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# WORK HISTORY – GREG GERVAIS

## Profile

Mr. Gervais has been a Program Manager, Senior Project Manager, certified by the Project Management Institute, and IT Director with over forty (40) years of experience delivering high-quality systems solutions and providing applications for mainframe, PC and client-server platforms. He has successfully managed application development teams and support activities between three months to multiple years. He has also led small and large teams working independently and in concert with each other, and managed IT development departments to improve solution delivery processes and deliverables. He managed a Project Management Office for the largest newspaper chain in Canada. Mr. Gervais was hired as a Development Manager to introduce project planning and necessary review checkpoints to improve quality and overall delivery performance for a leading M2M Service Provider, resulting in major improvements in delivery speed and quality. As a staff consultant, Mr. Gervais has managed a wide variety of projects for private sector and public sector clients in Winnipeg and in the United States.

From July 2025 to September 2026, Mr. Gervais was on contract at SaskTel, a Regina-based crown corporation as a Senior Project Manager, working fully remotely from his home office. There, he was assigned to manage several IT infrastructure projects: Head Office Labs Relocation, SecurTek Infrastructure Integration, Regina District Legacy Transport Upgrade, Rural SEB Decommissioning and La Loche Generator Upgrade. Initially, Head Office Labs Relocation and SecurTek Infrastructure Integration were managed concurrently. When the SecurTek project was completed in February 2026, the other three projects were assigned, bringing the number of concurrently-managed projects to four. At the end of the assignment, Mr. Gervais conducted a handover of the four projects to separate SaskTel internal project managers.

Between January 2023 and March 2025, Mr. Gervais was engaged with Manitoba Liquor and Lotteries as a Senior Project Manager (fully-remote) and assumed management and oversight of the remaining five projects within the Work From Home Technology Enablement Program, and six other projects, including Critical Data Center Modernization, Data Center Medium Term, PMO Process Improvements, Technology Monitoring, Gold Stabilization, Balance Stabilization and the leading the Procurement Work Stream belonging to the Windows 11 Program.

From June 2022 to January 2023, while still at Manitoba BTT Project Delivery Office, Mr. Gervais was moved into the Program Manager role for the Cyber Security Risk Reduction Program, while continuing to manage four projects within that program, include Data Loss Prevention, Vulnerability Management, Asset Management and Secure Configuration/Patch Management.

From January 2021 to June 2022, Mr. Gervais managed several public sector projects as a member of the Manitoba BTT Project Delivery Office (PDO), following the ISI Methodology closely. During this time, he managed a government-wide Data Loss Prevention project under the Cyber Risk Reduction Program, with a scope of all Manitoba departments and Manitoba Crown Corporations and agencies. Prior to that, Mr. Gervais successfully managed an application development project for a product called eConsent, a Covid-related solution to allow parents to submit vaccination consent electronically, and Public Health to process submitted consent forms. Mr. Gervais has also managed a number of other Manitoba Government COTS initiatives during this assignment, including: Scholarships & Bursaries, Treasury Management System, Courts Video Conferencing, Manitoba Grants Online (GO) Portal, Oracle Reporting System Replacement and Exchange Online Migration.

Before contracting for the Manitoba Government, Mr. Gervais managed an ITSM ServiceNow Implementation project for Investors Group and Mackenzie Financial (IGM), setting up the ITSM organization, ITSM Processes and ServiceNow. At Manitoba Public Insurance, Mr. Gervais managed the first phase of two cyber security projects: Data Loss Prevention (DLP) and Network Segmentation. For DLP, he managed a team to produce a DLP Architecture target state, gather business practices regarding data handling, and to complete a project plan for implementing DLP across the enterprise over a two-year time span. For Network Segmentation, Mr. Gervais managed a team of architects to produce

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a Zones of Trust Architecture and Implementation Plan to introduce Zones with defined control points into the environment, He developed a roadmap for migrating applications into the Zones.

Mr. Gervais managed a four-month fixed price, fixed-time project with a team of architects to deliver an IT Strategic Plan for a growing benefits insurance company. Mr. Gervais has managed multiple Cyber Security projects for The Great-West Life Assurance Company, including the selection and deployment of an enterprise Security Information & Event Management (SIEM) solution in six data centres across two continents. Later, he was brought back to The Great-West Life Assurance Company to manage a large SIEM integration project, a security device management project as well as a SIEM governance project in their Cyber Security Program. He rescued two out-of-control projects and delivered them on time, and on budget. The first of these projects deployed Phish Alarm to over 30,000 workstations in Canada and Europe, while the second project selected a methodology for conducting Threat Risk Assessments (TRA) and subsequently training staff in the TRA methodology, tools, processes and procedures.

## Certifications

- Project Management Professional (2012 – present – in good standing)
- Prince2 Foundations (2009 – present)
- ITIL v2 Foundations (2007 - present)

| Areas of Expertise | Specifics | Areas of Expertise | Specifics |
|---|---|---|---|
| Project Management | Cyber Security projects<br>Infrastructure projects<br>Custom Development projects<br>COTS Implementation projects<br>Solution Delivery Methodology Implementations<br>PM Methodology Implementations<br>PMO Implementations<br>Strategic Plan Development | IT Management | Staff Supervision<br>Staff Development<br>Hiring/Firing<br>Budgeting<br>Departmental Staffing Plans |
| Project Delivery Approaches/Methods | Waterfall<br>Iterative Development<br>Agile – Scrum | IT Processes | SDLC<br>PM Processes and Deliverables<br>ITIL<br>DevOps |
| Project Management Tools | MS Project<br>MS Project Server<br>Microsoft 365<br>SmartSheet<br>Remarkable Tablet | Work Mode | Fully Onsite<br>Hybrid (Remote, Onsite)<br>Fully Remote |
| Collaboration Tools | SharePoint repositories<br>MS Teams repositories and chat<br>Outlook 365<br>Wikis<br>Blogs<br>Webex<br>Zoom | | |

