



PROFESSIONAL PROFILE

OF

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INTRODUCTION

Senior Project Manager (PMP and ITIL certified) with 17 years of experience in the Telecommunications, Information Systems (IS) and Information Technology (IT) fields, managing both people and complex projects in a variety of environments while developing working relationships with peers, employees, executive management, consultants and managing various sub-contractors. Strong management, facilitation and coordination skills with demonstrated success in managing large-scale projects (\$2M-\$100M). Ability to initiate and manage the successful delivery of projects while dealing with changing priorities and tight project deadlines.

Senior Project Manager in Project Management Office (PMO) – large multi-disciplinary projects:

- Government Teleconferencing service – a government-wide service providing a complete range of bilingual teleconferencing and on-line collaboration services to accommodate meetings by non-located participants. The service is utilized by over 100 departments/agencies and has a volume of over 50 Million minutes.
- Converged Communications Service – a government-wide initiative that involved the development and acquisition of the next generation of local access services to be made available for all departments and agencies in the Government of Canada (GC). It consisted of a hosted, managed voice (VoIP), instant messaging, and collaboration service delivered over GC IP infrastructure.
- Business Continuity Management – implemented a new IT Infrastructure for a disaster recovery site in support of 100+ critical business processes.
- Enterprise Storage Management – enabled file replication to a disaster recovery site in the Ottawa area in support of the Business Continuity Management project.
- Wireless Data Networking – provided wireless access points as well as wireless remote access to obtain access to corporate data.
- Remote Access Service Evolution – simplified the installation and configuration of remote access for ~200 teleworkers. A new platform was also introduced as an option for roaming users.
- Deployment of Microsoft Office Suite, Microsoft Exchange, Citrix MetaFrame and Windows XP to 2,000 users.

IT Service Management Approach for all projects

- Applies ITIL framework on all IT/IS projects as required;
- Works closely with Service Management & Delivery teams within IT organization;
- Incorporates requirements for Service Desk, Incident & Problem Management, Change Management, Configuration Management and Release Management with IT organization or external service providers ;
- Prepares Service Levels Agreements and Operational Level Agreements. Incorporates Service Performance Objectives (SPOs) in Statement of Work for hosted services;
- Prepares budgets and financial analysis on Return on Investment (ROI) and Total Cost of Ownership (TCO). Tracks budget vs actual project costs. Develops cost recovery and pricing models;
- Addresses Capacity Management and Continuity Management with IT organization or external service providers depending on project requirements;

- Conducts business process analysis to review current processes and understand impact to organization of introducing new processes or technology.

IT Project Management Best Practices & Standards

- Applies PMI project management standards and guidelines to assess and accurately report and project status;
- Utilizes online project control systems to provide project status and dashboard information;
- Utilizes common reporting tools such as Microsoft calendaring, tasks, Microsoft Project, and Visio to plan communications, distribute information, report on performance and manage stakeholders;
- Communicates project status to Project Steering Committees, Project Sponsors, business process owners and project teams;
- Ensures timely escalation and resolution of project issues;
- Strong advocate of centralized electronic document repositories enabling real-time access and information management for project delivery teams and other stakeholders.
- Active member of the Ottawa Valley and Outaouais Chapter (OVOC) of Project Management Institute (PMI);
- Participates in Organizational Project Management Maturity Model (OPM3) discussions/forums;
- Develops project management documentation, templates and tools;
- Promoted and effectively applied Common Delivery Approach (CDA) with IT organization;
- Recognized as project management subject matter expert within IT organizations;
- Mentored and provided guidance to Project Managers and Project Coordinators;
- Past-member of Project Management Leadership Forum (PMLF);
- Received IT Director Award in recognition of quality of work.

