

ALAN WALKER

Montréal • fastalan@gmail.com

- Over 15 years' progressively responsible employment in the realm of Project Management. Many job applicants claim progression; I document it with specificity and detail.
 - Established a reputation, among both peers and managers, for the capacity to:
 - Eliminate redundant tasks.
 - Proactively anticipate and avoid work-flow problems.
 - Say what I mean in plain English; convey meaning to both technicians and laypersons.
 - Drive results by clarifying the roles of key change agents.
 - Understand business IT alignment and leverage it to improve the corporate bottom line.
 - Integrate disparate phenomena, so that they interact in concert, efficiently and effectively.
 - Was cited by infrastructure program manager at IBM for "unusually high proficiency in project management" with the ability to "get the **same result faster, cheaper, and with less effort.**"
 - At i365 (Seagate), eliminated the necessity of building an environment for 300 computer systems, as part of the company's testing methodology, and **shortened the testing path by 97%**.
 - At Horiba, played key role in avoiding potential loss of more than \$1,000,000 per year by retaining Ford Motor Company as a client.
-

PROJECT MANAGEMENT AND RELATED EXPERIENCE

Apr. 2016 – Present *Project Manager*, Morgan Stanley (Contracted by Procom), Montréal, Québec

- Referred by a Managing Director to manage a 10 million dollar project to replace the Identity Management Platform.
- Stabilized the project schedule by introducing an agile/waterfall hybrid model leveraging JIRA tooling for activity management and MS Project for deliverables and work packages.
- Introduced controls resulting in the vendor reducing cost on a fixed-price contract.
- Leveraged insight working as a bank vendor at NCR to implement scope and schedule control methods to benefit Morgan Stanley.

Jul. 2015 – Dec. 2015 *Project Manager*, NCR (Contracted by Kineticom), Montréal, Québec

- Hired as a professional services project manager. Engaged in the development of software to enable replacement of all ATMs for a major Canadian bank.
- Delivered quality software while respecting the client's waterfall schedule through a hybrid of the development team's agile approach with the client's waterfall oriented plan.

May 2014 – Jul. 2015 *Project Manager*, Morgan Stanley (Employed by NTT Data), Montréal, Québec

- Received superlative feedback for tightly managing risk and driving compliance that would have cost the company a great deal of money and wasted time. This was in relation to Project #1, below. Positive comments came from project stakeholders and sponsors, vice-presidents, executive directors, and managing directors. According to the program manager, the "**highest level of positive feedback**" was ascribed to my role in this project.
 - Commended by a managing director of Enterprise Infrastructure for **managing extensive compliance issue**, in relation to Project #1, below, which he had sponsored. My role was to define and execute a new approach that escalated risk from the project to the bank's senior risk officers. I assisted these officers in developing a plan to ensure that the bank would not need **Internet Explorer 9** beyond its end-of-life date. The plan was developed and implemented; it is anticipated that requisite tasks will be completed by Jan. 15, 2016.
- Developed and executed a process to test and certify 2000 applications against the bank's web

Alan Walker

platform accessed by 170,000 machines globally.

- Implemented a risk management plan, engaging senior bank officers.
- Pioneered project delivery and consolidated reporting for the institution securities group and the wealth management banking group, whereas, previously the sponsor had two separate projects to monitor.
- Managed the following:
 - PROJECT #1: Internet Explorer 11 certification and firm upgrade for engineering.
 - PROJECT #2: Remediation of a security vulnerability discovered via penetration testing. Used EnCase Forensic investigative tool.
 - PROJECT #3: Symantec Endpoint Encryption for security.
- Capitalized on prior experience in scope management, gleaned as project manager at Ericsson (see below).
 - Project #1, at Morgan Stanley, entailed risks that could not have been anticipated. Numerous applications had to be tested for compatibility. It became clear, early on, that there was a high degree of incompatibility and that the project would take much longer than expected.
 - Typically, project managers are reluctant to bring negative information to the attention of the project sponsor, fearing criticism, complaint, or noncooperation.
 - However, as a result of my experience at Ericsson, I well understood that if such notification were delayed, the situation would only get worse.
 - By being proactive and forthright, I elicited cooperation from the sponsor and minimized the risk of breaking untested applications. Did so by devising and instituting a new approach to browser upgrades. Furthermore, because I brought significant information to the attention of the sponsor without delay, he was able to approve the change in strategy early on, enabling project delivery without negative impact to stakeholders. No one likes bad news, but those who care about the welfare of the organization they work for prefer to hear it anyway. Rather than detracting from my reputation, the fact that I spoke up quickly and proactively enhanced my reputation with senior management.