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# Independent Consulting Experience

Owner and Principal Consultant,
Greg Gervais Consulting Services Ltd.
June 2014 – present

## .NET Application Development (Mar 2026 – Present)

**Product: SongViewer**
Developed a Windows 11 .NET application for musicians to practice and conduct live performances. Users can load songs and playlists of songs in Word/Txt format as well as sheet music in PDF format, and page through them using PC Sensor foot pedals, keeping their hands on their instruments. Built a complete licensing system integrated with Stripe for collecting license payments. Application is available from the Microsoft Store and Softonics platforms.
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**Product: MovieRenamer**
Developed a Windows 11 .NET application for organizing private video collections. Application uses a wizard user interface, stepping users through finding content, renaming it into meaningful names with metadata and saving it into folders that work with modern streaming platforms such as Emby, Plex and Kodi. Built a complete licensing system integrated with Stripe for collecting license payments. Application is available from the Microsoft Store and Softonics platforms.

**Product: VideoScaler**
Developed a Windows 11 .NET application for scaling videos into reasonable sizes. Application uses a wizard user interface, stepping users through finding content with file sizes greater than a maximum size configurable by the users, and scaling the files based on a HandBrake profile. This application works with MovieRenamer, if installed. Built a complete licensing system integrated with Stripe for collecting license payments. Application is available from the Microsoft Store and Softonics platforms.

**Product: StripeAPI**
Developed a Windows Server MVC.NET website that interacts with Stripe via Secure Socket Layer (SSL). The website contains APIS for creating Stripe sessions and processing payments, returning the payment status back to the above applications to grant licenses. application for scaling videos into reasonable sizes. Application uses a wizard user interface, stepping users through finding content with file sizes greater than a maximum size configurable by the users, and scaling the files based on a selected HandBrake profile. This application works with MovieRenamer if installed. Built a complete licensing system integrated with Stripe for collecting license payments. Application is hosted under IIS with s SQL Server

**Product: Product Build/Deployment**
Developed a Windows 11 .NET and PowerShell application for building and deploying applications. Applications are code-signed with a purchased certificate. This application produces setup.exe files for new installs and update.exe files for applying application updates as they become available. Integrated with GitHub.

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Client: Saskatchewan Telephone Systems (SaskTel)

**Project: SecurTek Infrastructure Integration Phase II (Jul 2025 – Feb 2026)**
Transitioned into the project without the benefit of a PM handover. Quickly organized the team, comprised of internal team members and two external vendors (Microsoft and Compugen), and got it moving. Project scope was to migrate Microsoft 365 (M365) users and artifacts from the acquired SecurTek company into the SaskTel M365 environment, migrate SecurTek Azure servers to SaskTel and shut down the SecurTek Azure tenants – production and test. Created a plan/schedule in Smartsheet for the remaining work and developed a business case to show a reduction of operating expenses over a 5-year term. Completed the M365 migration in Dec 2025 and migrated the Azure servers in early Feb 2026. Emptied out the SecurTek Azure tenants and closed the project. Removal of the Azure tenants were moved into a post-project activity that will await payment of residual Azure-related fees. Realized over $2M in benefits, exceeding expectations of $0.5M in the business case.

**Project: Head Office Labs Relocation (Jul 2025 – Sep 2026)**
Transitioned into the project without the benefit of a PM handover. Constructed a project plan/schedule in Smartsheet to complete the Planning Phase of the project by Mar 2026. Project scope was to relocate eighteen (18) telco labs from their current locations in Head Office, secure data center and office space at an alternate Regina downtown location and develop plans for moving each of the labs to the new location. Secured a location suitable for data center (DC)-style labs and three locations for office/workbench-style labs. Completed current state requirements, designed (mechanical, electrical, cooling, physical layout) of the Data Center-style lab room and three office/workbench-style lab rooms. Completed construction of the three lab rooms by September 2026. The construction of the Data Center-style lab room is expected to complete in January 2027. Plans for relocating the eighteen labs were completed and the actual relocations themselves are scheduled between February - December 2027. Transitioned the project to an internal Project Manager at the end of the assignment.

**Project: La Loche Generator Replacement (Apr 2026 – Sep 2026)**
Created a plan/schedule in Smartsheet to gather requirements, complete the site preparation design (civil engineering and electrical engineering artifacts), procure a construction vendor for site preparation and replace the generator in northern Saskatchewan. Executed the project plan to complete the Requirements, Design, a Request for Proposal, and Award the work and building the construction plan with the selected vendor. Transitioned the project to an internal Project Manager at the end of the assignment.

**Project: Regina District Legacy Transport Upgrade (Apr 2026 – Sep 2026)**
Organized the team to produce internal work orders for 75 sites, in 12 groups, to upgrade network devices and wiring that provide consumer voice services throughout the Regina District. Developed a work order tracking solution and tracked progress. Transitioned the project to an internal Project Manager at the end of the assignment.

**Project: Rural SEB Decommissioning (Apr 2026 – Sep 2026)**
Created a project plan/schedule in Smartsheet to decommission 18 buildings and 3 telecommunications cabinets located in Saskatchewan and sell the decommissioned buildings/properties. Tracked progress using Smartsheet Automation. Transitioned the project to an internal Project Manager at the end of the assignment.

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Client: Manitoba Liquor and Lotteries, Information Technology Services (ITS)

**Program: Work From Home Technology Enablement (Jan 2023 – June 2023)**
Assumed program management role of the remaining five projects under execution which were led by four project managers. Managed program issues, risks, changes and decisions led a weekly Leadership meeting attended by the CIO and ITS Directors. Met weekly with the project managers in this program to provide project oversight and direction until all were closed out. When two Project Managers left work suddenly for health reasons, assumed project management duties until one PM could be replaced (Hybrid Meeting Rooms), and delivered the second project (Laptop Purchase and Rollout). Managed the Program budget and performed administrative closure for the Program.

