

**SYNOPSIS**

- Bill is a natural leader, with a long and strong history of proven results leading teams of various sizes.
- Bill possesses the unique mix of strong Maintenance and Reliability management and Engineering skills combined with an extensive depth of I.T. knowledge. This is evident from the years of being the Mine Equipment Maintenance “computer guru” and from the fact that this led to Bill being selected to establish the role of I.T. Specialist in Mining. It is further emphasized by the fact that Bill was been seconded to the Maintenance & Reliability team for Suncor's project to redesign business processes and implement them with a supporting technology (SAP).
- Bill has developed significant expertise in the area of Master Data Governance and Master Data Management (as processes) and continues to help build out Master Data Governance for various clients.
- Over the course of his career, whether as part of a work assignment or for some hobby / interest, Bill has acquired a working knowledge of a number of programming/coding languages including Fortran, C+, C++, Visual Basic and PL\*SQL.
- These days, Bill is often asked to speak at conferences and seminars on the subject of master data management and master data governance.

**WORK HISTORY****C CUBED Data Integrators**

Oct 2014 to present

April 2016 to present

February 2016 to May 2016

October 2015 to present

Managing Partner

Project Director, Utopia Global Inc at LyondellBasell

Data Migration Lead, Utopia Global Inc at Metrie

EAM Master Data SME, Utopia Global Inc at Dominion  
Transmission

August 2015 to January 2106

Service Master SME, Utopia Global Inc at Cenovus Energy

April 2015 to July 2105

Master Data Governance SME, Precision Drilling

**Crestview Data Management Solutions**

Oct 2013 to present

Principal and Managing Director

Nov 2013 to March 2015

Manage Data Solutions Lead, Suncor Energy Inc

**Canadian Pacific Railway**

June 2012 to present

Managing Director, Information and Data Management

**Suncor Energy Inc.**

October 2009 to June 2012

Manager, Master Data Management

February 2010 to March 2012

Data Management Co-Lead / Lead, ERP Project

January 2009 to October 2009

Manager, Data, Controls &amp; Office Services

May 2006 to January 2009

Manager, Master Data &amp; Office

May 2005 to May 2006

Manager, Master Data

November 2003 to May 2005

Maintenance Team Member, Cornerstone SAP Project

November 2000 to November 2003

Technical Supervisor, Mine Equipment Maintenance

June 1998 to November 2000

I.T. Specialist, Bitumen Production (Mining)



May 1995 to June 1998

Technical Supervisor / Manager, CMMS replacement & implementation project, Mine Equipment Maintenance

June 1993 to May 1995

Technical Supervisor, Mine Equipment Maintenance

January 1991 to June 1993

Area Supervisor, Planning/Building Maintenance/Tire & Undercarriage Depts., Mobile Equipment Maintenance



April 1989 to January 1991	Sr. Engineer, Mine Reliability Engineering
June 1988 to April 1989	Software Engineer, Technical Services
November 1986 June 1988	Industrial Engineer, Mine Engineering
February 1985 to November 1986	Performance (cost) Analyst, Mine / Extraction
February 1981 to February 1985	Industrial Engineer, Mine Engineering

## **APPLICABLE EXPERIENCE**

### **Project Director, Utopia Global Inc at LyondellBasell** **April 2016 – Present**

Provide project leadership including staffing, project planning, deliverables tracking and SAP master data governance and EAM master data SME.

### **Data Migration Lead, Utopia Global Inc at Dominion** **February 2016 – Present** **Transmission**

Provide oversight and insight into a faltering data migration for SAP implementation by providing project planning recommendations and data migration best practices including leading practice data validation methodology, guidance and templates.

### **EAM Master Data SME, Utopia Global Inc at Dominion** **October 2015 – Present** **Transmission**

In conjunction with a legacy system business migration to SAP, lead the development of a strategy, business model, business processes and master data standards for Master Data Governance.

### **Service Master SME, Utopia Global Inc at Cenovus** **August 2015 – Present** **Energy**

Review Cenovus service master data (Maximo) and provide recommended solutions for cleansing and de-duplication of existing data.

### **Master Data Governance SME, Precision Drilling** **April 2015 – July 2015**

Lead development of a master data governance strategy, implementation plan and high level budget for the standardization and cleansing of global HCM (Human Capital Management) master data.

