

PROFILE

20 years' experience managing and implementing large ERP projects in the area of Finance, Banking, Manufacturing, Oil & Gas, Pharmaceuticals, Logistics, Insurance and Reinsurance for companies such as: Cardinal Health, Precision Drilling, Canadian Pacific Railway, General Reinsurance, Husky Energy, Suncor Energy, Farm Credit Canada, Great West Life, Crompton Greaves and Federated Insurance Oil and Gas

Suncor Energy – Managed 6 ERP projects: Implementation of Business Objects Data Services, Data Cleansing/Data Migration, Master Data Management, Implementation of Information Steward, Implementation of BI and dashboard reporting, Data Conversion for Master Data Governance.

Husky Energy – Managed 3 ERP projects: Master Data Management, Contract Management Systems, and Commercial Approvals; and integrated with BI/BW for reporting.

Pharmaceuticals

Cardinal Health – Implementation of Data Services, Master Data Governance, Information Steward; data conversion of 108 RICEWF objects.

Logistics

Canadian Pacific Railway – Managed 5 ERP projects: ECC Enhancement Pack 6/Sybase upgrade, BW 7.3/BPC 10 upgrade, FICA Data Conversion and sync CRM/ECC, Data Migration from Baan, system implementation of Data Services and Data Steward, Business Objects Data Services ETL data cleansing and conversion, cutover planning and environment leveling.

Insurance/Reinsurance

General Reinsurance (GenRe) – Managed the implementation of SAP ECC 6.0, Reinsurance product, and BW for reporting.

Great West Life – Managed the implementation of BW infrastructure and BI for operational and executive reporting; managed the implementation of a contract management system and SOX internal auditing system.

Federated Insurance – Managed the day to day operations of the IT Department, application develop and reporting in the areas of: Property and Casualty, Life (term, whole and group) and Reinsurance.

Fairfax Holdings – Strategic Management Team member to implement systems to the group of Insurance and Reinsurance businesses held by the holding company.

Banking

Farm Credit Canada – Managed 3 SAP projects: Collateral Management System, Reserve for Bad Debt and Data Warehouse/Reporting.

Zions BanCorporation – Managed Banking Deposits data migration and interfaces quality project.

Utilities/Power

Crompton Greaves – International project to implement SAP ECC for 4 companies/10 plants: CG Power Transformers in Canada, CG Mobile in Canada, CG Power Distribution in the United States and CG Power Transformers in Belgium.

Pauwels International – Managed the day-to-day IT operations for Pauwels Canada and Pauwels Contracting.



EDUCATION and CERTIFICATIONS

- Certified Engineering Technologist, CTTAM
- Electronic Technology, Red River College (RRC)
- Computer Analyst/Programming, RRC
- Academic Equivalency Evaluation from TrustForte Corporation (2012): Associate of Science Degree in Computer Science and Electronic Engineering Technology.
- ASAP project management
- RUP project management
- Agile project management
- Data Services Best Practices
- Information Steward Data Analytics
- Business Intelligence Reporting
- Master Data Governance
- Collateral Management System
- Real Estate Management
- Project Systems
- Solution Manager using Charm
- Business Warehouse
- Financial Management and Controls
- Material Management
- Time and Attendance Management
- Production Planning and Scheduling
- Basis Transport Management and Segregation of Duties

EXPERIENCE

Industry: Cardinal Health; Columbus, Ohio, USA

Project Description/Scope: Data Migration and Interface Testing

Start/End dates: May /2016 to present

Role: Delivery Manager

Duration: 6 month contract

Responsibilities/Deliverables:

Implementation of SAP MDG, Data Services, Information Steward.

Achievements:

- Data Conversion of 60 SAP objects in UAT
- Data Conversion of 48 Non-SAP objects in UAT
- Implementation of Scout
- Release Management and Cutover Management
- MDG on Hana implementation
- Manage Data Conversion, MDG and Cutover deliverables



Industry: Zions Bank Corporation; Salt Lake City, Utah, USA

Project Description/Scope: Data Migration and Interface Testing

Start/End dates: May /2015 to April/2016

Role: Technical Project Manager

Duration: 12-month contract

Responsibilities/Deliverables:

Implementation of TCS Banking application.

Achievements:

- Data Migration, Interfaces and testing for TCS implement using Agile project management best practices.
- Non Functional testing for all environments
- Lead testing team for test case execution for NFR, Data Migration and Interfaces.