**Project: Critical Data Center Modernization (Feb 2023 – Dec 2024)**
Managed the project with a team consisting of an Enterprise Architect, Solution Architect and Business Analyst though the Inception Phase of the project, completing all required deliverables belonging to that phase, and a multi-year cashflow estimate of project costs. The project team designed a hybrid data center, providing a blend of Edge, Co-location and Cloud capabilities. Managed the budget for the estimated $13.3 million dollar project. Built and submitted an RFP to select a vendor firm to lead the Identification Phase and provide Delivery Vendor Oversight Services during the Delivery Phase of the project. Transitioned the project to another Project Manager, to concentrate on other high-priority initiatives.

**Project: Data Center Medium Term (Feb 2023 – Mar 2025)**
Led a team of infrastructure specialists to restore the Club Regent Data Center back to its pre-disaster role of primary data center. Replaced equipment damaged by water, including the main transfer switch between the power distribution units, battery power (UPS) and diesel generators. All CISCO network devices were replaced. Production loads were returned to the data center in January 2025, and administrative closeout occurred in March 2025.

**Project: PMO Process Improvements (Aug 2023 – Feb 2024)**
Managed the project from the Inception Phase until the middle of the Identification Phase, when the project was cancelled by ITS Senior Management to focus team members on higher-priority projects.

**Project: Technology Monitoring (Oct 2023 – Dec 2023)**
In response to a major incident at one of the data centers, assembled a team to build and deploy a tactical application solution to improve visibility of key data center health indicators. Led sprint planning for four 1-week sprints per monthly release, culminating in a live demonstration of the evolving application. Transitioned the project to another Project Manager to turn the prototype into a production-ready solution that will be supported by a maintenance team.

**Project: GOLD Stabilization (Feb 2024 – Mar 2025)**
Prepared stabilization options for the GOLD solution (COTS), used for managing stock levels at all Manitoba liquor stores and presented them to IT senor management. Obtained approval to upgrade the off-support onsite application to the latest version in the vendor cloud. Prepared and obtained approval for a Board of Directors business case. Prepared a delivery plan for the upgrade and cutover. Transitioned the project to another project manager at the end of my contract.

**Project: Balance Stabilization (Feb 2024 – Mar 2025)**

Prepared stabilization options for the Balance solution (COTS), used for auditing liquor sales transactions in the GOLD solution before being loaded into other MBLL solutions and presented them to IT senor management. Divided the project into 3 distinct work streams: Operational Stability Improvements, Market Scan (looking for suitable replacement COTS solutions) and Custom Development (if Market Scan does not yield suitable products). Planned the Identification Scope (plan) for the three work streams. Transitioned the project to another project manager at the end of my contract.

**Project: Windows 11 Program – Procurement Stream Lead (Feb 2023 – current)**
Assigned the lead role in the Procurement Stream of the Program to first develop a Procurement Strategy for the Program to help it execute quickly, and to write a Standing Order for Windows 11 technical expertise.

## Client: Government of Manitoba, BTT (Project Delivery Office)

**Project: Data Loss Prevention (Feb 2022 – Jan 2023)**
Assigned to implement a Data Loss Prevention (DLP) program at Manitoba Government, Manitoba Crown Corporations and Agencies. Developed a Project Charter and Project Plan, consisting of five large work packages. Developed current state and requirements documentation to support an RFP for a vendor to deliver the work packages. Data Governance and other key areas of the Data Management Framework (DAMA) will be implemented to support the DLP program. DLP controls will be put in place to allow/block data that has been classified into sensitivity types. There is a significant Organizational Change Management component to this project. Procurement underway.

**Program: Cyber Security Risk Reduction Program (June 2022 – Jan 2023)**
Since June 2022, Mr. Gervais was moved into the Program Manager role for the Cyber Security Risk Reduction Program, while managing four projects within that program. He aligned the Program Charter to current in-year plans and built detail project budgets that rolled up in the Program Budget. He put a Program Repository in place with program-level artifacts with links to individual project sites. On a weekly basis, Mr. Gervais met with each of the project teams to review progress, identify risks, issues, changes and decisions. On a biweekly basis, he met with Manitoba's CIO and Executive Director of the Manitoba Centre for Cyber Security for program updates and program-level issues. Program budget: $22.02M over 5 years. Organizational changes occurred, and the program was cancelled in January 2023.

**Project: Vulnerability Management (June 2022 – Jan 2023)**
Developed a Project Charter and Project Plan to define and implement a Vulnerability Management Service to provide Vulnerability Scanning and Penetration Testing for Manitoba's cloud and on-premise environment. Developed requirements and issued an RFP, looking for a vendor to implement run the on behalf of Digital and Technology Services.

**Project: Asset Management (June 2022 – Jan 2023)**
Developed a Project Charter and Project Plan to confirm the state of Asset Management carried out by Digital and Technology Services (DTS) and their managed operations service providers, to provide a consolidated Asset Management database in ServiceNow. The team will also implement NIST controls defined for Asset Management. The Asset Management Service was transitioned to DTS operational teams to maintain IT assets.

**Project: Secure Configuration and Patch Management (June 2022 – Jan 2023)**
Developed a Project Charter and Project Plan to review asset configuration standards and builds maintained by Digital and Technology Services (DTS) and their managed operations service providers, looking for

security gaps that will be closed by the team. Plans include to rollout XDR and Deep Security agents and infrastructure to provide antivirus and malware protection across all IT assets. As well, current Patch Management practices were reviewed for gaps, and gap closure activities were carried out to ensure IT assets were patched regularly, and urgent patches rolled out in a timely manner.

**Project: Electronic Consent (Nov 2021 – Mar 2022)**
Managed a small internal team, a custom development partner organization and a team belonging to a crown agency to build two web portals: a Parent Portal where Manitoba parents can fill out and submit electronic consent forms and an Administrative Portal the forms can be review, verified and corrected. These forms land in a secure database within the Manitoba environment, eliminating lost forms and reducing manual effort. Delivered in three releases: Release 1 - December 2021, Release 2 – January 2022 and Release 3 – March 2022.

