David Kent, PMP

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PROFILE

Senior manager with over 15 years of hands-on experience spanning program, project, PMO, product and team management. A diverse background in technical and managerial areas with experience in creating vision, strategies, portals, business management, software development, ecommerce, CMS applications, SEM, SEO, web strategies and for delivering business critical information system projects to clients located in North America & Europe.

PROFESSIONAL EXPERIENCE / ACCOMPLISHMENTS

AltaLink
Manager, INOIS porfolio projects   Aug. 2011 – Present

Project Management Office (PMO) - Worked closely with PM team and senior leadership to develop and implement the PMO, including the creation of the Project lifecycle, Frameworks, governance and standards to be utilized.

- Mananged a team of 20 project managers delivering approx. 45M in Capital portfolio of projects spanning 13 programs including(but not linited to) IS, Safety,Facilities, NetCom, System Operations and Cyber Security
- Worked with business units to develop the INOIS General Tariff application(GTA) submission to the Alberta Regulator
- Identified he INOIS Identified PMO current state and conducted a process and project management maturity gaps analysis
- Identified opportunities during the creation of the PMO governance
- Identified optimal scalable phases that were agnostic to Project Delivery Methodologies
- Identified a scalable Project Life Cycle that would deliver projects in a repeatable, consistent and predictable manor
- Designed, and developed strategies for the implementation of a new PLC.
- As a Senior Project Manager and Trusted Advisor provided mentoring and coaching to the Project Managers

Optimal Payments Plc.
Director, Project Support Office (PSO)   Mar. 2011 – Aug. 2011

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- Identified PMO current state and conducted a process and project management maturity gaps analysis
- Identified opportunities during the creation of the PMO governance
- Identified optimal scalable phases that were agnostic to Project Delivery Methodologies
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Product and IT roadmap – Defined, led and developed the Product and IT Roadmaps to highlight key milestones when creating the project deliverables, defined requirements, scope, duration and cost of project.

Optimal Payments Plc.
Senior Program / Project Manager   Nov. 2010 – Mar. 2011

Conversions Program – The planned initiatives to increase member retention include, Sign-up and Sign-in flow improvements for testing a one and two step sign up process (A/B testing) and proper capturing of member address for other downstream systems, redesign of the member experience within the member application for easier user flows and simpler navigation, implementation of test and target within the application and moving NETELLER.com off the secure site into the new CMS.

- Managing a team of 40+ consisting of: PM's, business analysts, QA's , DBA's, architects and developers
- Overseeing project & resource planning and the implementation of Agile based execution
- Managing multiple development teams simultaneously
- Implementing infrastructure, content management, Java groovy grails development & integration projects
- Project management, design, requirements definition and specification, budgeting and project control with ability to support multiple simultaneous projects
- Principal point of contact for the executive steering committee, project managers / team leads & project sponsors
- Provided program reporting and Co-ordination for the N. American and European Stakeholders

SMART Technologies ULC.
Senior Manager – Project Management Office (PMO)   Apr. 2010 – Nov. 2010

Oversaw the PMO associated projects for all IT systems including Infrastructure, software development, Oracle, and Data Warehouse. Worked closely with the PM team and senior leadership conducting, improving and implementing PMO best practices including the specification of the project lifecycle, governance and artifacts to be utilized.

- Guided business leaders, providing solutions to business needs across 8 departments including finance, operations, marketing, sales, product development, services, HR and IT
- Managed a team of 12+ project managers
- Provided monthly project metrics showing resource capacity versus project demand, and performance metrics
- Presented project roadmap timelines, budgets, risks, status, and schedule updates to senior executives
- Identified PMO current state and conducted a process and project management maturity gaps analysis
- Identified a scalable Project Life Cycle that would deliver projects in a repeatable, consistent and predictable manor
- Provided project recovery services
- Designed, and developed strategies for the implementation of a new PLC
- Developed a net new resource capacity model
- Worked closely with project managers and stakeholders to ensure compliance with best practice project disciplines, monitoring their effectiveness, mentoring and instituting quality systems.
- Participated in approval and authorisation of bids and proposals.

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SMART Technologies ULC.
Senior Program / Project Manager   Sept. 2007 – Apr. 2010

Revitalization Project – Project manager responsible for the re-platform of smarttech.com using Sitecore CMS-integrating 27 web properties & 41 languages. 18 month, multi million dollar program successfully delivered on time/ on budget.