Precision Drilling – Oil & Gas; Calgary Alberta, Canada

Project Description/Scope: HCM ETL Master Data cleanse and conversion project

Role: Technical Project Manager

Duration: 2-month contract

Start/End dates: April /2015 to May/2015

Pre-Preparation and Preparation Phase:

- SOW
- Project Charter
- High Level Schedule
- Stakeholder Analysis
- Executable Project Plan
- Communication Plan
- Resource Plan
- Budget
- ETL tool requirements

Achievements:

- Pre-Preparation and Preparation phases completed.



Suncor Energy – Oil & Gas; Calgary Alberta, Canada

Project Description/Scope: Implementation of Data Services and Information Steward, rule building of master data to support cleansing project, and master data conversion from SAP ECC to Master Data Governance.

Role: Technical Project Manager

Duration: 14-month contract

Start/End dates: Jan/2014 to March/2015

DS/IS 4.2: Full Life Cycle to project closure

- Implementation of infrastructure for BODS, and IS
- Implementation of BODS and IS 4.2 application
- Building of master data rules in IS
- Code E/L jobs for master data migration/conversion from ECC to MDG using BODS and ABAP.
- Implementation of BI universes for reporting out of IS.
- Project delivery using Suncor's PIP PMO and ASAP methodology (that is: Charter, Project Plans Blueprints, Functional/Technical Specifications, Configuration Guide, Data Conversion Design Documents, Budget Summary, Status Reports, Risk Logs, Issue Logs, Cutover/Conversion Schedules, Defect fixes in HPQC, Service Order closures
- Managing a team of 16 contractors, to deliver deliverables.
- Forecasting, budget control and resource planning working with Accenture and SAP
- Cutover planning, environment leveling and transports
- Daily project review meetings with program manager, other Project Managers and monthly project review meetings with the PMO

Achievements:

- BODS and IS 4.2 in Production
- BODS 3.2 jobs migrated to Production
- Master Data IS rules in Production
- IS and BI reporting in Production
- Master Data migrated to MDG in Production
- Warranty for DS, IS, BI and MDG.



Canadian Pacific Railway – Logistics; Calgary Alberta, Canada

Project Description/Scope: Implementation of ECC 6.0/Sybase, BW 7.3/BPC 10 and data conversion of master data from SAP and non-SAP systems to SAP ECC 6.0 from Preparation, Blueprinting, Realization, Final Preparation to Closure; Rapid ASAP methodology to migrate legacy system to SAP.

Role: Senior Project Manager

Duration: 1 ½ years contract

Start/End dates: July/2012 to Dec 31/2013

Weston migration to SAP: Full Life Cycle to project closure

BW 7.3: Full Life Cycle to project closure

BPC 10: Full Life Cycle to project closure

- Implementation of infrastructure for BODS, ECC 6.0 and BW 7.3
- Functional, User Acceptance Testing and Regression, for FICA, BI/BW and BPC 10
- Migration of BAAN legacy system using Rapid ASAP methodology, BODS, ABAP and LSMW.
- Migration of Car Repair legacy system to SAP using BODS for ETL.
- Cutover planning, environment leveling and transports
- Biweekly project review meetings with program manager and monthly project review meetings with project sponsors and stakeholders.
- PMO deliverables as per ASAP 7.2 methodology (that is: Charter, Project Plans Blueprints, Functional/Technical Specifications, Configuration Guide, Budget Summary, Status Reports, Risk Logs, Issue Logs, Cutover/Conversion Schedules Defect fixes in HPQC, Service Order closures in SAP and etc.)
- Forecasting, budget control and resource planning working with IBM

Achievements:

BW 7.3 upgrade in Production

BPC 10 upgrade in Production

Asset Registry objects handed over in Realization phase

HCM objects handed over at the end of Realization

L2C objects in production

BODS (ETL Technology) in Production, used by MDM and Sustainment teams

Weston legacy system migration/conversion to SAP, savings of \$12M

General Reinsurance – Insurance/Reinsurance; Stafford Connecticut, USA

Project Description/Scope: Implementation of ECC 6.0 Reinsurance product; and BW 7.3 reinsurance reporting

Role: Program/Project Manager

Duration: 6-month contract

Start/End dates: Dec/2011 to June/2012

- Implementation of infrastructure for ECC 6.0 and BW 7.3
- Installation of ECC 6.0, Reinsurance product and BW reinsurance reporting.
- Regression, Functional and User Acceptance Testing for all products.
- Budget, Scope and Schedule deliverables using ASAP 7.2 methodology
- Biweekly project review meetings with program manager and monthly project review meetings with project sponsors and stakeholders.
- PMO deliverables as per ASAP 7.2 methodology (that is: Charter, Project Plans Blueprints, Functional/Technical Specifications, Configuration Guide, Budget Summary, Status Reports, Risk Logs, Issue Logs, Cutover/Conversion Schedules and etc.)
- Forecasting, budget control and resource planning with SAP and SAP Partner

