C CUBED DATA INTEGRATORS

Carla Cook, BCOM, PMP
IT Program / Project Manager

SUMMARY OF EXPERIENCE

Personal Attributes	• Senior leader with over 20 years leading in enterprise IT departments • Exceptional ability to build positive, lasting and trust-based relationships quickly • Able to analyze complex and ambiguous business problems and synthesize actionable strategies • Excellent understanding of the all aspects of data in business systems, from detailed entity relationship diagrams (ERDs), how data can affect modelling of business processes, extract, transform and load (ETL), to impact of incorrect master data on aggregate reporting.
Program and Project Management	• Over 18 years managing IT projects, progressing from small, custom development leading a team of 4 developers (at CP 1997) to major transformation projects (at Suncor 2009 - Shaw 2019) leading teams of over 40, including developers, business subject matter experts, test coordinators, change managers, business analysts, and vendor resources. • Experience communicating project progress, issues, risks and recommendations to multi-disciplinary steering committees made up of individuals from Chief Operating Officer and senior VPs (CP, Suncor, Husky, APL, Nexen, Shaw) to individual contributors. • Experience managing projects using wide range of methodologies – from waterfall, custom stage gates modelled on engineering and construction projects (Husky, Suncor, APL), agile (scrum-like) methodologies (NWR, Nexen) and DevOps models (Shaw). • Experience managing software development using Agile techniques (APL 2013, NWR 2014, Nexen 2015). • Experience with and comfortable in large Project Management Offices with highly interdependent projects, standard PMI processes, fixed release dates and shared resource pools. (Husky, Suncor, APL, CP, NWR, Nexen, Shaw). • Experience managing programs from idea to close out, including creating initial program strategy, business cases, statements of work, project charters, detailed budgets, project approach and detailed Microsoft project plans (CP, Husky, Suncor, APL, NWR, Nexen, Shaw).
Environment Management **Cutover Planning** **Master Scheduling**	**Shaw Communications** **April 2018 – December 2018** • Shaw Cutover Manager – worked with Deloitte counterpart to ensure all the cutover steps for migration from Oracle 11i ERP to Oracle Cloud Fusion R13 ERP were tested and then completed successfully on cutover weekend. **Canadian Pacific** **February 2012 – August 2013** • IM Integration Manager on Integrated Information Plan (IIP) multi-year, company-wide program to revamp Lead to Cash, Business Intelligence and HR systems at CPR • IIP program required over 30 SAP environments of SAP, participated in weekly meetings to discuss team progress and migrations between and across environments **Suncor Energy Inc.** **July 2009 – March 2012** • Led the master data implementation for all three major production cutovers that moved Petro-Canada's data and processes to Suncor's SAP. Each cutover included 3 integrated test cycles, 2 formal "dry runs", a detailed, and a published schedule coordinated by a central control team. • Lead, scheduled and orchestrated the 5 week load of Petro-Canada's master data into Suncor's live, production SAP environment without any service interruptions **Canadian Pacific, Husky Energy, Suncor Energy, North West Redwater Partnership, Shaw** • Experienced with and comfortable in large Project Management Offices with highly interdependent projects, standard processes, fixed release dates and shared resource pools.

EXPERIENCE HISTORY

Shaw Communications	December 2017 – Present

IT Program Manager – Supply Chain ERP Integration Program (SCEIP)

