

Ray Johnson

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Profile

- A seasoned Senior IT Program/Project Manager leading enterprise scale initiatives, with 20+ years of strong process-oriented management experience handling 10+ simultaneous projects, staff of 75+, with operating budgets of \$100k to \$15m+, and project durations of 1 month to 2.5 years
- Proven experience delivering mission critical enterprise level infrastructure, operational systems procedures and agile based application solutions utilizing PMI, ITIL and PMO best practices with experienced use of PMLC/SDLC methodologies.
- Environmental experience includes the full spectrum of IBM, Unisys, Unix, Linux, Windows, NT and enterprise level servers in both physical and virtual server farm implementations, compliment the 34 years of infrastructural and applications design related experience
- Knowledgeable in assessing and defining project and business risks or deficiencies while working with strategic partners and systems auditors to address and deliver critical solutions appropriate to the business interests and the operational delivery complexities in any environment
- Extensive experience in:
 - Familiarity with the integration of corporate financial type systems and GL coding accounting practices for liability, revenue and asset management
 - Performance management and capacity planning analysis and related System Implementations
 - Strategic business / systems solution definition driving for stability, innovation and overall systems performance improvement while ensuring the Big Picture goals are maintained
 - SLA scope / definition as well as related vendor related relationship development & negotiations,
 - Retail POS solutions development and migration, data warehousing, business intelligence and ecommerce integration with marketing, supply chain and CRM systems
 - PCI compliance systems design, application and data cleansing and integration with ecommerce internet-based systems deployment and post production auditing and monitoring
 - Experienced with both matrix and direct reporting resource management responsibilities.
 - Numerous areas of business experience, including financial, retail, CRM, and business intelligence
- Notable experience in managing crisis situations and mission critical client / vendor relationship situations and contractual negotiations
- Technology experience transcends a vast array of infrastructures including Intel, HP, SUN, IBM AIX, UNIX and IBM and Unisys legacy and enterprise level server systems utilizing HTML, XML, MYSQL, Oracle, CRM, Microsoft .NET/Dynamics, MDM and Java/J2EE solution type systems environments
- Experience in government organizations, including Provincial (New Brunswick), Municipal (Cities of Mississauga, Edmonton, Windsor) and Crown corporations (GTAA, Ontario Hydro)
- Proficient knowledge of Project Management and Project Management Office methodology and instrumental in the development of program guidelines and adherence to PMO based best practices, client engagement methodologies and communications management at all levels of the organization,
- 20 years of experience in the defining both program and project charters, database structures and management standards, including components such as RFI, SLA, WBS and SOW specifications documents
- Proven history in motivating and “*Driving for Green*” while mentoring staff and client stakeholders while developing creative and innovative solutions to resolve complex problems and issues, while controlling costs, ensuring every possible efficiency is attained through overall project governance, solution integrity and schedules adherence, which could be summarized as an assertive orientation to always tending to the finer details of every solution’s delivery to achieve its maximum potential

Employment History

CGI (Global Wealth Management)
Project Management

Dec 2013 – Present

This role as the Deployment Manager for PSSP Operations – clients including TD Wealth Management, EPQ, and BMO provisioning deployment management oversight, resource coordination, project liaison functions, while also

documenting and revising of the internal deployment and Operations support procedures and documentation to deliver industry best practice methodologies.

CGI (FORESTERS INSURANCE ACCOUNT)

July 2013 – Dec 2013

Project Management – Infrastructure

○ **Senior Technical Consultant**

Network infrastructure, data warehouse and security systems deployments including complete PDLC delivery and reporting process development utilizing SharePoint, MS Project and MS Office suite. Program level management of internal and external vendor resources delivering quality solutions while reporting to executive levels representing the best interests of both the client and CGI to the highest standards and integrity.

IBM CANADA INC. (CIBC ACCOUNT)

Sept 2012 – July 2013

Project Management – Server Refresh Program (Contract)

○ **Senior Project Manager**

Served as the single point of contact for infrastructure project management assignments of cross-functional teams with day-to-day responsible for the server refresh, auditing of systems migrations and the deployment of CIBC's security services applications within their IBM Unix/AIX and Linux environment. Development of a all-inclusive deployment strategy prioritizing both functional and business needs, crafting a focused status reporting implementation plan within the CIBC PMO based environment utilizing Planview, MS Project, SharePoint, and MS Office tools.