Achievements:

Pre-Preparation, Preparation and Blueprint phases completed; PMO deliverables aligned to ASAP methodology



Husky Energy – Oil & Gas; Calgary Alberta, Canada

Project Description/Scope: Implementation of Master Data Management (MDM), Contract Management Systems (eSourcing), and Commercial Approvals (CA); with integration to BI/BW for reporting; from Preparation to Blueprinting

Role: Senior Project Manager

Duration: 6-month contract

Start/End dates: July/2011 to Dec/2011

- Procurement Program Charter
- Charters, Schedules, Resource Capacity Plans, Architecture and Budgets for MDM, eSourcing and CA.
- Implementation of Dunn and Bradstreet and IHS for Vendor, Material and Service standardization.
- Reporting Design Documents compiled for BI/BW.
- Facilitates regular project core team standup meetings, project reviews, status meetings, financial audits, financial forecasting.
- Biweekly project review meetings with program manager and monthly project review meetings with project sponsors and stakeholders.
- PMO deliverables as per ASAP methodology.

Achievements:

Turned around 3 troubled projects; now on schedule, on budget and transitioned to PMO.

Suncor Energy – Oil & Gas; Calgary Alberta, Canada

Project Description/Scope: Migration of legacy (Petro Canada) data to ECC 6.0, from Realization to Go-Live

Role: Senior Project Manager

Duration: 6-month contract

Start/End dates: Jan/2011 to June/2011

DS ETL: Realization to project closure

- Managed team for 20 FTE's to cleanse data for all SAP products.
- Managed team for 12 FTE's to extract data from the legacy system to transform and load into DEV, QA, and UAT to Production using BODS, ABAP and LSMW.
- Co-managed a team of 5 FTE's to implement Master Data Management as the system of record for Customers and Vendors.
- Worked with the Functional Leads to configure the system as required.
- Worked with the Basis team to manage transports as required
- Worked with the Global Services team in India for ETL code development and to load data off hours
- Data Conversion Documents (DCD) completed for all SAP Products
- Data Conversion Design Documents (DCDD) completed for all SAP Products
- QA Testing Documents signed off.
- Sustainment training and transition documents signed off
- Facilitates regular project core team standup meetings, project reviews, status meetings, financial audits, financial forecasting.
- Biweekly project review meetings with program manager and monthly project review meetings with project sponsors and stakeholders.
- Forecasting, budget control and resource planning with IBM and Deloitte.

Achievements:

Project successfully completed on time, on budget and in scope

Project transitioned to sustainment team.

Worked with the System Integrator to bring project to completion



Farm Credit Canada (FCC) – Banking; Regina Saskatchewan, Canada

Project Description/Scope: Implementation of Collateral Management System (CMS), Reserve for Bad Debt (RBD) and Data Warehouse/Reporting

Role: Senior Project Manager

Duration: 3½ year contract

CMS: Full Life Cycle to project closure

Start/End dates: June/2007 to Dec/2010

RBD: Full Life Cycle to project closure

Data Warehouse/Reporting: Preparation, Blueprint and Realization phases completed