- Worked with Supply Chain leaders and subject matter experts to develop a program of interdependent projects designed to enable Shaw's Supply Chain team to move to best practice SC and warehousing processes by removing, enhancing or and adding new integrations between Shaw's ERP and warehouse management systems (WMS) and Shaw's order entry (OE / OM) and customer relationship management (CRM) systems (NetCracker and CBS).
- Secured capital funding for SCEIP. Worked with ERP sustainment lead and solution architect to design achievable solutions. Determined project work breakdown structures and schedules, acquired resources and delivered concurrent projects:
  - CPE Decoupling – allowing new OE/OM system NetCracker to operate without reference to legacy system (CBS) for device or inventory information
  - Integration of Shaw's procurement, inventory management and sales order management ERP modules with two separate third party logistics (3PL) providers and the 3PL's respective warehouse management systems
  - Revamp of order entry to delivery to customer for the direct fulfillment of s sent directly to Shaw's end customers from Shaw's warehouses
  - Revamp of customer returns of devices to outsourced and Shaw-operated warehouses, improving efficiency and inventory accuracy at warehouses and improving end-customer satisfaction
  - Revamp of integration between ERP inventory management and legacy CBS allowing transition of devices more accurate from warehouse to technicians and improving inventory accuracy at warehouses.

ERP Modernization Cutover Manager

- Worked along side Deloitte cutover manager to ensure that all steps necessary for the successful migration of data from Oracle 11i ERP to Oracle Cloud Fusion R13 ERP were tested, rehearsed and ultimately delivered on cutover weekend.
- Participated in ERP Modernization program, contributing to the "to be" environment management processes, a standardized release calendar and coordinated testing approach to be used between ERP sustainment team, Deloitte "hypercare" team and the fast follower projects like SCEIP that were designed to move to production shortly after cutover to new ERP.

Nexen Energy ULC	November 2015 – September 2017

IT Project Manager – Supply Chain Management – "Source to Invoice" Contract Management Solution Project

- Part of the team that selected, designed and implemented Ivalua Buyer software for Nexen's SCM
- Gathered business requirements and developed these into detailed content for comprehensive Request for Proposal to find the right software. Evaluated the submitted proposals, shortlisted submissions and recommended the Ivalua software.
- Developed the project plan, timeline, and budget for the implementation of the Ivalua Buyer software, folding in the vendor's modified Agile methodology and recommendations with Nexen SCM's desired approach. This was Nexen's first large Agile development project.
- Managed the custom development / implementation of multiple modules: Supplier Pre-Qualification, eSourcing, Pre and Post-award Contract Management, and integration to SAP Procure to Pay for Nexen. Worked with the Nexen product owner and subject matter experts to capture requirements as actionable deliverables on the project backlog.
- Managed project interdependencies. Planned releases and controlled scope. Managed the 20 person Nexen and 5 person vendor teams through delivery of 9 monthly sprints.
- Managed the backlog for configuration of all modules, development of interfaces and delivery of infrastructure and network changes needed to integrate with cloud environment.
- Delivered the $2.8 million dollar project within 7% of budget despite continuously changing business requirements.

IT Project Manager – Supply Chain Management – Master Data Management Project

- Gathered business requirements and developed project charter for MDM project to standardize Nexen's SAP master data Chinese National Offshore Oil Company (CNOOC) standards. Scope of project included classifying material

- masters as per CNOOC standard classifications, replacing Adobe change request forms for material, service and vendor masters.
- Designed transition of SAP vendor master approval workflow from custom workflows to Ivalua application - first point of data capture for supplier information.

North West Redwater Partnership	October 2014 – November 2015

IS Project Manager – Content Server Projects

- Managed CS Clean Up project that revamped the set up Content Server (CS) for NWR's engineering documents including the process used by engineering, procurement and construction contractors to hand over documentation
- Developed and documented a comprehensive **enterprise content management governance program** that outlined roles and responsibilities, instructions for designing folder structures, metadata, security and guidelines for onboarding new teams into Content Server.
- Recommended that NWR adopt the CS "engineering stack."
- Completed charter for upgrade of CS from 10 to 10.5.