### **Manage Data Solutions Lead,** **November 2013 – March 2015** **Solutions Integration, Productivity Improvement** **Program, Suncor Energy**

Scope: 10 – 15 direct / indirect reports

Lead a team of Suncor employees, consultants and contractors to deliver:

- Master Data Governance strategies and framework
- Implementation of systems and process to support Master Data Governance and self-serve master data management by business users
- Recommendations for a Master Data Governance sustainability model
- Implementation of SAP MDG (Master Data Governance) for Vendor master and Material master and MDG for EAM (Functional Location, Equipment, Bill of Materials)
- Functional subject matter expert for MDG for EAM



Systems and process to allow and increased scale/scope of Master Data Governance to be implemented seamlessly and without system or process re-design

**Managing Director, Information and Data Management,  
Information Services  
Canadian Pacific Railway**

**June 2012 – October 2012**

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Scope: 80 – 90 direct / indirect reports, 25 contract resources

CP Rail has a large information and data management requirement including SAP master data, railway application master data, SAP business warehouse and the warehousing of a large amount of railway operations transaction data.

Reporting to the VP and CIO, Information Services, this position is responsible for the activities of Master Data Governance (including SAP and Railway application master data as well as A2A and B2B interfaces), SAP BI (including Business Warehouse and OpenText Enterprise Content Management operations, support and development) and Railway BI (including data warehouse operations, development and support and reporting development and support).

The incumbent is required to manage and implement Master Data policies and procedures, in conjunction with Functional Governance and Functional Leaders in order to meet service level expectations and provide accurate and timely response to master data requests.

- Provide enterprise master data governance to the corporation, in accordance with the appropriate Suncor standards and practices.
- Steward to Sarbanes-Oxley compliance standards.
- Steward to MDSS budgets, long range plans and workforce planning.
- Steward to all aspects of people management, including compensation, performance management and development for MDSS.
- Maintain up-to-date working knowledge of all aspects of Suncor business in order to proactively and strategically implement support for growth and change.
- Master Data:
  - Develop and maintain procedures for the MDSS team.
  - Develop and mentor master data team leads.
  - Keep team members interested and challenged by establishing and implementing a means by which they can participate in project / continuous improvement work in addition to maintaining master data and establishing rotational development.
  - Monitor team performance against Joint Accountability Agreements and MDSS goals.
  - Represent Master Data on the Integration Team.
  - Continuously improve processes for Master Data Maintenance.
  - Manage the interface with the Business Units with respect to master data management.

**Data Management Co-Lead / Lead,  
ERP Consolidation Project**

**October 2009 – June 2012**

**Suncor Energy**

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Suncor merged with Petro-Canada and commenced a program to integrate all of the new business into the existing Suncor SAP system. The methodology that was used included a "2 in a box" leadership organization resulting in Data Management co-leads until October 2011 when the methodology was changed to single leadership.

The ERP Data Management team is responsible for delivering the methodology, plans, tools and technologies for converting 130 data objects from the legacy Petro-Canada applications into Suncor's SAP system. Accountabilities include:



- Project oversight and management activities relating to Data Management
- Develop detail plans for, lead and track the execution of:
  - Data load tests
  - Integrated cutover test cycles
  - User acceptance test builds
  - Data readiness
  - Production cutover
  - Data completeness and quality validations
  - Post Go-Live data loads
  - Post Go-Live warranty on Data
- Select and implement the appropriate tools for Extract, Transform and Load of data including
  - ABAP development
  - SAP System Landscape Option
  - SAP Business Objects Data Services
  - SAP Netweaver MDM
- Provide data leadership and updates to Functional and Technical teams
- Provide data leadership to business readiness activities
- Data Management reporting and updates to Program leadership, Business Unit Functional Leadership and ERP Program stewards

## **Manager, Data, Controls & Office Services**

**January 2009 – October 2009**

Reporting to the General Manager, Business Services Group, responsible for overseeing the activities of the Master Data Shared Services (MDSS) group, the Calgary Office Services group and the Process & Controls group.

Suncor's business processes surrounding SAP include a centrally located and managed team to accept and implement requests to create or change "master data". Managed and implemented Master Data policies and procedures, in conjunction with Functional Governance and Functional Leaders in order to meet service level expectations and provide accurate and timely response to master data requests.

- Develop and maintain procedures for the MDSS team.
- Develop and mentor master data team leads.
- Keep team members interested and challenged by establishing and implementing a means by which they can participate in project / continuous improvement work in addition to maintaining master data and establishing rotational development.
- Monitor team performance against Joint Accountability Agreements and MDSS goals.
- Represent Master Data on the Integration Team.
- Continuously improve processes for Master Data Maintenance.
- Manage the interface with the Business Units with respect to master data management

Provided policy guidance, goals and objectives and leadership to the Office Services Supervisor to ensure that a safe, secure, clean work environment is provided for all Calgary employees situated in the Sun Life towers and Fisher Park location. Provided policy guidance, goals and objectives and leadership to the Controls and Process group to ensure that corporate controls for system access, segregation of duties and SOX compliance can be met.