Software Development Project Management Approach

- Applies Systems/Software Development Life Cycle (SDLC) and Agile framework and methodologies to manage information system development projects;
- Understands value and significance of requirements analysis phase;
- Works with business analysts and developers in Joint Application Design (JAD) sessions to translate business requirements to technical specifications (design & coding);
- Coordinates Developer Testing, User Acceptance Testing and System Acceptance;
- Prepares project documentation (scope, specifications, design documents, test plans & results, code reviews, etc.);
- Ensures regular reviews with clients and development team to ensure that client expectations are being met;
- Promotes iterative process by encouraging development team to introduce workable functionality while continually improving or adding further functionality (release management, version control);
- Strong supporter of development, staging and production environments within a data centre;
- Previous involvement in Total Quality Management (TQM) and Business Process Reengineering (BPR) initiatives.

Project Risk Management

- Assesses project risks with the Objectives-based risk identification and the Risk Charting methodologies;
- Integrates risk management activities as part of the SDLC (iterative process);
- Prepares Risk Management Plans;
- Maintains a Risk Register and tracks the status of the identified risks;
- Conducts Threat & Risk Assessments:
 - Impact on Confidentiality, Integrity and Availability
 - Probability of threat
 - Vulnerability assessment
 - Existing safeguards
 - Acceptable & residual risk

Communications

- Fluently bilingual – English & French;
- Facilitates cross-functional Project Team meetings and Steering Committee meetings;
- Coordinates face-to-face technical discussions with client departments;
- Prepares and delivers presentations to various groups such as:
 - Clients and Client Service Managers
 - Telecommunications Advisory Panel (TAP)
 - Government Telecommunications user group (GTUG)
 - Executive Management Committee (EMC)
 - Senior Management
 - Industry forums
- Prepares Briefing Notes to Senior Management (CIO, DGs, Executive Management Committee);
- Maintains large network of contacts in both private and public sectors;
- Possesses a Secret Level Security clearance (file number 95170326-0000201029).

BUSINESS EXPERIENCE

The Medical Council of Canada

September 2008 – present

Senior Project Manager (\$750K in multiple projects)

Project 16: Voice Over IP

Project 17: Exchange/Office 2007 deployment

Project 18: Software application development (QEI demo, MCRS & PCRS enhancements)

Project 19: QEII scanning and item bank

Project 20: Business Process Analysis – Merging of 2 departments C&R/PCRC

For all above projects, Sharon performs the following:

- Develop Project Charter, scope definition;
- Prepare Responsibility Assignment Matrix – RACI (Response, Accountable, Consult, Inform);
- Communications plan, change management, issues and risk management/mitigation;
- Coordinate all areas of activity, Work Breakdown Structure, scheduling;
- Lead team meetings, prepare action logs, prepare and deliver status reports and presentations;
- Cost all aspects of the project (capital, operational, resources);
- Timely escalation and resolution of project issues;
- Procurement process tracking for Letter of Interest and Request for Information (RFI);
- Prepare, edit and review technical and service specifications as well as terms & conditions of Request for Proposal (RFP) to ensure high quality deliverable;
- Consult with client representatives, service delivery teams, project sponsors and other project stakeholders;
- Prepare and deliver presentations;
- Analyze marketing data.

Taylor-Made Consulting

January 2009 – March 2009

Subject Matter Expert on Call Center RFP submission

Project 15: ACD Technical Specifications

Sharon wrote the RFP response for TELAX in response to requirements submitted by NRCAN for a hosted call center solution which resulted in contract award (\$350K).

Sharon wrote the RFP response for TELAX in response to requirements submitted by Calgary Board of Education for a hosted helpdesk phone system.

Department of Foreign Affairs and International Trade (DFAIT)

August 07 – August 2008

Subject Matter Expert on IP Telephony systems & RFP Development

Project 14: VoIP Technical Specifications

Sharon assisted in the development of the technical specifications for the acquisition IP telephony equipment that will replace existing TDM-based equipment in the missions across the world.