Alliance Pipeline Limited Partnership	May 2013 – October 2014

Sr. Project Manager - Information Governance Framework Project

- Developed the strategy and the action plan to move Alliance's information management maturity to Level 3 as per ARMA's "*the principles*". Documented a complete management system for the governance of unstructured information including process, people and technology.
- Delivered formal "how to" for the business: a Records and Information Management Policy; an Information Governance Program document; records management practices, updated retention schedule and detailed records and information management procedures.
- Delivered working application to VP Law for management of pipeline hearings using new Information Governance principles.
- Delivered informal "how to" for the business: easy to understand guides, web content and training material. Informal materials include lots of graphics and analogies to make information governance concepts more relevant.
- Recommended size and skills of a permanent records and information management team that would be needed to sustain the cultural change. Project was shelved before full implementation because of other organizational priorities.

Project Manager for Technical Document Library Project

- Delivered a custom development solution based on MS SharePoint that allows users to find technical documents by key word attribute without needing to know where documents are stored.
- Delivered a detailed procedure for the handover of documentation from a construction project to operations.

Canadian Pacific	Feb. 2012 – August 2013

Integration Manager IDMS / Program Manager	**Jan. 2013 – Aug. 2013**

- Integration Manager for Information & Data Management Services, overseeing all capital projects.
- Project Manager for implementation of OpenText Extended ECM for outgoing sales documents and incoming financial images. Developed complex interfaces to SAP Invoicing.
- Project Manager for implementation of corporate eGIS solution using ESRI products.

Acting Director – Non-SAP Business Intelligence	**July 2012 – Dec. 2012**

- Managed a 53 person business intelligence team that included Executive, Regulatory and Operational reporting, sustainment team for mission critical Subject Area Databases, Business Objects, data warehouses, data modelling and data quality.
- Developed Reporting Strategy for CP which included continuation of roll out of Enterprise Data Warehouse program, the migration of functionality to new EDW and decommissioning of 4 legacy data warehouse environments instead of paying to move these legacy environments to CP's new data centres.
- Re-evaluated software / hardware costs for non-SAP BI and reduced expense costs by over $500k / year

Information Management Integration Manager	Feb. 2012 – July 2012

- Initially brought back to CP part of 3 person expert team lead by a new employee (General Manager, Information Management) to lead CP to adopt Master Data Management best practices. Started at CP 4 months before new GM could come onboard.
- During those 4 months, acted as interim GM, participating in CIO's leadership meetings etc., regularly meeting with future GM to bring him up to speed on situation at CP and get his direction on how to progress IM within CP's very large IT Capital programme "Integrated Information Plan" (IIP)
- Advised IIP leadership (CIO and his direct reports) of need for a centralized extract, transform and load team to assist with complex data conversions required because of magnitude of planned SAP releases. Recommended ETL tool to use (SAP Business Objects Data Services). Implemented DS. Sought out and hired experienced data conversion team (same high-performing team that successfully completed data conversion for Suncor / Petro-Canada merger).
- Drafted and recommended the organizational structure for the 110 person IM sub-department which was accepted and implemented by GM. Hired senior consultant as Acting Director, SAP Business Intelligence to mentor an employee in that role using the "two in a box" approach.
- Overhauled a troubled Enterprise Data Warehouse project. Restructured the team bringing in experts in the technologies being used (Informatica 9.1 for ETL and BOE 3.1 for dashboards and reporting) and individuals with experience in warehousing time-series data. Renegotiated expectations with steering committee made up of 5 vice-presidents. Delivered to promised scope at end of June and subsequently each other month using semi-agile approach.
- Moved into acting Director, Non-SAP Business Intelligence role because of my experience with CP's complex non-SAP data warehousing environment.

Suncor Energy Inc.	July 2009 – March 2012

App V Application Packaging Project	Aug. 2011 – March 2012

- Asked to step in to manage an in-flight desktop application packaging project. Worked with existing team to understand changes to project scope over time. Lead the project team to develop and implement a workable roll out strategy to convert 4000 PCs from to MS Softgrid to MS App V.

