

PROFILE

SEASONED, HIGHLY-FOCUSED SENIOR IT CONSULTANT AND PROJECT MANAGER (PMP) with more than 20 years IT project management and 15 years of proven IT consulting experience with enterprise level clients. Work closely with senior management to transform broad executive priorities into concrete action plans. Use strong problem solving and investigative skills to determine and analyze current state and gaps. Develop well-considered approaches based on client's strategic business and technical requirements. Provide solid project leadership to ensure smooth efficient implementation. Work well with technical teams, all levels of management, and vendors.

EDUCATION & PROFESSIONAL CERTIFICATIONS

- **BASC – ENGINEERING – UNIVERSITY OF WATERLOO**
- Executive MBA (non-degreed) – Wilfred Laurier University
- Information Technology Management Courses – Ryerson University
- Professional Engineers of Ontario; P.Eng
- Project Management Institute; PMP

IT CONSULTING & PROJECT MANAGEMENT

SR. PROJECT MANAGER

CIBC

2010

APPLICATION SYSTEM UPGRADES: Manage a portfolio of Projects within CIBC Wealth Management, including upgrades to applications for HST and other regulatory compliance requirements.

SR. CONSULTANT / PROJECT MANAGER

CIBC/INTRIA

2007-2009

AUDIT, RISK, COMPLIANCE & REMEDIATION – OVERVIEW: Brought in as Senior Consultant by the Head of INTRIA Technology Operations as part of a Senior Consulting team accountable for Technology Audit, Risk and Compliance. Team was charged with addressing severe technology gaps and significant risk exposures identified in a Deloitte & Touche technology review following CIBC's acquisition of INTRIA. Personally responsible for the startup of the INTRIA Remediation Program and PMO, development of business cases to secure remediation funding, development of plans and proposals, management and tracking of all audit, risk and compliance gaps and action plans and the development of an enterprise web based risk and compliance tracking and reporting application.

INTRIA TECHNOLOGY REMEDIATION PROGRAM: Startup of the INTRIA Remediation Program; Developed work packages based on gaps identified by Deloitte & Touche; Set-up the PMO and assumed oversight for all PMs, projects and program deliverables.

SECURITY REMEDIATION PROJECTS: Worked directly with CIBC Enterprise Information Security and IBM on security remediation projects: intrusion detection, vulnerability scanning, and tightening access controls.

APPLICATION REMEDIATION PROGRAM AND BUSINESS CASE DEVELOPMENT: Developed the framework, gathered requirements and funding estimates from LOB Senior Directors for the start-up of the Applications Remediation program. Worked with Finance to develop the remediation business submission and successfully secured \$35 M in funding from CIBC Executive Management for all Technology Remediation.

AUDITS (INTERNAL, EXTERNAL, CLIENTS): Managed all aspects of both internal (CIBC) and external (Ernst & Young) technology audits; acted as the single point of contact for INTRIA Technology Operations (Infrastructure).

Managed all audit engagement activities, fieldwork and coordination between auditors and technology SMEs. Directed management responses for all requests, issues, observations and deficiencies. Worked with Governance and National Operations on 3rd party client audits. Planned, developed and tracked action plans and reported status to INTRIA and CIBC technology executives.

RISK MANAGEMENT AND COMPLIANCE: Directed completion of deliverables and gathering of artifacts for Internal Audit Risk Rating Reduction review; Managed the initial phase of CIBC's Functional ID Risk assessment to identify current state for provisioning and management at INTRIA; Directed a number financial impact assessments for technology improvements to comply with new Technology Standards; Service Continuity - developed a proposal to establish an organization for the development and management of a disaster recovery program. Accountable for Technology Audit reporting to CIBC Enterprise Risk Mgmt and INTRIA Governance.

AUDIT PROCESS INTEGRATION: Developed a proposal to integrate Infrastructure and Application Development audit functions for all of INTRIA Technology. This involved in-depth process reviews and analysis resulting in specific recommendations and action plans to minimize effort and impacts of future audits, including a common framework to centralize audit planning and coordination and unification of issue, risk and deficiency management. Developed a tool to inventory all audit artifacts and received approval for a full-time Senior Audit manager to transition the work and be fully accountable for the new processes.

ENTERPRISE WEB DEVELOPMENT: Directed the design, development and implementation of an in-house enterprise web-based audit, risk and compliance tracking tool (TRACKER) and administrative interface. Working closely with INTRIA Governance, also directed the design and development of other TRACKER functions, including a "Self-Assessed Audit" monitoring and management tool and Audit Artifact Inventory database. The TRACKER application was further extended to other workgroups for work and issue management, tracking and reporting with roll-up to group & executive views for enterprise tracking and reporting.