Apr. 2013 – Mar. 2014 *Project Manager*, Ericsson (Contracted by Elits), Montréal, Québec

- Demonstrated adaptability by managing projects for tracking inventory that were undergoing extensive and continuous change while the projects were being executed.
- PROJECT #1: develop a single inventory system across eight international centres that had operated independently of each other. Purpose: to facilitate insourcing of engineering IT services that had been previously outsourced to HP.
 - Primary task was to deploy Atrium Discovery and Dependency Mapping (ADDM) to scan all servers and devices.
 - Company assets were in a state of flux because IT services were being insourced. There was no accurate inventory list. I therefore asked the service operations managers to submit a list of their servers. I led the project team to develop a method of importing these lists into the configuration management database. The lists were used to link assets with services. They also served as an audit baseline to track the coverage of the scanning tool software.
 - In executing this project, I overcame these challenges:
 - Project had to be managed while insourcing was still taking place.
 - The relationships between servers and services were still in the process of being defined.
 - Managers of the international centres had been recently hired and were not yet familiar with the inventory systems their centres had been using.
 - Acquired valuable experience in the realm of scope management. ADDM did not have all the requisite features. The project had a fixed deadline. Stakeholders were demanding additional features. I managed expectations by focusing stakeholders on key deliverables, and by adjusting

Alan Walker

the scope of the project, I was able to meet the deadline.

- Capitalized on skill in enterprise IT service management (ITSM) I had acquired as a project manager at IBM Global Technology Services. This was possible because of the similarity of the processes involved. At Ericsson, I was able to facilitate compromise between the sponsor and executive stakeholders to deliver a product that met functionality and the tight integration timeline.
- PROJECT #2: develop an IT service to handle the newly-integrated CMDB; act as interim service manager to define operational procedures, train the operations team, and improve coverage per ongoing audit process defined in Project #1, above.

Sept. 2012 – Dec. 2013 *Project Management Consultant*, nominally deployment engineer, Connexion Telecom, Montréal, Québec

- Was cited by deployment manager for a "**deep understanding of the principles of project management**, resulting in the ability to deliver stellar results at lightning speed."
- On being hired, was immediately given the responsibility of **managing a project for US defence contractor Lockheed Martin**, in recognition of my prior, successful experience with large enterprise environments.
- PROJECT: devise and develop a planning methodology for Lockheed Martin projects within an extremely tight time frame and on limited budget. My recommendation that our client establish a project-management division was approved and implemented by senior executives.
- Project was leveraged to benefit my employer directly, in that many ideas thus generated were quickly adopted and implemented by senior management at Connexion.
- The project also gave me an opportunity to build on the vendor management skills I had acquired at Horiba. I played a key role in enabling Connexion to liaise with GTRI, a reseller of IP telephony systems that had been security-cleared to work with our client. This made it possible to deliver emergency call-routing services. It was necessary to arrange for GTRI to do all the onsite work because of Lockheed Martin's strict security requirements.