Health Canada –First Inuit Branch

May 06 – December 2007

Benefit Review Services Division

Project 13: ACD Technical Specifications

As a Subject Matter Expert on ACD systems, Sharon reviewed the existing call centre configuration and recommended modifications and/or upgrades based on business requirements and processes. Sharon also wrote the technical specifications and Statement of Work for an outsourced call centre solution. Sharon coordinated the evaluation of the responses.

Public Works and Government Services Canada (PWGSC)

May 05 –August 2008

Information Technology Services Branch

As a Senior Project Manager, Sharon managed several telecommunication projects within the PWGSC Project Management Office (PMO) for Government clients, such as the following:

Project 12: Government Teleconferencing Service (GTS)

Sharon was the overall project manager for the government-wide teleconferencing service that is a hosted, fully managed and outsourced service initiative generating over 50M minutes of audio conferencing per year throughout the government. The existing contract expires in November 2008 – this initiative is a contract renewal/re-procurement.

Sharon was responsible for all project management activities through all phases of the project including:

- Coordination of all areas of activity, Work Breakdown Structure, scheduling;
- Leading team meetings, preparing action logs, preparing and delivering status reports and presentations;
- Preparing budgets, justifications/explanations, forecasting

Procurement related activities included:

- In progress: RFP/Statement of Work preparation for the Combined Conferencing Service for the Government Teleconferencing Service including Audio Conferencing, Web Conferencing, Reservation and Scheduling service, Help Desk, etc.
- Upcoming: evaluation of RFP responses.

Parallel to the re-procurement initiative, Sharon finalized the development of the technical specifications for a contract amendment to the existing contract to enhance the web conferencing functionality. Sharon is currently overseeing the implementation and rollout of the web conferencing functionality.

In addition, Sharon provided business analysis, which involves a complete review and financial analysis of the existing teleconferencing service. She also performed trends analysis, financial projections and impact analysis for various potential scenarios involving a range of service package offerings.

Project 11: Shared Converged Communications Service (SCCS – Voice over IP)

Sharon was the overall project manager for a shared converged communications service project, a government-wide initiative that involved the development and acquisition of the next generation of local access services for the Government of Canada (GC). The project evolved from a Concept of operation phase, to industry consultation phase (LOI), to a draft RFP for a shared service; it was anticipated that a full RFP would be prepared for implementation that would impact 150 departments across the Federal Government.

Parallel to this, a similar process was under way for the other procurement vehicles for IP-based telephony equipment.

- Sharon managed a cross-functional project team of 15 people that was anticipated to be expanded by 10 additional people for the implementation phase. Contributing groups included Engineering, WAN, LAN, Office Automation, Business Analysis and Client Services Managers. This was a high profile project that tied in to the Federal Government Shared Services model. Major stakeholders evolved through the phases from ITSB internal groups and PWGSC, to Government wide departments (150 departments) for the full implementation phase.
- Sharon was responsible for all project management activities through all phases of the project including:
 - Scope definition;
 - Communication planning, change management, issues and risk management/mitigation;
 - Coordination of all areas of activity, Work Breakdown Structure, scheduling;
 - Leading team meetings, preparing action logs, preparing and delivering status reports and presentations;
 - Preparing budgets, justifications/explanations, forecasting;
 - Costing of all aspects of the project (capital, operational, resources).
- She developed a Concept of Operations and a Communication Package for Client Departments, with input from the team. She prepared and delivered presentations to various groups such as:
 - Clients (GC departments) and Client service Managers
 - Telecom Advisory Panel (TAP)
 - Government Telecommunications user group (GTUG)
 - Senior Management
 - Briefing notes to the Chief Operations Officer and Director General
- Procurement related activities included:
 - Completed: LOI for the “Next Generation Telephony Architecture”. This involved preparing the LOI, conducting an analysis of responses and vendor debriefing sessions as required and integrating into draft RFP. This phase required in-depth knowledge of regulatory implications, CRTC ruling, the Telecom Act and existing.
 - Draft RFP for the shared service (Value was expected to be \$80 Million).
 - On-going parallel activities involved the same phases for other procurement vehicles.
- Challenges and potential issues that were addressed included: Operational issues such as the potential merging of Data and Voice groups and overall project delivery issues. Human Resource issues involving buy-in by various user groups and personnel representatives of the new collaboration tools as well as the training of large number of users.