APPLICATION COSTING AND ALLOCATIONS: Reviewed current state processes to identify gaps, make recommendations for improving processes and steps to centralize this function within new Business Management group. Focus was total cost of ownership, chargebacks and application retirement.

SR. PROJECT MANAGER	SUN LIFE FINANCIAL	2006
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INFRASTRUCTURE OUTSOURCING INITIATIVE: Managed the planning and development of a large multi-year helpdesk and desktop outsourcing initiative. Involved bid evaluation, due diligence, vendor selection, contract development and negotiations through to final contract. Worked closely with the PMO, business, procurement and legal leads, functional subject matter experts and other consultants.

SR. PROJECT MANAGER	MTS/ALLSTREAM	2003 - 2006
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DATA CENTRE MIGRATION – INTERNET SERVICES: Managed the successful migration and consolidation of the MTS/Allstream Business Internet Division despite severe IT staff cuts due to acquisition restructuring. End-to-end project management and team leadership for the IS back office services/ infrastructure migration; architectural review, cost-benefit evaluation, platform migrations, footprint reduction and decommissioning of legacy infrastructure. Managed infrastructure and service upgrade projects to consolidate the internet platform; provided leadership and direction to the technical team.

APPLICATION DEVELOPMENT AND SUPPORT - REMEDY: Restored user confidence and productivity by initiating and managing quarterly software releases for ARS Remedy Ticketing Application development for a systems integration team plagued by poor planning, missed deadlines, and persistent software rollbacks during implementation.

ADDITIONAL PROJECTS

CONSULTANT/SR. PROJECT MANAGER **GENERAL MOTORS OF CANADA** **2002–2003**
Business Case Development - CRM: Developed a strategy and business case aimed to achieve world-class customer management capabilities. Managed plan and define phases of an integrated CRM solution.

CONSULTANT **EPPS CORP – GOVERNMENT** **2002**
RFP Response – Electronic Services Delivery: Worked with the managing partner to respond to a municipal government RFP to provide electronic services delivery as a part of a major facilities redesign.

SR. PROJECT MANAGER **BUCK CONSULTANTS – FINANCIAL SERVICES** **2001**
Application Development – IVR / Infrastructure: Managed design, development and delivery of a bilingual IVR application to provide 33,000 employees with enrollment and transactional capabilities to manage their DC pension plan. Delivered a client-server application in a compressed timeline. Managed in-house IT project team and external contractors for application development and telecom infrastructure upgrades.

SR. PROJECT MANAGER / CONSULTANT **BUCK CONSULTANTS – GOVERNMENT** **2001**
RFP Response - Pension Administration Services: Worked closely with the CIO, National Director of the Pension Administration Practice and Senior VP to evaluate a Federal Government RFP for the provision of turnkey Pension Plan Administration Services. Developed detailed bid response and high level implementation plan.

SR. PROJECT MANAGER / CONSULTANT **BUCK CONSULTANTS – RETAIL CLIENT** **1998-2000**
Application Development - Pension Administration: Dual project management role for end-to-end leadership of design, development and implementation of a 3-tier client-server pension administration application for client. Directed in-house team for application development and client's resources for data cleansing, conversion, and PeopleSoft HR and payroll integration.

SR. PROJECT MANAGER **BUCK CONSULTANTS – MULTIPLE CLIENTS** **2000**
Application Development - IVR Service Bureau: Designed, developed, delivered a highly flexible and scalable web-based IVR client-server application front-end for a large client pension database. Managed in-house and contracted IT resources and met frequently-changing client requirements.

CONSULTANT / PROJECT MANAGER **WESTERN INVENTORY SERVICE** **1996-1997**
Business Process/Infrastructure/Application Development: Reporting to the President, led an enterprise-wide business process modeling and technology assessment. Developed corporate IT strategy and business case for platform standardization, wide-area connectivity and system integration for 2000 employees in 52 offices across North America. Planned and directed the development, implementation and support of a corporate intranet and web-based enterprise scheduling application.

PROJECT & SYSTEMS MANAGER **HYDRO ONE** **1994-1995**
CRM IMPLEMENTATION: Directed process re-engineering, requirements development, vendor selection and management, software configuration and development, implementation, and province-wide roll-out of a distributed CRM Solution to support over 350 employees across 26 field offices.

PROGRAM & PROJECT MANAGER **HYDRO ONE** **1990-1993**
AUDIT DATABASE AND SYSTEMS IMPLEMENTATION: Led the design, development, and management of a province-wide initiative to build a comprehensive database to target marketing and customer services. Managed a \$30M project budget including outsourcing contracts and over 75 full-time staff and contractors over 3 years. This program was the largest initiative of its kind in North America.