instructional techniques.
- Use of appropriate development tools to create deliverables such as SCORM compliant eLearning, simulations, storyboards, voice-overs, graphics, job aids, workbooks, student, and instructor guides.
- Utilize Level 1 & 2 assessments to assess overall training effectiveness.
- Manage multiple instructional design projects and key initiatives to ensure timeliness and attainment of client objectives.
- Work with remote Subject Matter Experts (SMEs) to design, validate, and develop all training materials including procedural documentation, reference materials, and assessment tools to ensure accuracy.
- Determine performance standards, skill/knowledge requirements and training.

**WEB.COM (f/k/a Interland, Inc.) Atlanta, GA**

**08/05 to 10/07**

*Technical Trainer*

- Possess exceptional educational, managerial, training, coaching, team building, communication, facilitation, problem-solving, analytical, and people skills to accomplish goals.
- Vendor Manager, Instructional Designer, and Trainer responsible for the development and full-scale implementation of all training curriculums – involving our offshore business partners (SITEL and Open Integrity [Philippines] and Transcom [Colombia, SA]) – supporting Web.com's Billing, Collections, Technical Support, Value Care, and Design Services business units.
- Pivotal leadership role in identifying, training, proof of concept, and full-scale implementation of all company systems, products, platforms, and services for 100+ employees in the Billing, Collections, Technical Support, Value Care and Design Services departments and 200+ FTE with our offshore partners.
- Achieved a 100% (Billing/Collections) and an 80% (Technical Support) graduation rate for initial business partner launches that resulted in a 90+% Customer Satisfaction Survey average, within the first 30 days of class completion by strategically implementing reference-based training to ensure all changes to procedures and documentation would be dynamically updated and available for all parties involved.
- Responsible for the training, proof of concept, and full-scale implementation of Web.com systems, products, and services for Tech Support and the Web Design Team.
- Developed a process for the Design Services team which resulted in a 200% increase in the number of Web sites produced.
- Recommended methods and procedures which increased overall satisfaction with our client and their customer.
- Conducted 'Train the Trainer' sessions with Web.com's business partners.
- Update the Knowledge Base to reflect current information for customers and employees.
- Provide training and support for our overseas vendor, with regards to policy updates, curriculum changes, and training needs.

- Designed, validated, and developed all training materials including procedural documentation, reference materials, and assessment tools with subject matter experts to ensure accuracy and appropriateness. Design and develop student and instructor guides.
- Maintained attendance and course evaluations for all classroom attendees.
- Recommended curriculum modifications and enhancements based on in-depth process review and Gap and Data Analyses. Determined needs analysis for training and implementation.
- Provided reports to communicate the effectiveness of all training created.
- Achieved a 100% (Billing/Collections) and an 80% (Technical Support) graduation rate for initial business partner launches that resulted in a 90+% Customer Satisfaction Survey average, within the first 30 days of class completion by strategically implementing reference-based training to ensure all changes to procedures and documentation would be dynamically updated and available for all parties involved.
- Training Site Manager responsible for ‘Train-the-Trainer’ for our offshore vendors in the following locations:
  - SITEL (Baguio City, Philippines)
  - Open Integrity (Manila, Philippines)
  - Transcom (Barranquilla, Colombia SA)
- Strategically implemented reference-based training to ensure that all changes to procedure and documentation would be dynamically available for all parties involved.
- Project Manager responsible for the following:
  - Migration of the Collections and Value Care departments to our offshore partner (SITEL).
  - Migration of the Billing/Collections department to a new offshore partner (Open Integrity).
  - Launch of a Tier I Technical Support department with a new offshore partner (Transcom).
- Developed training programs for the following departments:
  - Web Design (40-hour course)
  - Technical Support/Value Care (240-hour course)
  - Billing/Collections (80-hour course)
- Coordinated and maintained training calendars, attendance and course evaluations for all departmental employees and offshore partners.
- Developed guidelines, processes, and procedures for Quality Assurance and employee growth and development.
- Researched, authored, and updated company policies and procedures, using Talisma Knowledge Base, for employee and customer use.
- Participated in weekly operations meeting with various departments and offshore partners, while providing training updates and process improvement suggestions.
- Recommended curriculum modifications and enhancements based on in-depth process review and Gap and Data Analyses. Conducted needs analysis for training development and implementation.
- Coordinated the re-launch of company Knowledge Base to ensure accuracy of information for the company and its partners.
- Researched and recommended the purchase of the WebEx client to be able to conduct distance learning with our offshore partners.