**Project 10: Government Message Handling Service (GMHS) and
Common Message Exchange (CMX)**

Government Message Handling Services (GMHS) (\$2-3 Million)
Common Message Exchange (CMX) (Estimated value of \$10M+)

Sharon was the overall project manager for the review, planning, transition, evolving and platform upgrade of the existing hardware/software services used in inter-departmental communication.

Responsibilities for this initiative included:

- All project management activities from scope definition and planning to financial analysis, to management of changes, issues and risks, to project scheduling and reporting and overall leadership.
- Led and managed activities of a cross-functional project team of 5 people involving major contributors such as existing service provider, service management, engineering and data center representatives. Stakeholders include several internal groups (Service Management, engineering, data center representatives) and PWGSC procurement organization.
- Justified bringing this service in-house to PWGSC, from a service provider.
- Planned the evolution of the service and upgraded to new platform while maintaining service levels.
- Negotiated with internal groups that will be taking on the responsibilities.
- Prepared High-level presentations to Business Management Board on alternatives and recommendations.
- Cost/Benefit analysis.
- Procurement process for the upgrade of the system.

The Bank of Canada

Nov. 02 – May 05

Project 9: Senior Project Manager

As Senior Project Manager, Sharon worked within the BoC Project Management office (PMO) in the management of several key projects. Main accomplishments include:

- The evolution of the Bank’s Remote Access solution
- The Business Continuity Infrastructure: This project included the preparation of an RFP. Value was \$5+ Million. The scope of the project included physical setup of a disaster recovery site, the establishment of business continuity plans for IT and the coordination of all financial and human resources for the project. Sharon effectively dealt with numerous resource contentions, tight schedules and demanding clients. The success of this undertaking depended heavily on Sharon’s strong technical background combined with her Project Management and leadership skills.
- The acquisition of a Storage Area Network solution: Prepared 2 RFPs and SOW for dark fibre network optical switch and one RFP for tape backup recovery system. Participated in Storage Area Network (SAN) RFP evaluation. Value was \$3 Million.
- COSMOS (deployment of Microsoft Suite, Outlook, MetaFrame (\$100K) and Windows XP);
- Wireless Data Networking.

While at the Bank, Sharon demonstrated superior communications and leadership skills. She demonstrated on all projects that she is a true team player, equally comfortable dealing with highly technical staff and senior managers. In 2005, Sharon received the IT Director Award in recognition for the quality of her work.

For all above projects, Sharon performed the following:

- Developed project statements, project plans and other documentation as per the Common Delivery Project Management Approach (CDA) utilized at the Bank of Canada;
- Prepared and maintained the project management deliverables process (project management plan, project work plans and budget, change requests etc.) seeking approval when required;
- Evaluated technological, architectural and design alternatives, provided input to decision-making process in keeping with client needs;
- Developed, reviewed and evaluated project documents including RFP’s, Statement of Work and responses
- Defined all activities on the project plan (Work Breakdown Structure), including deliverable/ milestone due dates. Monitor project progress against the plan, making adjustments to all aspects of the project to ensure on-time delivery;
- Defined all aspects of the complete project budget and monitor project progress against budget, making adjustments to ensure on-budget delivery;
- Ensured timely escalation and resolution of project issues;
- Developed, customized and documented procedures and processes used by Bank staff for support and operational functions;
- Liaised with the project owners and clients and advise on project status, issues and risks;
- Communicated project status to the Project Steering Committee, Sponsors, business process owners and project team;
- Proactively managed project risks (e.g. anticipate deviations and take preventive / corrective action);

- Recruited additional project resources with diverse skills;
- Assisted, mentored, and guided business team members, project teams when necessary in the completion of tasks

The Bank of Canada

June 01 – Nov. 02

Project 8: Audio Visual Infrastructure Architect/Technical Project Manager (Value: \$1.5M)

The Multimedia Communications Project (MMCP) is an infrastructure project with a primary objective to implement a 'first version' of the Bank of Canada's videoconferencing service. MMCP must provide the foundation upon which other multimedia-related initiatives will be based. To set the foundation for the Bank's use of multimedia, MMCP will include the implementation of multimedia technology infrastructure within the context of the Bank's network architecture.