MAPLE LEAF SPORTS AND ENTERTAINMENT

Sept 2011 – April 2012

Project Management – Point-of-Sale/Kiosk Integration and Retail Deployment (Contract)

○ **Project Manager**

Complete project life-cycle oversight and guidance in the vendor selection, suitability analysis and coordination of mission critical business requirements for marketing, retail and back office finance and accounting systems integration with a Raymark POS (Point-of-Sale) vendor solution. Critical to this engagement was the coordination of communications and deliverables between the vendor and client executive, IT, 3rd Party vendors, retail supply chain integrations and financial groups to ensure deliverables and timeline executions were within scope / budget and all related risks were strategically addressed within both organizations. (Systems included Intel based servers running Microsoft SQL 2008, Microsoft .Net apps, Microsoft Great Plains for back office accounts/general ledger) data consolidation and data mining for marketing purposes.

Accomplishments: (Budget 2m+, directed staff of 10, distributed vendors)

- Development of a retail division centric SLA for all IT services and vendor management procedures.
- Accounting systems, AR, AP and GL design and integration for retail pos and corporate management
- Strategic stakeholder management was critical to mitigate differing stakeholder risks to corporate agenda
- Oversight to the development of a corporate RFI for a new retail centric POS solution including ecommerce
- Market research and potential POS vendor suitability qualification review including Epicor, MI9, and Retail Pro

IBM CANADA INC. (ROGERS COMMUNICATIONS ACCOUNT)

Jan – June 2011

Program Management – Server Refresh Program (Contract)

○ **Program Manager**

Responsible for all aspects of program oversight, management and stakeholder communications, including process development, physical / virtualization planning, server systems procurement, installation, migration and decommissioning project teams and their respective cross-functional disciplines of activity. The program is supporting a 4,000+ server environment consisting of Intel, HP, SUN, IBM AIX, and IBM legacy and server systems supporting all aspects of the client mission critical business, development and production applications.

Accomplishments: (Budget 15m+, directed staff of 75)

- Development of a Server Refresh Program, including standardized vendor/client H/S Management / Migration planning, resource coordination in a DSS PMO environment.
- Critical to this engagement was the leadership in the development of total PMO process definitions from conceptual ideas and translating them into fully scoped and defined PMI based processes including Project Chartering, full SDLC governance, and Risk assessment and management protocols.

RNA SOLUTIONS

July 2009 – Dec 2010

Program / Project Management and IT related Services

○ **Senior IT Project Manager**

IT Project Manager delivering customized retail software applications, data storage and infrastructure type projects, POS implementation, Order processing, client management, ecommerce, data warehousing, and inventory management systems utilizing HTML, XML, MYSQL, Oracle, data warehouse implementation, Microsoft .NET, and Java/J2EE technologies in a PCI payment domain compliant environment.

Accomplishments: (Budgets ranging from 100k to 500k+, directed staff of 2 to 10 individuals)

- Implementation of a Unix systems upgrade and applications migration/ data warehousing
- Ecommerce and retail website developments.
- PCI compliance reviews / modifications project to address Credit Card information handling processes

SITA

March 2006 – June 2009

International Networks, hardware / software provider to the Worldwide Airline and Airports Community

○ **Senior Technical IT Project Manager**

IT Project Manager delivering over 40+ Java type projects, (6-19) simultaneous, and managing project specific teams for a variety of clients all over the world including the customization and infrastructure deployment of both enterprise level web and kiosk based applications utilizing HTML, SQL, Microsoft .NET, Web 2.0, and Java/J2EE technologies as well as data warehousing solutions in a PCI payment domain compliant environment.

Accomplishments: (Budgets ranging from 100k to 10m+, directed staff of 2 to 50 individuals, On & Offshore, within a complex matrix management organizational structure)

- Successful deployment of systems, Java/J2EE applications and post deployment change management processes including systems reviews and functionality customizations to specific client engagements,
- Single-point of contact, handling all client management and status / progress reporting communications. This entailed the entire SDLC from preliminary scope discovery & management, through team skill set selection, schedule development, risk assessment and mitigation, systems integration, QC and QA, UAT and production piloting and project close-out and user support.
- Experience with internal and external auditors reviews of enterprise level customer delivery projects for effectiveness and adherence to both process, metrics definition, prioritization, quality of service delivery,
- PCI compliance reviews of applications were critical component of the audit activity scope.
- Mentoring of other project managers, technical leads as well as performing process execution oversight, escalation planning, deficiency resolution, and the complete SDLC development process for client engagement strategies, related documentation and application delivery process reviews.