**Project: Courts Video Conferencing Enhancements (Jan 2021 – Oct 2021)**
Transitioned from an outgoing project manager to implement a Teams-based audio and video conferencing solution for Manitoba Courts that is integrated with in-court Cisco audio/video equipment to provide a seamless remote and in-person court proceedings. Completed a Proof of Concept phase that resulted in a rudimentary Microsoft 365 Teams environment that demonstrate the basic functionality. Currently negotiating the Services Agreement and Statement of Work to harden and secure the environment, making it ready for production court hearings, and execute those hearings in two pilot courts. Collecting progress from the team on a weekly basis, producing Bi-weekly Status Reports and monthly Steering Committee Reports.

**Project: Treasury Management System (Jul 2021 – Oct 2021)**
Transitioned the project manager role from an outgoing PM, to complete the contracting phase of procurement, with a vendor to perform Scoping Services. Currently negotiating a Services Agreement and Statement of Work. Next steps are to obtain a fully executed contract, develop an integrated project plan, and execute that plan. Currently collecting progress from the team on a weekly basis, producing Bi-weekly Status Reports and monthly Steering Committee Reports.

**Project: Manitoba Scholarships and Bursaries Information Portal (Jul 2021 – Oct 2021)**
Transitioned the project manager role from an outgoing PM, to complete the Scoping Phase of the project. Gate 1 completed, and the business department placed the project on hold. Awaiting further business direction.

**Project: Exchange Online Migration (Apr 2021 – Jun 2021)**
Led virtual planning sessions with a Microsoft PM, a DXC team and key Manitoba infrastructure and security personnel to build a plan to configure a secure Exchange Online environment and migrate just over 18,000 mailboxes from the current on-premise Exchange environment. When a full-time PM became available, Mr. Gervais transitioned the plan and project to the incoming PM. Collected progress from the team on a weekly basis, produced Bi-weekly Status Reports and monthly Steering Committee Reports.

**Project: Oracle Reporting System Replacement (Jan 2021 – Apr 2021)**
Transitioned from an outgoing project manager to complete the procurement for vendor Implementation and Support services for a new cloud-based reporting system. Led the project team to complete the technical evaluation of RFP responses, financial evaluation with the Procurement department and the preparation of the Treasury Board Submission. The project and maintenance costs negated the return on investment from the business case, and the sponsoring department decided to shut down the project. Conducted a lessons-learned exercise, produced a closure report, and performed an orderly shut down of the project. Collected progress from the team on a weekly basis, produced Bi-weekly Status Reports and monthly Steering Committee Reports.

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**Project: Manitoba Grants Online (GO) Portal (Jan 2021 – Apr 2021)**
Transitioned from an outgoing project manager to complete the rest of procurement for vendor Scoping services for a new Grants Online portal. Obtained funding approval via a Departmental Funding Authorization and obtained approval to award a contract to the recommended vendor. Began negotiating a Services Agreement and Statement of Work with the vendor but was reassigned to a different project. Collected progress from the team on a weekly basis, produced Bi-weekly Status Reports and monthly Steering Committee Reports. Conducted a PM Handover to another Project Manager, and provided post-Handover project support to the incoming PM.

## Client: Investors Group and Mackenzie Financial (IGM)

**Project: ITSM Program (Apr 2020 – Oct 2020)**
Assumed project management responsibilities for the project, part of a very large strategic program to stand up the ITSM organization, define ITSM processes, and implement ServiceNow. Managed the project until the end of User Acceptance Testing and Pilot. Transitioned the project to an internal project manager. The team consisted of a team of internal ITSM Service Owners, an architect, a QA team, an OCM Specialist and four vendors: ITSM Process Analysts (Ernst and Young), a ServiceNow Integrator (Crossfuze), Organizational Change Management team (Blue Mark) and Service Desk Outsourcer (Soroc). The project was divided into eleven (11) work streams. Prepared and presented presentations for bi-weekly Project Leadership Team and weekly Executive Steering Committee meetings. The entire project team worked from home, making use of Teams for collaboration and SharePoint for the team repository. Project Budget: $1.2M

## Client: Manitoba Public Insurance (MPI)

**Project: DLP Implementation Plan (Sep 2019 – Mar 2020)**
Managed a team of three Architects, a Business Analyst, Technical Writer, Trainer, Organization Change Management leader and Information Security personnel to define a Data Loss Prevention (DLP) Architecture and Implementation Plan. Data handling processes were identified and followed to determine how the data flowed from applications/databases between departments and outside MPI. Project Budget: $200K.

**Project: Network Segmentation Architecture and Plan (Sep 2019 – Apr 2020)**
Managed a team of three Architects, Application Specialist and Information Security personnel to define a Network Segmentation Architecture and Implementation Plan. Researched the current network set up and defined a set of logical zones with differing degrees of security controls and traversal from zone to zone (allowable direction and/or ports). Created an implementation plan to set up the zones, execute a pilot to migrate representative applications, and a migration for remaining applications into the Zones of Trust. Project Budget: $240K.

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## Client: People Corporation

**Project: IT Strategic Plan (Jan 2019 – Apr 2019)**
Managed a team of three architects and a Business Analyst to deliver an IT Strategy Plan for a Following Gartner's toolkit, the team conducted a Current State assessment, gathered requirements/drivers for change, defined an IT target state, and produced a roadmap of eighty-five (85) strategic initiatives spread over four years, needed to achieve the IT target state. The project culminated in a presentation to the CEO and his direct reports. Project Budget: $240K.