**INSIGHT GLOBAL (Interland, Inc.)** Atlanta, GA

**05/05 to 08/05**

*Client Trainer (Contractor)*

- Developed the Web site design process for the Design Services organization that resulted in a 300% increase in all total Web sites produced.
- Provided coaching and mentoring for all Project Coordinators, Designers, and Quality Assurance Engineers.

**MUSICLAND / SAM GOODY** Atlanta, GA

**11/04 to 03/05**

*Assistant Store Manager*

- Supervised all facets of store operations, which included daily cash audits, sales forecasting, scheduling, inventory control, performance appraisals, and all forms of customer service.

**CINGULAR WIRELESS (IBM/CGS)** Atlanta, GA

**10/04 to 12/04**

*Regional Corporate Sales Trainer*

- Part of an integration force responsible for training 500+ wireless employees in a five-week time span. Conducted sales and POS training for the Cingular and AT&T Wireless merger.

**Tower** Atlanta, GA

**11/03 to 10/04**

*Assistant Store Manager*

- Assisted customers with their media selections. Assisted with the training of new employees.

**SUNCOAST** Atlanta, GA

**07/03 to 11/03**

*Assistant Manager*

- Assisted customers with their media selections. Assisted with the training of new employees.

**CONVERGYS (LS Training Services)** Atlanta, GA

**04/01 to 07/03**

*Technical Trainer*

- Assisted with system setup to meet client's needs and specifications, for software conversions and upgrades' including daily auditing, set-up, maintenance, and problem/resolution logs for the ICOMS Billing software.
- Subject Matter expert for the following: Order Entry, Dispatch, Warehouse and Equipment, Payments and Adjustments, Interface, System Tools, and Parallel Work Order Staging for Cable, High Speed Data, and Telephone.
- Lead Trainer responsible for gathering, researching, and writing documentation and process flows, conducting "Train the Trainer" sessions, and the scheduling of 50 training classes and 20 facilitators.
- Developed course material, handouts, job aids, and classroom exercises.

**WASHINGTON UNIVERSITY** Saint Louis, MO

**09/00 to 01/01**

*Systems Analyst Trainee*

- Developed, evaluated, and debugged structured code utilizing various languages such as C#, COBOL 85, SQL, JCL, STRUCMAKER, LIBRARIAN, TOTAL, and MARK IV (Vision Builder) using ROSCOE and TSO on an MVS mainframe.
- Updated existing programs, performed system queries and corrections on an A/S 400.

**MUSICLAND / SAM GOODY** Saint Louis, MO

**03/98 to 09/00**

*Store Manager / Trainer*

- Supervised all facets of store operations, which included daily cash audits, sales forecasting, scheduling, inventory control, performance appraisals, and all forms of customer service.
- Cost effectively managed a million-dollar, multi-disciplined retail environment.

**VINTAGE VINYL** Saint Louis, MO  
*Sales Associate / Marketing Assistant*

**03/97 to 02/98**

- Marketing assistant tasked with expanding sales for all music related Rap, Soul, Rhythm and Blues, Gospel, Reggae, and International formats.
- Assisted customers with their music selections.

**STREETSIDE REORDS** Saint Louis, MO  
*Store Manager*

**08/91 to 03/97**

- Increased music sales from \$1 million annually to \$2 million annually.
- Supervised all facets of store operations, which included daily cash audits, sales forecasting, training and staff retention, scheduling, inventory control, and all forms of customer service.
- Implemented company policies, marketing initiatives, and sales objectives.
- Functioned as a liaison between store and various music marketing entities.

**STRUCTURE** Saint Louis, MO  
*Sales Associate*

**11/94 to 01/97**

- Assisted customers with their clothing selections.

**COLE KEYS AND ENGRAVED GIFTS** Saint Louis, MO  
*Sales Associate*

**08/94 to 11/96**

- Made keys and engraved gifts per customer's requests.

**ELICIA'S PIZZA (E Pizza)** Saint Louis, MO  
*Delivery Driver*

**07/90 to 10/92**

- Pizza delivery driver

**DOMINO'S PIZZA (A&M Pizza)** Saint Louis, MO  
*General Manager*

**09/86 to 05/90**

- Supervised all aspects of daily store operations including the supervision of 10 employees, completing daily cash audits, inventory control, prepared monthly budget, and profit and loss statements.
- Implemented US Occupational Safety and Health Administration (OSHA) standards.

**THE RELIABLELIFE INSURANCE CORPORATION** Saint Louis, MO  
*INROADS Intern*

**06/86 to 06/87**

- Internship in Computer Programming.
- Responsible for the distributing and maintaining order for reports and data entry, deletion of files, and effective communication during system down times.