- Performed variance analyses of schedule and cost on a formal and informal basis and present them to senior management (i.e.: earned value management system)
- Managed a team of 75+ consisting of: PM's, business analysts, QA , DBA, architects, developers, sub-contractors, 3rd party vendors, graphic designers html developers, writers and editors
- Traditional & Agile project methodologies
- Managed multiple project teams simultaneously
- Implemented infrastructure, content management, .Net development & integration projects
- Developed project plans including scope, cost, schedule, quality, resourcing, risk identification & mitigation, training/communication and the implementation of Agile based execution.
- Contract negotiation with external systems integrators
- Provided program reporting and Co-ordination for the N. American and European teams
- Principal point of contact for the executive steering committee, project managers / team leads & project sponsors
- RFI & RFP developed to select 3rd party vendors

SMART eBusiness Program – Responsibilities as the program manager included defining, managing all program related projects that impact the corporate web presence globally. Provided program management, relationship partnering, budget planning, strategic and tactical technology direction.

IT Service Advisory Committee (Web SAC) – As the chair for this committee I provided IT leadership, project management direction, relationship partnering, budget planning, strategic/tactical technology direction and reported KPI's to all management and operating areas within the company. This committee prioritized all existing and incoming business requests (outside of roadmap projects) to be allocated to the approprite IT teams when capacity is avaialable.

Web Single Sign-on Project (WSSO) project- This project's primary objective was to assess the feasibility of a corporate WSSO approach and purchase associated hardware and software. RFI & RFP developed to determine appropriate direction and vendor. Decision and direction determined and hardware and software purchased and installed on all environments.

SMART Learning Management System (LMS) Project - Provided project management services managing the migration of data and system integrations from the current LMS to the new Saas based LMS platform.

SMART Exchange - Provided Project Management services for the development of new website and custom web application designed to share over 30,000 relevant classroom-ready content within an online web presence.

Load Balancer Refresh project - As the Project Manager on this project I worked with the infrastructure and IT mangement teams to complete and distribute an RFI & RFP to select an appropriate vendor product offering.

Viper hardware & Notebook 10 software product launch / SMART Learning Market place project
Provided project recovery services for the product management and technical teams responsible for the development and delivery of custom applicatios and new web presence. These projects were new product releases that quickly determined the need for a project manager to assist with ensuring the

delivery of the releases to the required date. The project was successfully delivered on time as per customer communicated timing of release.

The Forzani Group LTD.
Interactive Director / Project Manager   Nov. 2002 – Sept. 2007

I was the Interactive Director for The Forzani Group where I managed their corporate web properties including: sportmart.ca(eCommerce) , sportchek.ca , coastmountain.com , forzanigroup.com , hockeyexperts.ca , mdrunandwalk.com and nationalsports.com. Managing - the development, implementation, design, digital revenue growth , merchandising , online customer care , site integrations, project management and digital product development.

- **Hockeyexperts.ca, Coast mountainsports.com, Forzanigroup.com** - Project manager responsible for the re-platform of these web properties. I provided project recovery services managing the technical and creative teams responsible for the development and delivery of the custom application and new web presence.
- **Sportchek.ca –** Business Project Manager for the Sportchek.ca re-platform from ATG dynamo to a custom java application. Team consisted of approx. 50 people and took over 10,000 man-hours to deliver. The site is fully integrated with sales and inventory systems for FGL. Site traffic has tripled and the website now averages over 2.3 million hits per day.

AWARDS / RECOGNITION / MEMBERSHIPS

- ✓ PMP®, Project Management Institute (PMI)
- ✓ PMI Sothern Alberta Chapter (PMI-SAC)
- ✓ Professional Development Conference (PDC) Chair for the 2011 & 2012 PMI-SAC PDC
- ✓ Fellowship Chair (PMI-SAC)

EDUCATION / TECHNICAL BACKGROUND

CERTIFICATION
- PMP® Certification

EDUCATION
- **Mount Royal University**
  - o PMP® Certification Exam Preparation Project Management   2009
- **Mount Royal University**
  - o Project Management Program   2007
- **University of Southern Mississippi**
  - o Search Engine Optimization   2005
- **University of Illinois**
  - o Web Programming Certificate*   2000
- **University of British Columbia**
  - o Internet Marketing Certificate   2000
- **Thompson Rivers University**
  - o Business Administration Program*   1986

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REFERENCES

Available upon Request

 - Please also see http://ca.linkedin.com/in/pmresults for current recommendations

 *Requires one course to complete