BMS CANADA - CONTRACT

May 2005 – March 2006

Canadian and International retail / wholesale for the fashion sector.

○ **IT Consultant Project Manager**

Providing project management and guidance for the additional multi-channel sales solution via the design and implementation of a POS and catalogue-to-web based application based on Flash / HTML / Java / Microsoft .NET/ASP ecommerce technologies meeting the needs of both the national and international client base. Complete infrastructure review and upgrading supporting a new office location and associated requirements for disaster recovery and long term systems stability.

Accomplishments:

- Successful design and development for a new ecommerce solution, including POS, Inventory, database design, data warehousing functionality and customer management functionalities facilitating new business processes and capabilities for delivering sales and service system including client tracking and sales history data mapping / mining / profiling functionality.
- The application also adhered to all GL accounting, and PCI compliance for credit card data management.
- Project plan and oversight for Oracle Upgrade to 10gR2
- Implementation of a Unix upgrade and applications migration including data warehousing solutions.

MANULIFE - CONTRACT

Feb 2005 – May 2005

One of the major insurance firms in the Canadian and US marketplaces.

○ **IT Consultant Project Manager**

Provisioning of IT services in reviewing and updating IT infrastructure systems procedures; including those for effective / optimal database management and capacity planning requirements

Accomplishments:

- Design and development of a database distribution and warehousing system which would facilitate the optimal design and layout of primary database areas within these application systems.

GREATER TORONTO AIRPORT AUTHORITY

Sep 2001 – Dec 2004

The GTAA is the owner and manager of the Lester B. Pearson Toronto International airport with a \$4.5 billion Airport Development Program; one of the largest civil/building projects in Canadian history.

- **IT Program Manager**

Provided program management leadership, and guidance to a team of 12 project managers and their underlying teams of vendors/users and sponsors, as related to the procurement and deployment of IT support systems and infrastructure, including disaster recovery metrics and mitigation, physical space design, network & infrastructure connectivity design, parking garage infrastructure, workstation requirements and data warehousing solutions. Business case development, pre-sales motivation and justifications, risk analysis and cost/benefit mitigation strategy review and planning, critical dependency identification as well as all aspects of budgetary and program monitoring and control were a part of this role's responsibility and performance.

Accomplishments: (Budgets ranging from 1 to 15m+, staff of 2 to 50 individuals + 12 other PMs)

- Developed from conception to operational deployment a Pre-Production Centre, consisting of Cisco based network infrastructure, supporting enterprise wide Microsoft Windows based server farms. The solution concept was crafted and proposed to the corporate VPs, and Director Levels of the Company from which a \$3.0m budget was approved for design, construction, and supportive infrastructure including all telecommunications and telephony requirements, SharePoint databases, including the developing of the new VOIP telephone systems solution was being tested and deployed during this period.

Some interesting challenges were:

- a. The new facility required an entirely new set of corporate and industry best-business practice guidelines to support its operational, systems transition and site specific security procedures.
 - b. As manager of the PPC, ensured that all systems, and system interdependencies were tried, tested and verified to meet both operational and contractual delivery requirements
 - c. Project oversight for Oracle Upgrade migration to Version 10
 - d. The PPC facility was widely recognized as one of the most critical components in the successful opening of the new \$4.5b Terminal One facility. Without this pre-production facility testing of countless systems, processes and operational interdependences many Critical problems would not have been resolved prior to the opening of the new terminal, costing many millions and months of instability
- As IT Program Manager of the Infield Hold Terminal (10th largest airport facility in Canada), oversaw a team of 7 project managers deploying systems, services and network/infrastructure. Satisfied the airports operational requirements on time and within budgetary constraints.
 - Completely reviewed and upgraded the airport's Operational Readiness Procedures for consistency, repeatability, and industry best practices. Ultimately used lessons learned in future development projects and saved the corporation both financially and in project effectiveness and standardization.
 - Worked with the development of the Airport PMO Office, developing PMI policies and governance strategies

CALIFORNIA HEALTH & HUMAN SERVICES AGENCY

April 2000 - Sept 2001

The IT&T support group was responsible for the health & human services agencies for the state of California and for this period specifically, LA county and Sacramento areas of California.