- Senior Project Manager for implementation of Data Warehouse project and Business Objects Data Services (BODS). Project Management support for the System Integrator.
- Senior Project Manager for implementation of Collateral Management System (CMS) project.
- Senior Project Manager for implementation of Reserve for Bad Debt (RBD) project.
- Secondary support for Consumer and Mortgage Loans (CML), Business Warehouse (BW), Portal Integration and IFRS.
- Management of multiple complex ERP application projects from planning, design, development to production adhering to Farm Credit Canada's governance policies, business processes, ASAP standards, ITMT program standards (Toll Gates), PMO ITM standards (RUP and SDM) and PPM standards (Corporate PMO).
- Defined requirements (for example: alignment documents, blueprints, gap solution documents, Functional Specifications, Technical Specifications, Configuration Guides) and project life cycles deliverables according to SAP methodology, aligned to FCC PMLC, and FCC governance (QMR).
- Prepared Project Charters for Sponsor and Stakeholder signoffs, worked with Shared Services to define resources, work with Project/Program/Portfolio Managers for resource allocations from FCC's matrix organization, prepare project schedule for implementation.
- Plans and schedules project deliverables, goals and milestones; status reporting to core team, Portfolio Managers, Sponsors and Stakeholders, and PMO.
- Responsible for the hiring of SAP consultants and develop request for proposals for external services.
- Managed consultants from SAP Canada, SAP Germany, and SAP India.
- Managed a team of ABAPers to develop custom screens and workflows.
- Performed team planning, assessments and evaluations of FCC employees and consultants.
- Facilitates regular project core team standup meetings, project reviews, status meetings, financial audits, financial forecasting.
- Biweekly project review meetings with program manager and monthly project review meetings with project sponsors and stakeholders.
- Monthly project financial analysis (Earned Value) to Program Sponsor, Project Sponsors and Stakeholders.
- Assesses, evaluates and controls projects for integration in the FCC program, integration with CML, RBD, portal, FI/CO and Oracle financials; satisfactory liaison with customers (other core teams, Basis, NetWeaver, Project Managers, Program Managers, Portfolio Managers, IFRS team)
- Created strategies for risk mitigation and contingency planning; reports to Program Sponsor and ITMT.
- Directs and oversees project development, manages conflicts between ABAP, Basis, Functional Lead project resources and other integration teams.
- Identify and resolve projects/programs risks and issues by managing risk and issue logs; takes leadership to define requirements for risks and issues resolution. Provides early warning to Program Sponsor, Portfolio Managers and PMO that may impact program/project delivery.
- Work with Office of Change Management (OCM) for user acceptance and ORCA to manage governance



policies and implementation into production.

- All Program/Project Manager's documentation, SAP documentation (PDD, KPI, Blueprint, Functional Specification, Technical Specifications, and Configuration Guide) and FCC QMR documentation maintain in Subversion document system and accessible through the FCC Wiki program/project website.
- Move project/program through FCC tollgate process, organizing and transferring all documents to the appropriate folders for review by ITMT; ensures all records are archived at project/program closure.
- Forecasting, budget control and resource planning with IBM and Tata

Achievements:

CMS: project closed under budget, ahead of schedule, in scope and in production

RBD: project closed on budget, on schedule, in scope and in production

Data Warehouse/Reporting: Architecture, Blueprint and Reporting Design Documents completed. Project successfully transitioned to System Integrator in the Go-Live phase.

Great West Life Assurance Company – Insurance; Winnipeg Manitoba, Canada

Project Description/Scope: BI/BW and interfaces, Sox, Legacy interface feeds to SAP

Role: Project Manager

Duration: 1-year contract

Preparation to Realization and transitioned to PMO for closure

Start/End dates: June/2006 to June/2007

- Management of BW program, Data hashing interface to Financial Accounting (FI) project.
- Implementation of SAP ECC 6.0, Business Warehouse (BW) program, to manage financial reporting for Project Systems (PS) and Cost Center Accounting (CCA); implemented BW infrastructure to production; BW implementation to pre-production, and Financial Reporting requirements. Senior SAP Project Manager Role, managing a team of 10 FTE's
- Prepared Project Charters for Sponsor, Account Manager and Portfolio Managers signoffs, worked with Account Manager to define resources, resource allocations from GWL's matrix organization, prepare program/project schedules for implementation.
- Plans and schedules program/project deliverables, goals and milestones; status reporting to core team, Account Manager, Portfolio Managers, Sponsors and Stakeholders, and PMO.
- Responsible for the hiring of external consultants and develop request for proposals for external services.
- Work with legal department and vendor relations department, for contract negotiations between vendors and GWL; including RFQ/RFP.
- Managed consultants from SAP Canada and other firms.
- Performed team planning, assessments and evaluations of GWL employees and consultants.
- Facilitates regular program/project core team standup meetings, program/project reviews, status meetings, financial audits, financial forecasting and steering committee meetings.
- Biweekly program/projects review meetings with account manager and portfolio managers, monthly program/projects review meetings with project sponsors, stakeholders and account manager, and monthly steering committee meetings with Program Sponsors.
- Monthly program/project financial analysis (ROI) to Account Manager, Program Sponsors, Project Sponsors and Stakeholders.
- Assesses, evaluates and controls program/projects; satisfactory liaison with customers (other core teams, Basis, Project Managers, Portfolio Managers, Account Manager and Career Center Leader).
- Work with Office of Change Management (OCM) for user acceptance, to manage governance policies and implementation into production.
- Created strategies for risk mitigation and contingency planning; reports to Account Manager and Portfolio Managers.



