

SELECTED KSAs

Professional knowledge of and skill in applying accounting concepts, principles, and methods. (Applicants must describe their education and experience relative to performing accounting functions).

Through my employment experience and subsequent education I have had the opportunity to become well-versed in both financial and cost accounting practices. For example, at Louis Berger I prepared financial data for input into the institution's financial management systems including regularly scheduled and special billings, cost reports and financial statements for corporate headquarters; generated cash reports; and reconciled departmental transactions against corporate accounting records. At Linsang Partners, I reviewed expenditures, personnel, and purchasing documents for availability of funding, mathematical correctness, and compliance with corporate policies; reviewed account status of start-ups, checked with our controller that they were all up to date; and responded to account inquiries.

During my Masters of Business Administration (MBA) program, I took courses in accounting that encompassed financial statement preparation and interpretation, cash flow analysis and interpretation, working capital management, capital budgeting and valuation, cost accounting, variance analysis and management control.

While at Linsang, I shared responsibility of overseeing financial matters concerning an interstate partnership with a start-up company. **Challenge of two companies in two states:** The financial dynamics of a start-up in one state and a parent company paying the bills in another state created some challenges with accounting procedures and fiduciary responsibilities. Accounting procedures had to be amended to ensure ample time for the staff in Texas to review the bills for accuracy, send them to Maryland for payment, and finally follow up to ensure payment was made and received. **RESULT:** To resolve time delays, we switched to on-line banking in order to view what checks had been paid. We contacted vendors to request preferred payment dates to avoid late charges and negative credit ratings.

In addition, earlier companies Linsang had started were all in the area, so there was no problem with the Linsang controller handling their accounts until they grew to the point where they needed internal financial people. But at the start-up, even though they were small, they were at a real disadvantage by having their Controller in Maryland. Since I was the Linsang liaison, I was able to see first-hand how damaging this was. We had the problem of needing two signatures for every purchase, with the two signatories in different states. The Controller in Maryland was spread very thin, and did not have time to keep the start-up informed of the check register and other accounting details. **RESULTS / SOLUTION:** We contacted vendors ourselves to request preferred payment dates to avoid late charges. We requested a copy of the weekly check register to be able to tell what vendors were paid. Additionally, we used online banking to view what checks had been paid, and when they were deposited. As a result, the start-up maintained a satisfactory credit rating, a good relationship with its vendors, bills were paid on time, and the Controller was aware that the start-up's bills were a top priority.

Ability to deal effectively with program managers and administrative staff in developing information and resolving discrepancies. (Applicants must describe their experience in dealing with officials concerning financial management activities.)

Throughout my career I've had the opportunity to interact with officials and staff at all levels of organization within business. These interactions have ranged from accepting assignments and clarifying the objectives of information gathering projects to hiring employees with the intent of preventing conflict. My experience in dealing with people is best exemplified by my work at Linsang.

Start-up / new hiring challenge – recruiting respected engineers without specific details of the work: As the Linsang representative assigned to help start a company with a woman who would become a VP and the first employee, I had to hire a staff of engineers. The engineers needed to trust Linsang and its vision for the company, and since I was the only Linsang person present, that task fell to me. Engineers are tricky to work with, as they are very independent and are used to getting their way since their skills are so highly valued. The Chairman had a very specific plan for the company that involved a deal with a foreign company which I was not permitted to speak about for several months. I used our Chairman's respected reputation as an engineer as leverage during the hiring process. By frequently visiting their offices and keeping up communications via telephone, email and fax, I was able to earn the respect of the engineers and other staff.

They utilized me as a resource and accepted my direction, helping them to stay on track with the vision of the company. I realized we had a window of opportunity in that they had committed to a job, and as long as they were busy doing something that interested them, the details of why they were doing it could be put off for a while. I told the Chairman and Partners that the engineers could not sit around in the dark forever and that the deal should be closed quickly so that these key members of our team would remain with us. Once the deal went through, the engineers were ecstatic about the nature of the work.

Other managers and staff I have worked with include:

- CEOs
- Members of the Board of Directors
- Partners
- Divisional Directors
- Executives
- Professional-level employees
- Accountants and finance professionals
- Writers, linguists, and translators