- **IT Consultant Project Manager**

Provided technical experience and program level guidance to develop a strategically acceptable resolution to the performance and capacity problems affecting the related IT&T systems for these two US state jurisdictions.

Accomplishments:

- Strategic Program Management of both Internal, and External Hardware/Software vendors
- Represented the State of California Health and Human Services Agency in the architectural/infrastructure review. Studied the feasibility of upgrading the ISAWS automated Welfare system which operates a 60% jurisdictional consortium of counties in the state of California.

- a. Performed a complete systems audit of the ISAWS IT&T environment, this resulted in a much needed upgrade that provided state-of-the-art long-term solutions.
- b. Participated in the vendor negotiation for a new \$24m server/infrastructure solution for the ISAWS Health & Human Services jurisdiction, it should be noted that the originally vendor proposed solution was in the order of \$60m infrastructure solution
- o Represented the State of California Health and Human Services Agency's Interests in the evaluation of a Statewide Automated Welfare System for Los Angeles County. The implementation was excessively over budget, experiencing severe and detrimental performance problems, and months behind schedule. The State's interests in the Los Angeles County project rested on a \$100m vendor non-performance penalty decision, for which rested on the personal assessment and reporting to the agency for a solution and strategic plan for resolution.
 - o A resulting redesign of the vendor solution into a more viable and successful reconfiguration averted a very long and involved legal situation, this mitigating action salvaged 8 years development by the county in its service to the 3rd largest such jurisdiction in the US.

ALLINSON-ROSS CORPORATION, Mississauga

April 1998 - April 2000

This Company developed specialized transaction software for clients in varying lines of business and applications including payroll, pension solutions for police departments and freight shipping companies.

- o **Professional Services Project Manager**

UNISYS CANADA

June 1990 - April 1996

Responsible for the Support and Delivery of communications systems and infrastructure to Unisys Canada's client base of corporate/government clients across the nation. Including ON/AB Blue Cross, NB Provincial Gov, Air Canada.

- o **Senior Professional Services Project Manager**

WARDAIR CANADA

Oct 1983 - June 1990

Responsibilities for the communications infrastructure and software systems for a chartered/scheduled airline supporting its activities around the world and in conjunction with other airline systems such as SAS, Lufthansa, Qantas, American Airlines, Continental, PWA.

- o **Applications and Communications Specialist**

ONTARIO HYDRO

Sep 1981- Sep 1983

Development of Fault Detection/Systems software for the Power generating Bruce Nuclear Power Plant, ON, Canada

- o **Systems Software Development Specialist**

SPERRY UNIVAC CANADA

Oct 1977- Aug 1981

IT Vendor and applications design consultancy services for numerous clients with insurance, pension and payroll system solutions.

- o **Communications Specialist**

Education/Training

Barrie District North Collegiate
Herzing Institute
Unisys
Unisys
Novell
Microsoft
Dpec Institute
PMI.org
GTAA
University of Toronto
SITA
Borland/SITA

Grade 13 (Honours)
 Computer Science & Systems Analysis (Honours)
 People and Inter-relationships in the Workplace
 Project & People Mgmt. Philosophies and Practices
 3.1x/4.x System Administration, CNA Certification
 Windows NT 4.0 Server, MCP Certification
 Project Mgmt. and WBS Mgmt Methodologies
 Membership
 ITIL Foundations Training
 PMI Certification
 PMP Risk Management
 PMP Requirements Management

Software Experience

MS Office Suite including PowerPoint, Excel, Word, Outlook, MS Project, Access, IIS, Web based Analytics

Planview, IBM Rational Portfolio Management, Java, J2EE, ASP, .NET, Oracle, MYSQL, HTML, Remedy
Weblogics, Visio, UNIX, Video Production & Editing, Photoshop, Graphics Creation

Personal Interests

Business Development, Desktop Publishing, Scherenschnitte, Internet Web Development,
Marketing & E-Commerce, Writing, Book and Catalogue Publishing

Personal Accomplishment

Published Author, Reference Manual, 1995