- Directs and oversees program/project s development, manages conflicts between project resources and other integration teams.
- Identify and resolve projects/programs risks and issues by managing risk and issue logs; takes leadership to define requirements for risks and issues resolution. Provides early warning to Account Manager, Portfolio Managers and Career Center Leaders that may impact program/projects delivery.
- All Program/Project Manager's documentation, and GWL documentation maintained in file folders
- Move projects/program through GWL tollgate process, organizing and transferring all documents to the appropriate system folders for review by GWL governance team; ensures all records are archived at project/program closure
- Defined requirements and program/project life cycles according to GWL's PM methodology and governance; worked in collaboration of business units. Planned and prioritize projects within the programs to meet overall program goals and objectives
- Forecasting, budget control and resource planning with SAP.

Achievements:

BI/BW: Realization phase completed

Interfaces: Realization phase completed

Crompton Greaves – Utilities/Power

Washington Missouri, USA; Brussels Belgium; Winnipeg Manitoba, Canada

Project Description/Scope: International ERP implementations

Role: Program/Project Manager

Duration: 3 ½ years

CG Canada: Full Life Cycle to project closure

CG Contracting (Mobile): Full Life Cycle to project closure

CG Belgium: Full Life Cycle to project closure

CG USA: Full Life Cycle to project closure

Start/End dates: Jan/2003 to June/2006

- Implementation of SAP ERP systems for CG Canada – Power Transformers, CG Canada - Contracting and Crompton Greaves International, programs completed from planning, blueprinting, realization, final preparation and go-live. Senior SAP Program Manager Role, managing multiple SAP implementation projects with a team of 5 Project Managers, managing a combined team of over 40 FTE's from Pauwels, Crompton Greaves (India), and Global Services.
- Implementation of SAP ERP systems for CG Belgium – Power Transformers, CG Belgium – Distribution, CG Belgium – Service, CG Belgium – Contracting and CG USA – Distribution. Senior SAP Project Manager Role, managing a team of 10 FTE's to support blueprinting and realization phases.
- Management of multiple complex SAP ERP programs from planning, design, development to production adhering to Crompton Greaves business processes, ASAP methodology and PMO standards.
- Defined requirements and project life cycles deliverables according to Crompton Greaves' PM methodology and governance; worked in collaboration with the business units. Planned and prioritize projects within the programs to meet overall program goals and objectives.
- Prepared Program Charter for Sponsor signoffs; prepare program/project schedules for implementation.
- Plans and schedules program/project deliverables, goals and milestones; status reporting to core team, Sponsors and Stakeholders, and PMO.
- Responsible for the hiring of external consultants and develop requests for proposals for external services.
- Managed consultants India (Global Services)
- Performed team planning, assessments and evaluations of employees and consultants.



- Facilitates regular program core team standup meetings, program/project reviews, status meetings, financial audits, financial forecasting.
- Biweekly program/projects review meetings with program sponsors, and monthly program/projects review meetings with project sponsors, and stakeholders.
- Assesses, evaluates and controls program/projects; satisfactory liaison with customers (other core teams, Basis, Project Managers, and Program Sponsors)
- Created strategies for risk mitigation and contingency planning; reports to Program Sponsors.
- Directs and oversees program/project s development, manages conflicts between project resources.
- Identify and resolve projects/programs risks and issues by managing risk and issue logs; takes leadership to define requirements for risks and issues resolution. Provides early warning to Program Sponsor that may impact program/projects delivery.
- All Program/Project Manager's documentation maintained in file folders
- Move projects/program through Crompton Greaves tollgate process, organizing and transferring all documents to the appropriate system folders for review by Crompton Greaves governance team; ensures all records are archived at project/program closure
- Managed migration of data from legacy system to SAP; extracts/transformations using sql, load template in xl, loads using LSMW
- Forecasting, budget control and resource planning with IBM.

Achievements:

Projects successfully completed on time, on budget and in scope
Projects transitioned to sustainment team.

Federated Insurance of Canada – Insurance; Winnipeg Manitoba Canada

Fairfax Holdings – Reinsurance

Project Description/Scope: Managed operations and service delivery

Role: Director of Information Systems

Duration: 6 years

Start/End dates: Dec/1996 to Dec/2002

Meet delivery service standards for the day-to-day operations of the business

Lead the application delivery team to develop and support P&C, Life and Reinsurance for the Federated, Federated Life, Ranger, Markel and Fairfax.

Achievements:

On the Executive Board at Federated Insurance

On the Strategic Development Team for Fairfax



STATUS

- Citizenship: Canadian
- Mobility:
- Passport expires 2017
- Government of Canada Security Clearance expires 2021
- TN to work in the US, expires 2018.