Sept. 2010 – Mar. 2012 *Project Manager*, nominally account team lead: Rogers Account & Linux specialist,

IBM Global Technology Services (Contracted by Procom), Toronto, Ontario

Was cited by infrastructure program manager for "**unusually high proficiency in project management**, characterized by a level of adaptability that is rarely seen in the IT field. Alan has a unique ability to find inefficiencies in a system and remove them. He identifies and eliminates artificial barriers. He uncovers a way to **get the same result faster, cheaper, and with less effort**. Alan sees what others do not see. While others are preoccupied with the elephant's leg or trunk, Alan sees the entire elephant. And now, the elephant walks."

- PROJECT: reporting to IBM project executive, devise a methodology whereby servers could be built and delivered to Rogers more quickly.
 - In first 6 months lead a team of engineers on an incident investigation that uncovered a critical architecture design flaw. This earned me the respect of senior management and my peers leading to my appointment as the Account Team Lead for 20 engineers covering the Windows & VMWare server implementation team for the Rogers account.
 - This project was critical in that Rogers ordered a very large number of servers on a regular basis.
 - I discovered a bottleneck and devised a method that removed it. Invented a technology whereby generic servers could be built in advance, then converted to dedicated Rogers servers when orders were placed. This was presented to the client as a new IBM service offering.
 - Hired a technician to implement this strategy and thereby reduced delivery time by 77%.
 - In managing this project, I acquired extensive experience in enterprise ITSM. The challenge was to quickly learn all the processes required in order to build servers that would function properly. The processes were numerous and sequential. If the sequence was wrong, the server would not work. Extensive analysis of task dependencies was required. Furthermore, these tasks had to be performed by a large number of technical staff. I thus acquired experience managing a complex

Alan Walker

project within a tight deadline.

Feb.– Aug. 2010 *Software Tester*; i365, A Seagate Company (Contracted by Redwood Global), Toronto, Ontario

- Was cited by Product Manager for "capacity to anticipate work-flow problems and take corrective action, with net savings of time and money."
- Was invited by Google to their Test Automation Conference in India where I presented a testing approach that reduced testing time and cost.
- PROJECT #1: was given assignment to build an environment for 300 systems as part of a testing procedure.
 - In executing this project, I discovered that it consumed unnecessary hardware resources and engineering time.
- PROJECT #2: devise method of performing the test without the aforementioned systems.
 - Thereby **reduced testing time by 97%**, from one week to one hour.

Jul. 2008 – Jul. 2009 *Project Manager*, nominally application engineering consultant, Horiba ATS (Direct Contract), Toronto, Ontario

- Was cited by software engineer, Novell for ability to "troubleshoot a complicated Linux implementation in a high stress environment. Alan has advanced technical knowledge and a strong commitment to resolve critical issues. He is responsive and insightful."
- PROJECT: Evaluate existing deployment strategy for Linux Appliance servers. Develop a repeatable, reliable, time efficient process for future buildouts using automation and standardized components.
 - Client (Ford Motor Company) required features not present in Red Hat Linux OS. Yet, customization of Linux had voided the warranty. Determined that it was more cost-effective, long term, to have Novell provide a supported OS with the requisite features.
 - In consultation with VP of engineering, Novell, I played a key role in retaining Ford as client for Horiba, **avoiding potential loss of more than \$1,000,000 per annum**. Made business case for migrating from unsupported Red Hat platform to fully-supported SUSE Linux platform. Capitalized on prior experience at Novell to negotiate a successful ISV partnership for development and Tier III support, then migrated all servers to SUSE Linux.
- Was also cited by:
 - General manager, Horiba ATS, for "highly developed problem-solving skills, extensive VMware experience, industry connections, and contagious enthusiasm."
 - Senior technical specialist, Horiba ATS, as an "exceptional problem solver and troubleshooter. Alan provides a comprehensive and detail-oriented approach to solving highly technical issues."
- The above-mentioned project gave me the opportunity to apply stakeholder management skills I had acquired at Acorn. Essentially, both Horiba and Ford needed technical support that Red Hat was neither obligated nor willing to provide. I used my research skills to source the best provider, which turned out to be Novell. Found common ground among the three entities and negotiated an agreement that was ultimately signed and implemented.
- Furthermore, in working with Novell, I developed my vendor management skills. In fact, I managed (a) Novell's support for the Horiba developers; (b) integration of Horiba's software development team with Red Hat's engineering experts, enabling Ford to acquire a fully supported product.
- Demonstrated vision by foreseeing that, in certain circumstances, Horiba would need to escalate support requests to Novell. I therefore established a procedure whereby escalation could take place efficiently.