- Develop strategic options for the cost effective provision of office space.
- Develop and mentor Office Services supervisor.
- Represent Office Services with respect to strategic business decisions that could have a facilities impact.
- Ensure Office Services meets business needs in terms of Facilities; Health, Safety and Security by providing strategic direction and support.
- Ensure that annual inspections (office, fire, etc) are being actioned and completed on a timely basis

Controls and Process:

- Develop strategic options for the cost effective, timely and efficient management of security / access to enterprise computer application(s).
- Develop and mentor Manager, Controls & Process

## **Manager, Master Data & Office Services**

**May 2006 – January 2009**

Reporting to the Vice President, Process Integration, oversaw the activities of the Master Data Shared Services (MDSS) group and the Office Services group.



**Manager, Master Data****May 2005 – May 2006**

Reporting to the Vice President, Process Integration, oversaw the activities of the Master Data Shared Services (MDSS).

**Cornerstone Project –  
Maintenance & Reliability Team****November 2003 – May 2005**

Cornerstone Project's Maintenance & Reliability is a mix of 14 maintenance professionals from across Suncor and from outside consulting services. The M&R team is responsible for redesigning the Suncor M&R processes in accordance with Suncor standards, taking into account industry best practices.

Each team member is accountable for:

- Leading the process design for an assigned portion of the project.
- Developing and leading workshops with Business Unit representatives to vet process designs and gather Business Unit feedback.
- Integrate M&R process designs with other project stream's process designs.
- Develop process design details and documents.
- Configure the supporting technology.
- Develop scenarios and test the business processes.
- Develop user documentation.
- Lead a portion of the process and technology deployment.

**Technical Supervisor****November 2000 – November 2003****Mobile Equipment - Mine Equipment Maintenance**

Ensured that the organization was provided with the planning and supporting information required to perform their work in a safe, effective and productive manner. Lead the Mobile group by ensuring effective balance of the wide variety of day to day planning, project planning and scheduling service functions that are a requirement of the organization. Specifically:

- Ensured good quality plans and schedules are provided to the area and monitor progress of planned work to enable updated, improved plans, schedules and performance data to be generated.
- Coordinated and managed existing and new maintenance management systems, procedures and techniques. Providing area management with the information, data and tools to effectively manage the maintenance effort.
- Ensured that a comprehensive record of the equipment data including specification, materials, history, and standard plans are maintained.
- Coordinated the preparation of planned shutdowns, ensuring that performance is monitored and reported to area management.
- Delivered effective Weekly/Monthly/Yearly Maintenance schedules and implement strategies and plans to maintain and improve scheduling programs.
- Participated in the development and control of Maintenance Information System MP5.
- Ensured that subordinates are adequately trained and motivated in order that they may carry out their duties effectively.
- Participated in preparing and controlling the MEM Mobile department budget and assist the Superintendent in the preparation of the overall department budget.
- Reviewed monthly cost statements and give a summary of variances for review with Superintendent Mobile.
- Prepared estimates, plans and schedules for engineering projects. This may be done with in-house resources or through the coordination of other external resources.
- Provided various maintenance performance indices, which can be used in measuring maintenance effectiveness.
- Reviewed and resolved contractor invoice issues, bringing unresolved issues to the Supt. Mobile.





**IT Specialist – Business Support, Bitumen Production****June 1998 – November 2000**

*Established this role in Mining – 1<sup>st</sup> incumbent to the position.*

Responsible for recommending and supplying electronic systems solutions for the Mining business units, as well as acting as a consultant to Mining in order to understand and effectively incorporate business processes and work flows into these automated solutions.

Developed and provided recommendations on long-term and short-term IT strategic and tactical plans, in addition to providing project management expertise in project execution to achieve long and short-term goals.

- Developed and implemented the Mining short and long term information technology systems, strategic and tactical plans that will promote world class practices.
- Maintained the essential business electronic systems support for Mining.
- Provided Mining with systems acquisition/development services.
- Managed IT projects for the Business Unit. This includes estimating, planning, scheduling, coordinating, implementing, reporting and managing external resources (as required).
- Coordinated and monitored both internal and external IT resources.
- Ensured that Business Unit Information Technology standards are in place and are audited for compliance.
- Ensured the integrity of professional services by continually reviewing Information Technology tools.

**Technical Supervisor****May 1995 – June 1998****CMMS Replacement & Implementation PM**

Identified, selected and implemented a new Computerized Maintenance Management System in support of the re-designed work processes.