Data Management – ETL Lead – ERP Consolidation Program	Jul. 2010 – March 2012

- Worked with Master Data Management project sponsor to develop Suncor's SAP MDM Data Strategy which was leveraged by the ERP Consolidation Project (Suncor / Petro-Canada Merger)
- Managed the technical implementation of SAP Business Objects Data Services
- Developed the data Extract, Transform, Load process, methodology and technology to support the North America's largest SAP ERP integration using SAP Business Objects Data Services
- Managed a team of 40 people at its peak – including SAP Utopia consultants, independent consultants, IBM India consultants, Suncor and former Petro-Canada employees
- Delivered on over $5 Million dollar budget within 4% despite extreme scope changes
- Scheduled and managed the 5 week load of Petro-Canada's master data into Suncor's live, production ECC environment without any service interruptions

Project Manager – Master Data Management Implementation	Jul. 2009 – Oct. 2010

- Managed the technical implementation of SAP NetWeaver MDM into the Suncor environment.
- Worked with the SAP MDM Practice Principal to design the MM repository – starting with SAP standard content but greatly extending that content to include all MM views and material classification data
- Managed project to develop and implement a solution for integrating vendor and customer master data across SAP and non-SAP applications using SAP Netweaver MDM, SAP PI and Software AG WebMethods.

Alliance Pipeline Limited Partnership	February 2009 – September 2009

Project Manager for Document and Records Management Project for Operations and Engineering

- Brought on to re-scope a troubled project that had been struggling in "analysis" phase for 8 weeks. Worked with the business SMEs and sponsors to understand and define the problem.

- Developed a multi-year strategy and a detailed project plan for 2009 scope.
- Managed project to implement a document control methodology for Alliance Pipeline, including training, a taxonomy and supporting custom development, document management solution based on MS SharePoint.

Project Manager for Contract Management System evaluation

- Managed Request for Proposal process to select a contract lifecycle management system from requirements gathering through to recommending a vendor. Budget cuts deferred implementation.

Enerplus Resources Fund	June 2008 – February 2009
Project Manager: Documentum Upgrade, Physical Records Management, Retention Project	

Husky Energy Inc.	March 2007 – August 2008
Project Manager: $3 Million dollar , 4 project Risk Based Integrity Management Program	

Canadian Pacific Railway	June 1997 – February 2007
Program Manager: Enabling Engineering Excellence	**Nov. 2006 to Feb. 2007**
Project Manager: Primavera / SAP Integration	**Sept. 2006 to Feb. 2007**
Manager Business Performance – Engineering	**Jan. 2006 to Oct. 2006**
Business Relationship Manager – Corporate	**Jan. 2004 to Dec.2005**
Project Manager: Reporting	Jul. 2003 to Dec. 2003
Manager SADB / COR / Data Warehouse & BO Support	Jan. 2001 to Jun. 2002
Project Manager: SPHERE Data Warehouse Application	Nov. 1997 to Apr. 2000
Senior Systems Specialist - Subject Area Database	Jun. 1997 to Oct. 2000

Shell Canada Ltd	January 1993 – May 1997
Interim Project Manager: Omnivision Implementation	Jan. 1997 – May 1997
Analyst / Programmer	Mar. 1995 to Dec. 1997
Programmer / Analyst	Jan. 1993 to Feb. 1995

EDUCATION, CERTIFICATES AND COMMUNITY INVOLVEMENT

- **Organizational Change Management** Extension Certificate, Mount Royal University, 2017
- Introduction to Scrum, Scrum Inc. November 2015
- Volunteer at PMI SAC Professional Development Conference, November 2010
- Volunteer at PMI SAC Professional Development Conference, November 2007
- Introduction to Corrosion and Corrosion Control, September 2007
- Leadership Action Workshop at Banff Centre, November 2006
- PMI **Project Management Professional (PMP)** designation January 2006
- PMI SAC Professional Development Conference, October 2005
- Enterprise Architecture Summit by Gartner, June 2005
- Fundamentals of Petroleum Engineering I & II: Upstream and Downstream September 1993
- **Bachelor of Commerce with Distinction**, University of Alberta. Edmonton, AB 1993