- Researched and documented commercially available audio/video/multimedia products/ services;
- Coordinated the acquisition/installation of multimedia-related equipment for a multimedia lab;
- Conducted technology assessments and made recommendations for management approval;
- Coordinated product evaluations, hands-on product testing, and documented results;
- Performed an analysis of multimedia communications user requirements;
- Developed and recommended a strategy and architecture for multimedia communications;
- Developed the functional and technical requirements for a Request for Proposal (RFP);
- Developed the Technical and Financial Evaluation approach;
- Supervised the technical/financial evaluations and documented the results;
- Prepared costing spreadsheets and budgets for management review/approval;
- Prepared implementation plans including deliverables and critical milestones;
- Developed a system acceptance criteria document

As Technical Lead:

- Acted as the primary interface with the project manager, facilities contractor and audiovisual service providers;
- Formulated a Service Level Agreement (SLA) which addressed the internal/external support model;
- Developed and delivered bilingual videoconference and SmartBoard training;
- Wrote various technical and operational documents;
- Directed the establishment of international videoconferencing as part of the Multimedia Communications Service offering;
- Assisted in the selection and interviews of two multimedia resources;
- Supervised a team of two multimedia communications technical support employees which included the assignment of tasks, chairing weekly team meetings and monitoring performance;
- Established a partnership between the Multimedia Communications Team and the Conferences and Events Team for Special Events.

*Taylor-Made Consulting**April 2001***Project 7: TES (The Employment Solution)**

The Employment Solution (TES) required assistance in understanding the Government On Line (GOL) Request for Proposal (RFP) posted by the Government of Canada for professional services. The following objectives were accomplished during this project:

- Reviewed and documented the mandatory requirements of the GOL RFP;
- Reviewed and analysed the vendor questions and responses to determine the impact for TES;
- Provided some guidance as to how TES should format their response and what should / must be included in their submission;
- Prepared a summary report outlining mandatory requirements and other areas of impact.

*Citizenship and Immigration Canada (CIC)**Feb. 01- March 01***Project 6: Technology Architect - Kit Management System (KMS)**

Citizenship and Immigration (CIC) call center clients order immigration and citizenship kits via the Interactive Voice Response (IVR) system also referred to as AVRES (Automated Voice Response and Enquiry System). Currently, CIC clients request kits directly with a call center agent or by leaving a message with the specific/relevant information (name, address, postal code, city, province and number of kits required). On a daily basis, call center agents retrieve the information and manually enter this into the Kit Management System (KMS) for further processing/distribution.

The following objectives were accomplished during this project:

- Reviewed the existing kit request ordering business process;
- Defined and documented the business requirement;
- Investigated alternative options to automating the manual process of entering data from the IVR system to the KMS database
- Prepared final business report which included business process flowcharts and recommendations with respect to various technology platforms
(such as Speech Recognition, Text to Speech, Web Services, Fax Services, etc.)

*Human Resources Development Canada (HRDC)**Oct. 00 – Feb. 01***Project 5: Work Force Management Team – Telecommunications Analyst**

The Work Force Management Team is responsible for determining the technical requirements and formulating a Statement of Requirements for a Work Force Management Software RFP. Sharon was responsible for writing the Statement of Requirements for the Work Force Management Software as well as preparing the necessary documentation to be used in the Technical Evaluation process. She successfully accomplished the following:

- Reviewed the technical requirements submitted by the program areas;
(Employment Insurance and Income and Securities program)
- Formulated the Statement of Requirements for a Work Force Management software;
- Developed the Technical Evaluation methodology;
(team, roles, responsibilities, evaluation criteria, etc.)
- Prepared project plans including critical milestones;
(RFP published date, RFP closing date, RFP technical evaluation and contract award)

Cognos Inc.