**Project: IT Budget and Business Transformation Budget (May 2019 – Jul 2019)**
Led an IT budget team spread across three different Canadian cities to produce the IT budget for the upcoming fiscal year that included these IT Strategic Plan initiatives, tactical initiatives and IT operational expenses. In parallel, led another budget team consisting of a Finance Director, the PMO Director and a Financial Analyst to produce the first-year budget for a large Business Transformation program of initiatives that is supported by the IT Strategic Plan. Presented progress weekly to the Chief Financial Officer. Project Budget: $60K.

## Client: The Great-West Life Assurance Company (Cyber Security Program)

**Project: 2018 SIEM Data Source Expansion Project (Jan 2018 – Dec 2018)**
Managed a team of six security professionals to ingest more security logging sources from the 2018 roadmap. Conducted a technical proof of concept to select a robust log Windows collection agent to replace the vendor-supplied agent. Deployed the new agent to 4000 Windows servers using Blade Logic automated packages. Project Budget: $120 K in external funding and $540 K in internal funding.

**Project: TRA Program Establishment (Jan 2018 – Nov 2018)**
Assumed management of a runaway project mired in analysis paralysis. After a sponsor change, developed a focused approach to completing the project and managed a team of eight security professionals to develop requirements for and select a methodology for conducting Security Threat Risk Assessments. With that in place, contracted the methodology vendor (ISF) to train security analysts in the methodology and supplied tools for conducting threat risk assessments. Defined the TRA engagement model and internal processes and procedures needed to create the TRA Program. Project Budget: $120 K in external funding and $450 K in internal funding.

**Project: PhishAlarm Deployment (Feb 2018 – Jun 2018)**
Assumed management of a stalled project to deploy a security tool to all workstations in Canada (18,000) and Europe (12,000). Changed the project approach and managed the vendor to deliver a stable copy of the tool. Certified the tool on all current workstation builds in Canada and Europe. Worked with business representatives to develop an implementation schedule that avoided business events, freeze periods and periods of high business activity. Deployed the software via Ivanti End Point Manager with a 99.8% success rate. During Warranty, manually corrected the few installations that failed. Project Budget: $78 K in internal funding.

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**Management Consulting: SIEM Team Lead (Aug 2018 – Dec 2018)**
Replaced an internal team lead responsible for ensuring quality of data source ingestion into the tool. Coordinated work requests for non-project data source ingestion requests using Remedy work orders. Met with work requestors to gain an understanding of their requests and assigned work orders to Security Event Monitoring team staff. Represented the Security Event Monitoring department in internal meetings and vendor support meetings. Kept the director informed about issues needing attention and sought direction as needed.

**Project: 2017 SIEM Data Source Expansion Project (Mar 2017 – Dec 2017)**
Managed a team of eight security professionals to ingest 10,000 security logging sources into the SIEM solution. Procured vendor professional services to grow integration and troubleshooting skills within the internal team. Produced a two-year SIEM roadmap for 2018 and 2019 SIEM integrations and developed a strategy and plan for integrating Cloud services into SIEM. Project budget: $180 K in external funding and $1.1 M in internal funding.

**Project: Security Device Management (Mar 2017 – Dec 2017)**
Managed a team of six security services team members to build a set of standard processes and procedures for managing security assets, based on industry and company best practices.

Developed a company-wide definition of a security asset and tagged the current security assets from the Configuration Management Database (CMDB). Provided training to IT department staff that maintains security assets in the new standards. Project budget: $180 K.

**Project: SIEM Governance (Jun 2017 – Dec 2017)**
Led security management in an effort to develop a SIEM Governance Strategy for Canada and Europe organizations across the enterprise, which led to the establishment of a SIEM Governance Committee with a clear mandate. Developed a communication strategy and plan to introduce the SIEM Governance Strategy to increase adoption and participation. Project budget: $10 K.

**Project: Micro Virtualization Feasibility (Oct 2017 – Oct 2017)**
Conducted technical analysis to assess the feasibility of implementing a new security product, Bromium, across the enterprise. Presented analysis findings and a recommendation to defer the project to the global Chief Information Security Officer (CISO), until non-compliant workstations could be upgraded. Project budget: $5 K.

## Client: Manitoba Telecom Services (now BELL MTS)

**Project: Enhance Knowledge Management Ecosystem (Jul 2016 – Dec 2016)**
Managed a team from to define a Knowledge Management (KM) Program and develop processes based upon the KCS Framework for the Contact Centre. Engaged Irrevo for the KM Program and KM Processes and Oracle to set up a cloud-based KM environment. Built a business case and project plan to implement the solution for presentation to senior management. Project budget: $500 K.

**Project: IVR Redesign and Improve Scheduling (Jul 2016 – Dec 2016)**
Managed a team to redesign the Interactive Voice Response system and assess workflow practices in the contact centre. The current IVR system was reviewed and re-designed for ease of use and efficiencies. Contact Centre scheduling processes and practices were also evaluated by a vendor team, where opportunities for improvement were identified. Built a business case and project plan to implement these changes for presentation to senior management. Project budget: $670 K.

**Project: NICE Performance Management (Jul 2016 – Dec 2016)**
Assumed management for a runaway project to stabilize NICE Systems Workforce Management (WFM) and implement NICE Performance Manager (NPM). Conducted a state-of-the-union assessment of the budget, schedule and scope. Obtained consensus on scope, revised the project schedule and budget, to bring the project back under control. Stabilized the WFM application and implemented the NPM application as per the revised schedule and budget. Project budget: $1.9 million dollars.

## Client: The Great-West Life Assurance Company (Cyber Security Program)

**Project: Canadian SIEM Integration (Jan 2016 – June 2016)**
Managed an integration team to connect a defined set of security products, Intel servers, Unix servers, firewalls and authentication services (VPN and Active Directory) from two large data centres in Canada to the enterprise SIEM tool. Provided guidance and support to a team in Europe to integrate devices in Ireland, Potter's Bar (UK) and Isle of Man into the same enterprise SIEM tool. Project was delivered on time and 2% under the $500 K budget.