- Lead the core team in the CMS selection process, including RFI/RFP development and evaluation, site and vendor evaluations and setting up / implementing a Suncor specific demonstration of the R5 CAMMS.
- Developed the technical specifications for the installation and implementation of R5 CAMMS in Mine Equipment Maintenance.
- Negotiated the implementation services contract for installation and setup of R5.
- Project managed the R5 implementation, including:
  - Development and management of a project spending plan.
  - Managing Suncor I.T. resources in support of implementation.
  - Co-development (with SQL) of the detailed design of interfaces to Suncor legacy systems.
  - Co-development of the data mapping necessary to convert old CMMS data to R5.
  - Development of user menus, code tables and other system setup parameters.
  - Management and eventually development of MS-Access processes for data conversion.
  - Debugging, modifying and even writing code in support of interfaces.
  - System administration, including repairs and re-writes to program code (UNIX, PL\*SQL) as required.

**Technical Supervisor – Mine Equipment Maintenance****June 1993- May 1995**

*Established this role in Mine Equipment Maintenance – 1<sup>st</sup> incumbent to the position.*

Reporting the Assistant Superintendent, Maintenance Services, responsible for Engineering and administrative duties in support of maintenance for 300 pieces of fleet based mobile equipment, 200 light vehicles and the maintenance facility itself. The fleet based equipment ranges from diesel powered pumps and compressors, forklifts, hydraulic cranes through to 65,000 lb. GVW trucks. This position was accountable for:

- All aspects of planning, budgeting, estimating and cost control for Maintenance Services.
- Development of cost effective systems for planning and managing maintenance information.
- Co-ordination of planning and systems development with other area planners within Mine



Equipment Maintenance.

- All Engineering, product improvements, new product evaluation for Maintenance Services.
- Ensuring quality, timely supply of services from outside resources such as Materials Management (purchasing) and Information Services.
- Taking a lead role in the redesign or "Re-Engineering" of work practices and work flows, sometimes referred to as "Best Practices".

**Area Supervisor****January 1991- June 1993****Planning/Bldg Maint/ Tire & Undercarriage Depts.**

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Reporting to the Manager, Mobile Equipment Maintenance, responsible for the leadership, strategic planning, budgeting and cost control for all support services within the Mobile Equipment Maintenance Department.

Reporting to the Area Supervisor were:

- 1 Sr. Engineer, 1 Engineer, 1 Engineer-in-Training and 1 NDT Technician
- 1 Planning Supervisor, 6 Planners, 2 Schedulers and 2 Clerks
- 2 Building Maintenance/Tire/UC Supervisors, 5 Tiremen, 1 Track Pressman, 1 Mechanic and 1 Labourer

The department was responsible; for the repair and upkeep of the maintenance facility, for repairs to all mobile equipment tires and bulldozer crawler assemblies, and for providing planning, maintenance information services and Engineering to the Mobile Equipment Maintenance Dept.

The Area Supervisor was accountable for:

- Developing budgets and long range plans for his dept.
- Ensuring development and support of all information systems met the needs of M.E.M.
- M.E.M. "expert" on systems and system support.
- Implementation of the International Loss Control Institute (ILCI) loss management program within the department, as well as development of specific elements of the program for the M.E.M. department as a whole.
- Management and control of rented and leased mobile equipment.
- Ensuring quality control through Engineered repair scopes and monitoring of vendor / manufacturer quality.
- Implementation of a new Maintenance Information System (TEROMAN) in M.E.M., including establishing equipment "hierarchy" and structure and development of new procedures.
- Facilitated the decision analysis for the selection of Suncor's new Marion 301M shovels.

**Senior Engineer****April 1989 – January 1991****Mine Efficiency, Mine Reliability Engineering**

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**Software Engineer****June 1988 – April 1989****Applications Engineering, Technical Services**

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**Industrial Engineer****November 1986 – June 1988****Mine Efficiency, Mine Reliability Engineering**

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**Performance (cost) Analyst, Mine Extraction  
Performance Analysis Controllers**

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**February 1985 – November 1986****Industrial Engineer****February 1981 – February 1985****Mine Efficiency, Mine Reliability Engineering**

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## TRAINING / ACCREDITATION

- Registered member, Association of Engineers, Geologists and Geophysicists of Alberta
- International Loss Control Institute (ILCI) Management Introduction to Loss Control
- Kepner-Tregoe Problem Solving and Decision Making
- Community College (non-credit) Effective Supervision
- Leadership 2000 (ZengerMiller)