Aug. 95 - Aug. 00

Project 4: Manager, Telecommunications and Senior Project Manager

- Managed the Ottawa Metropolitan Voice Services Network. Managed all of the operational aspects. (Overall value \$5M) This included six (6) Meridian PBXs, centralized Meridian Mail system and all the associated reporting systems (MDR, Meridian Mail Reporter, and OTM).
- Managed a team of 4 technical resources responsible for day-to-day network management. Two resources were specialized in the call center applications platform however, assisted in daily PBX/Meridian Mail administration.
- Coordinated office expansions/relocations - reviewed architectural designs and floor layouts to ensure telecommunications requirements are met. Provide mechanical/electrical requirements. Provided telecommunications room and IT closet layouts/design to architects.
- Prepared budget and tracked expenditures.
- Procured all technology related equipment (paging systems, audio conferencing, video conferencing, A/V, printers, servers, etc.).
- Provided effective vendor management/liasion (significantly with Bell Canada, Nortel Networks, Bell Mobility, Netricom, EDS and OM Video).
- Provisioned cellular and paging services for internal customer groups.

Project management and technical implementation of a computer-telephony enabled call centre in Europe (UK, Holland, France and Germany):

Reporting to the President, responsible for the following:

- Vendor liaison/management with European telephone companies such as British Telecom (BT), KPN (Holland), France Telecom (Paris) and Deutsch Telecom (Germany).
- This included Equipment/facilities orders and follow-ups, Equipment installation and troubleshooting as required.
- Obtaining full telephone system (PBX) access on-site and remotely.
- Negotiating work priorities/schedules in order to meet project milestones/deadlines; and negotiating support contracts for installed equipment.
- Technical installation, configuration and testing of Symposium IVR, Symposium Call Center Server and Symposium TAPI.
- Technical configuration and testing of private voice/data network from MCI WorldCom and BT.
- Designed scripts, skill sets, and other required parameters; and Maintained full documentation of initial design of call center and final configuration parameters.
- Developed a singular support plan for the IVR-CTI technology platform between Nortel Networks and Bell Canada.
- Coordinated and conducted Y2K testing of all voice technologies within the Ottawa network.
- Project management of Cognos' international user conference.
- Implemented Symposium Call Center Server / Symposium TAPI in Ottawa and in Europe.
- Implemented a Companion wireless system.
- Implemented Open IVR/Meridian Max/CCR in Ottawa.
- Implemented networked voice messaging system between Ottawa and Boston.
- Defined requirements, planned, coordinated and implemented a voice messaging system (Meridian Mail) for a 1,500-user network.
- Implemented videoconferencing/Smart Board technology for collaborative meetings.

- Reduced overall budget expenditures by negotiating greater discount levels, implementing an efficient tracking process, amalgamating invoices, etc.
- Overall value: \$2M for customer support.

The Canada Council

Sept. 94 - Aug.95

Project 3: Telecommunications and Office Automation Manager

- managed a fully digital telecommunications network equipped with three (3) Meridian 1 PBX's.
- responsible for the implementation of a voice messaging system
- managed a staff of 3 technical resources who were responsible for desktop support (office automation)
- responsible for Megalink services, 1-800 services, fax machines, government long distance services, modem pools and Internet accesses