**Project: SIEM Implementation (Jan 2015 – Jan 2016)**
Planned and managed a project to acquire and implement a SIEM solution consisting of 41 appliances and related event and flow collectors in six major data centres: two in Canada and four in Europe. Managed an implementation partner to confirm the solution architecture and detailed infrastructure design for the SIEM product. Managed the procurement of the SIEM appliances and managed the deployment in the six locations. Set up two brand new departments, oversaw the hiring of internal staff and the selection of two outsourcing partners, one onshore and one offshore. Managed the creation of departmental processes and procedures. Tracked staff hiring and managed the training activities. Met with key stakeholders in Canada and Europe to provide progress updates and start preparing them for operation of the solution. Integrated several hundred servers and key security products to the SIEM tool for testing purposes and guided the support teams through the first few months of SIEM operation. Project was delivered on time, with full scope, 5% under budget ($2.8M + $3.1M in hardware).

**Project: Zones of Trust Planning (Jun 2014-Mar 2015)**
Managed a 3rd-party security team to conduct a Zones of Trust current state assessment, develop Zones of Trust Technical Domain Model, collect and organize Zones of Trust Requirements, propose changes to the Zones of Trust Design to simplify the current implementation in order to remove application implementation challenges, and develop a Zones of Trust Implementation Strategy. Project was delivered on time, with full scope, 2% over budget ($300K).

**Project: WAF Selection (Jan 2015 – Mar 2015)**
Planned and managed a project to conduct a market scan of Web Application Firewall projects, create a short-list of products, and evaluate them in a Proof of Concept. A WAF product (F5) was selected.

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Handed the project over to another Project Manager, to manage the purchasing and deployment phases. Project was delivered on time, with full scope, 10% under budget ($130K).

**Project: SIEM Service Design & Vendor Selection (June 2014 – Dec 2014)**
Managed an outsourced security team to conduct a Security Monitoring current state assessment, develop SIEM Service Requirements, a SIEM Service Design and a SIEM Service Implementation Strategy. In parallel, planned and executed a product selection via an onsite Proof of Concept with two enterprise SIEM products. Recommended a SIEM product for purchase in 2015, presented the findings to senior I.S. executives, and received approval. Worked with the client's Vendor Relations team and Legal to secure a purchasing contract with the selected vendor. Project was delivered on time, with full scope, 11.5% under budget ($200K).

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**Project: WAF Architecture and Requirements (Oct 2014 – Dec 2014)**
Planned and executed a project to gather and document Web Application Firewall (WAF) requirements and define a high-level WAF architecture, for input to a WAF Selection project. Delivered on time and on budget ($85K).

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## Staff Consulting Experience

**Director of Solution Delivery**
**Imaginet Resources Corp**
**Nov 2008 – Oct 2010**

***Management Responsibilities:***
Interviewed and hired analysts, developers and information workers (SharePoint). Managed staff utilization for all Imaginet consultants, assigned them to projects, directed teams to create winning sales proposals, managed client accounts, and provided direction and guidance for all project activity. Implemented quarterly status reports and annual development plan processes for staff. Managed a department fluctuating between 30 and 40 technical staff, consisting of developers, systems analysts, QA analysts, architects, and DBAs.

### Client: IC Group LLP

**Project: Business Insights Foundation (Jul 2010 – Oct 2010)**
Managed a large fixed-price project involving IC Group and several American Express partners to build a Business Insights online store web site for Merchants and non-Merchants to purchase intelligence reporting prepared by American Express. Solution had to be integrated with American Express internal systems via web services. Moved source control systems from Subversion (open source) to Team Foundation Server (TFS) and set up project iterations using Telerik's Work Item Manager. Set up a project team site using SharePoint 2007 for this project and a SharePoint template for setting up other project team sites. Delivered on time and on budget ($300K).

**Project: Top Table UK (Jul 2010 – Aug 2010)**
Provided and estimating template to be used for a winning proposal for the project. Managed an 8-week agile .NET development project to implement a web service to allow American Express partner organizations to register AmEx cardholders for American Express promotions, using their own web sites. Delivered the project one week ahead of schedule, under budget ($35K).

**Project: PCI Audit Readiness (May 2010 – Jun 2010)**
Assessed current state of PCI Readiness for an upcoming an PCI audit requested by American Express. Identified gaps in processes and documentation and implemented an action plan to close them. Created a SharePoint 2007 template fopr project team sites with libraries to store Project Management and Project deliverables. Documented Project Management methods and Solution Delivery Life Cycle processes and deliverable templates. Closed process and documentation gaps and passed the PCI audit. Delivered on time and under budget ($100K).

### Client: SecuriCan (Canada) and PurinaCare (US)

**Project: PAWS (Nov 2008 – Oct 2010)**
As project director, provided project oversight and project management for a large fixed-price agile development project ($5M) using SCRUM. The project team included two project managers, four analysts, one DBA and twenty (20) developers in Winnipeg, St Louis and San Antonio. Nightly testing was provided by contractors located in Egypt. Product was implemented at PurinaCare in March 2009 and at SecuriCan in September 2010. Set up application maintenance and support processes and managed the remote PurinaCare support team for three months. Delivered on time and on budget ($5M).

Client: MB eHealth

**Project: Bridging Specialist to General Care (Jan 2009 - Mar 2009)**
Managed a SCRUM project team of six analysts/developers through a 10-week project to build a Silverlight application to streamline referrals between General Practitioners and Specialists in Manitoba. Transitioned the application into Imaginet's hosting environment and set up Application Maintenance and Support processes, based on ITIL V2. Delivered the project on time and on budget ($25K).

Client: The Canadian Wheat Board

**Project: SharePoint 2010 Implementation (Nov 2008 – Jan 2009)**
Managed a SharePoint 2010 Implementation project to procure SharePoint software and licenses, set up five virtual servers (2 web servers, 1 application server and 2 database servers), install SharePoint and configure it for a federated search covering the entire SharePoint site hierarchy and the LAN. Business analyst led the client team members to design and build a corporate intranet, templates for project team sites and departmental team sites, using client branding. Conducted SharePoint training and held refresher training periodically after turning the sites live. Transitioned support of the SharePoint infrastructure and SharePoint sites to client staff. Delivered on time and on budget ($250K).