May 1996 – Jul. 2008; Aug. 2009 – Jan. 2010; Apr. – Aug. 2012; Feb. – Mar. 2013

Senior Project Manager (self-employed), *Affordable Computer Services / Acorn Data Solutions*,

Alan Walker

Toronto, Ontario

- PROJECT #1: implement deployment plan and Tripwire Linux security monitoring tools for a 100+ server data farm.
- PROJECT #2: design, deploy, and support Red Hat Linux Sendmail, Bind DNS, Apache Web, and Iptables Firewall solutions.
- PROJECT #3: network redesign to improve performance and reduce operating cost. Deploy CISCO VPN across 15 remote offices in North America. Demonstrated initiative by suggesting this project, as a cost-saving initiative, to the CFO of Sylvite. Project was approved and completed on schedule.
- PROJECT #4: install, deploy, and support Windows Active Directory and SQL database servers.
 - This project gave me an opportunity to apply knowledge I had acquired at CityHousing Hamilton. Because I had sponsored three projects there, I understood how important it was to listen to the people who were being affected. At Acorn, for Sylvite, my corporate client,

I discovered that clerks were resistant to change because it was slowing down their POS terminals. By listening carefully to what people were saying and asking the right questions to the right people, I was able to find a solution and satisfy those who were being adversely affected. I solved the problem by giving priority to Project #3, gaining the support of key stakeholders.

- In managing the above project, I acquired skill in stakeholder management. I mediated between the clerks, whose terminals were being adversely affected, and the operations manager, who wanted to improve workflow efficiency. I convinced the latter that the user experience was equally important and had to be taken into consideration.

Jan. – Aug. 2005 *Project Manager*, nominally electrical engineering intern, Gerdau Ameristeel, Waterloo, Ontario

- Planned, implemented and supervised electrical engineering projects in a 24 x 7, unionized, steel-mill melt shop.
 - PROJECT #1: hardware refresh of PC user interface and related industrial controls.
 - PROJECT #2: implement a protocol device conversion from DataHighway+ to Ethernet.
 - PROJECT #3: upgrade computer control system for a continuous caster.
 - PROJECT #4: design and implement a notification mechanism for a radiation scanning system.
- Reviewed and corrected electrical drawings for projects worth over \$1,000,000.

2005 – 2012 *Board Member* (elected), CityHousing Hamilton, Hamilton, Ont.

- Agency owns and operates 6,200 rental units on 1,200 properties, with over \$500,000,000 in assets and a budget of \$45,000,000—the third largest non-profit housing provider in Ontario.
- PROJECT #1: identify means of reducing rent arrears and present a case to the board of directors. Served as project sponsor.
 - As result, **rent arrears decreased 38%; \$174,000 was recovered; and bad debt was reduced by hundreds of thousands of dollars**—significantly ahead of forecast.
- PROJECT #2: devise strategy to increase efficiency of accounting and asset-management systems. Served as project sponsor.
 - As result, **software was upgraded in a project valued at \$500,000.**
- PROJECT #3: devise strategy to improve reputation in the local community. Served as project sponsor.
 - Transparency was improved by posting and regularly updating financial data on a public website.

2010 – 2016 *President*, Wikimedia Canada, Toronto, Ontario

- Non-profit organization supporting Wikipedia-related projects and the local community.
- Led grant acquisition and strategic planning.
- Facilitated cooperation between French and English communities.
- Negotiated a partnership with the Bibliothèque et Archives nationales du Québec (BANQ)