Algonquin College

Sept. 92 - Sept. 94

Project 2: Manager, Telecommunications

- managed a large telecommunications network, which included five (5) SL-1/Meridian 1 PBX and key systems. The network also consisted of long distance reseller trunks, 1-800 service, T1, modem pools and several medium-sized call centres
- managed a staff of 3 – two were responsible for answering the main switchboard while the technician performed daily moves, adds and changes for both voice/data networks
- upgraded ACD software and established separate trunking facilities for Admissions and Continuing Education departments
- evaluated and implemented long distance reseller services
- ensured effective use by developing and providing training on the voice messaging system for over 1,000 employees.
- responsible for the upgrades of PBX's, fax machines, pagers, two-way radios, pay telephones, telephone devices for the deaf (TDD), emergency telephones and cellular telephones.
- reviewed structural changes, architectural designs, floor layouts to ensure telecommunications requirements are met. Performed ergonomic evaluations. Provided telecommunications room layout and design to architects
- set cabling standards for voice and data networks within Algonquin College
- planned the integration of voice and data networks (Computer Telephone Integration) which would later result in the implementation of IVR and videoconferencing technologies (touch-tone registration and distance learning)
- planned and assisted in implementation of SmartCard technology for students
- provided technical consultation and advice for the implementation of OCRINET (ATM technology) information highway

Atomic Energy of Canada Limited

June 89 - Sept. 92

Project 1: Telecommunications and Security Systems Administrator

- commenced as a Switchboard Operator/Word Processing Operator and was quickly promoted to the position of Telecommunications and Security Systems Administrator
- presented and sold the concept of voice messaging
- conducted user analyses and managed the entire procurement process within one year. Managed the full cycle - from conception to implementation.
- responsible for the security access control system

- member for the Emergency Response Team for AECL (Crisis Management Program)

EDUCATION

- ITIL Foundations Certification (34580) 2004
- Project Management Professional (PMP) certification (member ID 274923) 2002
- Master's Business Administration (MBA), Ottawa University 1995
- Bachelor of Science (Biology major), Ottawa University 1989

PROFESSIONAL MEMBERSHIPS

- Volunteer on Project Manager Competency Framework and Organizational Project Management Maturity Model (OPM3) – PMI Global initiatives;
- Member of the Project Management Institute, Ottawa Valley and Outaouais Chapter (OVOC);
- Past-President, Ottawa Region and Eastern Ontario Meridian/SL-1 Users' Association;
- Past-President, National Capital Region Chapter, Association For Services Management International (AFSMI)

TRAINING

- Project Management seminars 2006-present
- ITIL Foundations Course 2004
- Project Management exam preparation seminars 2001
- Leadership Roles and Responsibilities 2000
- Cisco Enterprise Network Training Seminar (Strategic Directions) 2000
- International Nortel Networks Meridian Users' Group (INNMUG) Conference 2000
- Managing in a Constantly Changing Environment 2000
- Managing High Performance Teams 1999
- Communications Skills for Managers 1999
- International SL-1/Meridian 1 Users' Association (ISLUA) Conference 1999
- Building the Next Enterprise Network-Today (Gartner Group) 1999
- PBX 2000 (Business Communications Review) Conference 1998
- International SL-1/Meridian 1 Users' Association (ISLUA) Conference 1998
- Customer Controlled Routing (CCR) 1997
- A Networking Technology Conference (Gartner Group) 1997
- Enterprise Network Strategies Conference (Gartner Group) 1997
- Meridian IVR 2.0 System Administration/Basic Application Development 1997
- Disaster Recovery 1996
- Nortel Road Show 1995-1999
- Help Desk Analyst Workshop / How to Maintain Your PC 1995
- How to Develop and RFP for Voice Telecommunications Systems 1994
- Introduction to Internet 1994
- Megaroute 1994
- New Long Distance Alternatives (Bell Canada) 1994
- Call Centres 1994
- Toll Fraud and Your Meridian 1994

- Hiring Strategies for the 90s/Job Tactics for the 90s 1994
- LAN/WAN Connectivity (Bell Canada) 1994
- Creating Champions 1994
- And more!