**Senior Program Manager**
**EDS (Canada) Inc.**
**Aug 2008 - Nov 2008**

Client: Government of Manitoba

**Project: eServices for WRHA (Aug 2008 – Nov 2008)**
As Scrum Master, managed an agile project to develop a SharePoint-based eServices solution using SCRUM. Managed the product backlog, led sprint planning sessions and tracked progress in daily stand-up meetings. Scheduled end-of-sprint product demonstrations, led sprint retrospectives and implemented process improvements. Delivered ahead of schedule and on budget ($50K).

**Principal**
**Sierra Systems Group Inc.**
**Dec 2004 – Jul 2008**

***Management Responsibilities:***
Identified sales opportunities at The Canadian Wheat Board and participated in weekly resourcing meetings to match consultants to opportunities. Supervised consultants and conducted annual reviews. Participated in annual branch planning activities. Oversaw client invoicing and was the on-site consultant-in-charge at The Canadian Wheat Board.

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Client: The Canadian Wheat Board

**Project: Initial Prices (Feb 2008 – Jul 2008)**
Managed a development project using SCRUM to build a click-once application to maintain grain prices with the ability to export them to all CWB systems via Excel 2007. Managed the daily activities of an Oracle database analyst and a junior contract .NET developer. Gathered and documented business requirements and translated them into system specifications. Designed and built PL/SQL stored procedures for the .NET developer. Mentored the .NET developer in C# and the .NET framework. Managed user acceptance testing and implemented on time and on budget ($150K).

**Project: .NET Competency (Apr 2006 – Jul 2007)**
Established and grew internal competency in building .NET applications. Designed and implemented standard builds for .NET developer workstations and standard server builds for development, system integration, acceptance testing, performance testing and production environments. Assessed skill gaps in IT personnel, and prepared and implemented a training program to improve the technical competency in gathering requirements, OO analysis and design, C# programming, ASP.NET programming, and testing. Planned and executed an ASP.NET/Sybase pilot project to reinforce the skills acquired via the training program. Transitioned the project at the end of Design to a junior Project Manager and provided mentoring to the team until post-Implementation. Delivered on time and on budget ($400K).

**Project: Competency Improvement (Apr 2006 - Jul 2007)**
Conducted an assessment of recently completed projects to identify areas for delivery process improvement. Gathered prior External Audit findings and added them to the assessment findings. Refreshed the client's SDLC, published it on an Intranet-based wiki, and rolled it out to all IT staff. Established an SDLC tailoring process to select appropriate PM processes and SDLC deliverables, based on project and project team characteristics. Improved PM practices and created a project audit checklist to guide the client's PMO when performing project audits. Participated in an external audit of the SDLC, PM processes and project governance, closing all outstanding gaps. Prepared and delivered an internal training course on how to track and report project progress with actual timesheet hours using Microsoft Project. Configured Microsoft Project to streamline the process of entering actual hours into project schedules and trained project teams to use it. Created custom Microsoft Project reports for budgeting, weekly to-do lists and resource utilization from planning and tracking data. Delivered on time and on budget ($100K).

**Project: Payment Readiness Testing (Sep 2007 – Nov 2007)**
Defined and managed the construction of an integrated testing environment for testing farmer payments, to catch payment errors before incorrect cheques were issued. This environment consisted of IMS applications and databases on an IBM mainframe, an Oracle Financials ERP on a UNIX server, and custom PowerBuilder/Sybase systems. The cross-functional team consisted of twenty team members: internal staff, internal business subject matter experts, and an outsourcing vendor. Developed a test strategy and testing set up processes. Held daily status meetings to monitor the first three payment cycles to ensure operations staff could properly set up and load data into the test environment, run application processes in the right order, and coordinate business testing activity to produce accurate payment runs. Delivered on time and under budget ($1.5M).

**Project: Pool Return Outlook (May 2007 – Sep 2007)**
Assumed project management responsibilities to rescue a multi-year data warehousing project to build a financial projection system for wheat pools, a project sponsored by the CFO and VP of Sales. Prepared a project audit to determine the true project status and report it to the two sponsors and steering committee. Refocused the team of 15 people by defining project acceptance criteria and creating a project plan of all activity required to meet that criteria. Received executive approval and delivered a high-quality solution on time and under the revised project budget. Transitioned the solution into production and transitioned maintenance to application support personnel. Delivered on time and under budget ($500K).

**Project: Application Inventory (Sep 2007 – Apr 2008)**
Mentored a project manager to manage the creation of a multi-platform application inventory tool, populated with data. Prepared and issued an RFP to vendors with application inventory expertise and selected a vendor. Oversaw the execution of the project, and ensured the vendor delivered the services defined in the contract.

**Senior Project Manager/Program Manager**

**EDS (Canada) Inc.**
**Nov 2003 – Dec 2004**
***Management Responsibilities:***
Participated in weekly resourcing meetings to match consultants to bid opportunities. Supervised consultants and conducted performance reviews.

## Client: Manitoba Public Insurance

**Assignment: AOL Enhancements and Production Support (Nov 2003 – Dec 2004)**
Planned and executed project plans for large enhancement projects to the Autopac On-Line (AOL) system with a blended team of twelve (12) MPI staff and thirteen (13) EDS staff. Prepared production support assignment schedules and ensured proper support processes were in place. Conducted performance reviews for MPI and EDS team members and managed salaries and bonuses for EDS staff.

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# Staff Experience

**Manager, Development**
**KORE Systems Group**
**Feb 2014 – June 2014**

Managed a development group of nearly 30 IT professionals to develop and maintain a wireless platform deployed in KORE's hosting environment for hundreds of customers, and in two customer environments, in Belgium and Singapore. Defined and implemented an agile development methodology for projects, maintenance releases and production support activities. Divided a large group into separate teams to reduce task switching and improve delivery quality. Designed, set up and rolled out SharePoint sites with sub-sites by team, to house and manage all project and team information. Trained staff in ITIL processes of Incident Management, Problem Management and Release Management. Developed an estimating worksheet and trained development staff how to properly turn requirements into detailed schedules with contingency and management reserve, to set up project teams for success. Managed daily resource assignments. Worked closely with Product Managers to set customer expectations and align development activities with customer priorities and the product roadmap. Hired development staff to fill resourcing needs.

**Director, Project Management Office**
**Postmedia Network Inc.**
**Nov 2010 – Jan 2014**

Managed the company's Project Management Office, staffed by 10-12 staff and consultants, varying by portfolio requirements. Oversaw one multi-year program and two large portfolios of projects with a combined budget of thirty million dollars. Provided executive-level reporting on project key performance indicators on a weekly basis. Defined and implemented the corporate Project Management methodology consisting of standard deliverable templates and project management processes and procedures, based on PMI's PMBOK. Documented the PM Methodology in a SharePoint 2010 site of my own design and fostered an environment of continuous improvement and high levels of collaboration between project managers. Conducted performance reviews, assisted staff development meaningful career development plans and administered vacation, salaries and bonuses of all PMO staff. Provided mentorship to project managers who faced difficult project challenges, while managing 1-2 projects of my own. Set up a PMP study group that met on a weekly basis that resulted in certifying all project managers in the PMO. Set up and chaired an IT governance committee to manage a project selection process for new projects, and maintained an executive dashboard of active projects, new intake projects and upcoming projects that were not well-defined. Compiled rolling 3-month projections of resource utilization across project and support/maintenance activity. Participated in the annual budget process and managed the PMO budget throughout the year.

**Senior Program Manager**
**The Canadian Wheat Board, Feb 2003 – Nov 2003**

Managed the eBusiness, CRM and STB programs, with combined annual budgets of $5M. Facilitated workshops with senior executives to establish program strategies to align with corporate objectives. Provided management oversight to more than ten program initiatives. Completed an eBusiness Security Project to implement Tivoli Identity Manager (TIM) and Tivoli Access Manager (TAM) for WebSphere Portal, delivering it on time and on budget. Managed external vendor staff (IBM) to resolve integration issues identified during testing. Provided oversight to an outsourced team on a fixed-price contract to upgrade PeopleSoft HR and implement employee self-

service functionality. Supervised employees, set performance objectives and delivered project feedback for annual performance reviews.

**Manager, Application Support**
**Investors Group**
**Aug 2000 – Feb 2003**

Responsible for providing maintenance services for two large mainframe systems, the corporate web site, the corporate intranet, all client-server applications, all web applications, and two large Oracle databases. Established and managed an operating budget of $3M. Reported status of monthly activity to senior management. Managed the daily activities of 56 staff of developers, systems analysts, QA analysts, architects and project managers, organized across five teams. Provided feedback to staff at the completion of assignments and at year-end. Advised staff on career planning and skills development. Mentored junior project managers and directed experienced project managers. Set up and managed a Quality Assurance team. Represented IG's interests on inter-company initiatives between Great-West Life, London Life and McKenzie Financial.

**Senior Project Manager**
**The Great-West Life Assurance Company**
**May 1996 – Jul 2000**

Managed a year-long project to replace GLI reports with reports from the then-new Enrollment System. Managed a series of web projects for the GroupNet platform. Managed a mainframe client import project to allow clients to upload HR employee data to GWL's Enrollment system. Managed a client-server project to deliver the company's first flexible benefits enrolment system. Managed an application support team for all Corporate Systems. Managed the deployment of an SAP archiving solution and the SAP support team.

**Senior Database Analyst**
**(Ont) Ministry of Solicitor-General & Correctional Services**
**Feb 1990 – May 1996**

Provided database design services for application development teams. Prepared data patches and reports from the Offender Management System database. Conducted performance analysis into long-running queries and implemented various database strategies to optimize performance.

**Analyst/Project Leader**
**(Ont) Ministry of Solicitor-General & Correctional Services**
**Nov 1989 – Feb 1990**

Managed the last three months of an application development project, The Offender Management System for Young Offenders, with a team of twenty developers. Managed a year-long enhancement of the same system to add Adult Offender functionality into the system with a team of twelve developers. Managed a complicated code merge to fold Adult functionality back into the live system which had been maintained by a separate team.

**Regional Systems Officer**
**(Ont) Ministry of Natural Resources**
**Sep 1985 – Nov 1989**

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Managed a small department of developers to build and maintain applications for the regional office and six district offices. Set up and maintained a LAN and connected it to the provincial WAN. Developed a local timesheet system that automatically updated the corporate payroll system. Built user documentation and trained staff how to use the application. Was the systems manager for several miniVaxes, a Vax 11/750 and all networked PC workstations.

**District Programmer**
**(Ont) Ministry of Natural Resources**
**Apr 1985 – Sep 1985**

Developed a hunt camp questionnaire system for the Fish and Wildlife department. On short notice, taught staff how to use their first email system, to send and retrieve messages.

## Past Volunteer Experience

**Member, Canadian Standards Council, Canadian Advisory Committee (ISO)**
**Project Management, Portfolio Management, Program Management (TC258)**
**May 2013 – Dec 2014**

Responsibilities include: actively participate in committee work, prepare required reports and meeting documents; meet and respect deadlines and follow SCC procedures, directives and terms of reference; travel and attend meetings nationally and internationally; participate in committee work electronically and in-person; volunteer time, resources, and financial support to actively participate on committees; represent stakeholder groups and views - consult with constituency and bring their concerns to the table; work effectively within a group environment; offer knowledge and technical expertise related to the committee. Stepped down from the Committee to become an independent consultant.