SKILLS PROFILE

Business Skills

- Management/Supervision
- Vendor/supplier liaison
- Budget Preparation/Monitoring
- Network design, configuration and management
- Telecommunications room design
- Customer Service Excellence
- Communications & presentations to all levels of the organization
- Telecommunications equipment security (toll fraud)
- Team work approach
- Change and conflict management
- Time management
- Product specifications/RFP process
- Disaster recovery
- Policy development
- Operational procedures

Project Management

- Workplan development
- Project planning and scheduling
- Contract Negotiation and Management
- Facility requirements
- Client, Telco, Contractor and Vendor Liaison
- Quality Control and Reporting
- PMBOK, ITIL, Rational Unified Process, SDLC, JAD, PRINCE2

Technology

- Requirements analysis
- Cost Benefit Analysis
- Technology architecture
- Cost Analysis and Scheduling
- Acceptance Testing
- Strategic Implementation & Deployment
- Disaster Recovery Planning
- Capacity Planning

PBX/KEY Systems and Operating System Software

- Generic X11 Releases (9 – 25)
- Meridian 1: Option 11, 11E, 11C, 21C, 51C, 61C, 71 and 81C
- SL1 NT, ST
- Norstar key systems

PBX Peripheral Systems and Application Software

- Meridian Mail software (Release 7 – 12)
- Call Pilot
- Symposium Call Centre Server
- Symposium TAPI
- Symposium Open IVR
- Meridian ACD (all packages)
- Meridian Link
- Customer Control Routing (CCR)
- MIRAN - Meridian Integrated Recorded Announcement

- MICB - Meridian Integrated Conference Bridging
- ITG – Internet Telephony Gateway (VoIP)
- Calling Line ID (CLID)
- Dial Number ID Service (DNIS)
- Automatic Number ID (ANI)
- Dial Number ID Service (DNIS)

SKILLS PROFILE (CONT.)

PBX Peripheral Systems and Application Software

- Centralised Attendant Service (CAS)
- Electronic Switched Network (ESN)
- Coordinated Dialling Plan (CDP)
- ISDN, DTI, PRI, BRI
- E&M signalling
- Loop start, Ground Start
- Off premise extension (OPX)
- FX, TIE, COT, DID, DOD, RAN
- Integrated Service Access Trunk (ISA)
- ISDN Signalling Link (ISL)
- Hot line, Dial intercom
- New Flexible Code Restriction (NFCR)
- Power fail transfer unit & UPS
- Malicious Call Trace
- Direct Inward System Access (DISA)
- Traffic management
- Audio & Video conferencing/Smart Board technologies
- Pagers/Cellulars/Two-way Radios

Telemangement Systems and Software

- MDR Telemangement
- MAT (includes Common Services, Station Administration, Traffic Analysis)
- Meridian Mail Reporter
- Traffic Management
- Switchview Telemangement Software
- Switchview Attendant Lookup
- Cable Management

Telecommunications Network Systems and Services

- Megalink, T1, E1 services
- 800 Emergency Routing
- Switch Redirect Services
- ATM, Frame Relay, X25
- ISDN/ADSL
- TCP/IP
- Multiplexing
- Signalling System 7 (SS7)
- VNET / VROUTE
- Pay Telephones / TDD Machines
- STU III telephones

Structures Cabling Systems for Voice and Data Applications

- Main Distribution Frame
- Building Network Design
- Fibre Patch panel

Videoconferencing / Multimedia

- Polycom VS 4000, ViewStation 512
- SmartBoard
- Control Systems (AMX, Cresstron)
- Mixers, Switchers, VCRs, DVDs
- Global Management System
- Projectors, Cameras, Microphones
- Gentner / ASPI audioconferencing
- Auditel Simultaneous Interpretation

Software

- Microsoft Office Suite (Includes: Word, Excel, PowerPoint, Access, Outlook, Schedule+)
- Internet Explorer/Netscape Navigator
- Visio
- MS Project
- Corel Suite (WordPerfect, Quattro Pro)
- Anti Virus / Utilities
- Novell GroupWise
- Lotus SmartSuite (WordPro, 123, Freelance Graphics)