Resume

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VERONIKA HO *is an experienced program/project manager with a proven track record of successful and award-winning project implementations. Her company is based in Victoria, BC, operating in Victoria and Toronto. She is experienced in providing strong leadership and direction to large multi-vendor teams in complex technical environments.*

PROFESSIONAL ASSIGNMENTS

PROGRAM CLOSEOUT

TRANSITION TO OPERTIONS

Project Manager and Business Analyst | BC Assessment (Jun 2017 – Jan 2018)
- Reporting to the Director Property Assessment, managed completion and closeout activities for a four-year corporate data accuracy program
- Delivered a comprehensive program completion report with stakeholder interview feedback, analysis of benefits realization against original baseline, lessons learned and recommendations for future operational process improvements
- Developed transition to operations and sustainment operational models and presentation materials

UNIFIED COMMUNICATIONS

OPERTIONAL DESIGN

RELEASE PLANNING

Project Manager | BC Assessment (Feb 2014 – Dec 2016)
- Leading a team of over 500 call centre agents in 15 office locations, and multiple telecommunication vendors, planned and executed a major redesign of the customer interactive voice response (IVR) experience (software included CISCO Unified Contact Center Express UCCX, CISCO Reporting, and TELUS UCM/Unity configurations)
- Organized and coordinated information sessions with executive business sponsors and their external vendors, to generate ideas about the use of currently owned licensed software features, and potential alignment to the corporate strategic and business plans
- Developed a roadmap and business cases with recommended multi-year release projects for the use of Unified Communications tools while ensuring operational sustainment realities

PROGRAM AND RESOURCE PLANNING

SYSTEM INTEGRATION

TRANSITION TO SUSTAINMENT

CHANGE MANAGEMENT

Program Manager | BC Assessment (Feb 2014 – Dec 2016)
- Reporting to the Project Director of a multi-year Property Data Accuracy Program, provided program management support for over twenty concurrent initiatives annually, including property validation and business innovation projects
- Provided mentoring and support to project leads on an ongoing basis, and facilitated multiple program team workshops for annual workforce planning activities and business case development
- Supported the implementation of project deliverables, including: development of a project management plan, schedule/work plan, risk/issues management plan, project budget, resource plan, communications plan, stakeholder management plan, quality management plan
- Conducted analysis of key issues, and produced briefing notes if required; tracked, managed and escalated issues and provided advice through to resolution
- Maintained the project risk register and documented risk response strategies for implementation

SERVICE DELIVERY

SYSTEM INTEGRATION

STAKEHOLDER MANAGEMENT

Program Manager | Ministry of Health (Apr 2013 – Nov 2013)
- Leading the System Integrator Team responsible for operational stabilization, managed multiple collaborative projects for the new BC Services Card operation
- Established the functions and activities required for an improved PMO responsible for oversight and management of ongoing operations and enhancements
- Coordinated an end-to-end review of current technical architecture and business functions in multiple stakeholder organizations, and presentations for future recommendations
- Facilitated workshops for future release planning, including representatives of this joint initiative between ICBC, the Ministry of Health and several other partners

CITIZEN ENGAGEMENT

Program Manager | Ministry of Jobs, Tourism and Innovation (Apr 2011 – Feb 2013)
- Responsible for planning, vendor procurement and oversight of a Labour Market initiative ("JobFest 2012"), delivering events in 50 communities across British Columbia with emphasis on indigenous

communities and schools. This innovative grassroots approach reached over 16,000 young adults, provided career orientation, and encouraged participation from local speakers, talent, and schools. A crew and caravan delivered rock-show themed events, and a mobile computer network showcased new government career related applications.
- Responsibilities included alignment of large stakeholder groups and managing a virtual project team o over 100 people. The project came in on time and budget.

Project Manager | BC Ferries Services Ltd (Oct 2008 – Mar 2011)
- Planned and managed the execution of a major upgrade to credit card processing for BC Ferries' Food and Retail business, to adhere to PCI compliance standards (DSS v1.2) and obtain certification
- Coordinated a large virtual team of multiple vendors required for the implementation of new radio communications technologies on 20 ships with over 60 restaurants and gift shops
- Planned and managed software development, vendor integration, corporate financial interfaces, testing and implementation, on 20 ships, to enable real-time credit card authorizations at over 140 cash registers (a first in Canada "on the water" according to Global Payments)
- Contributed to the corporate IT planning process by developing large business cases for new capital projects in several business areas

Project Manager | Ministry of Environment (Nov 2005 – Aug 2008)
- Coordinated and reported to a multi-partner governance executive steering committee
- Initiated, planned and managed the implementation of the Freshwater Fishing e-Licensing System, a project which was delivered on time and budget, and was nominated for the Premiers Award
- Managed project activities across multiple lines of business including 1200 external vendors
- Coordinated integration of three new financial systems and resulting new business processes
- Coordinated business process re-design including transition to operations
- The new system has consistently contributed to increased revenue for the province

Program Director | BC Ferries Services Inc. (May 2003 – Apr 2005)
- As Director, Benefits Realization, provided expert skills and experience to realize, maximize, and sustain measurable benefits from business change programs enabled by Information Technology
- Reporting to the CIO, responsibilities included business case development and portfolio management for several corporate programs
- Responsible directly for a multi-release upgrade to MAXIMO, the corporate maintenance management system in use on all ships and terminals

Project Manager and Business Analyst | BC Pension Corporation (Aug 2002 – Dec 2002)
- Reporting to the VP Client Services, responsible for the delivery of service delivery options to respond to daily customer inquiries
- Designed and conducted a targeted analysis of over 8,000 customer inquiries with participation of over 250 staff in the business and IT areas

Project Director | Ministry of Employment and Income Assistance (Oct 2001 – Aug 2002)
- Reporting to the Ministry Executive, planned and implemented the Ministry's Electronic Service Initiative (ESI) which enabled citizen direct web access to several ministry services
- Three web systems and a new automated telephone inquiry system (IVR) leveraged legacy applications while applying new Government strategic directions and services
- By providing convenient, accessible service, inquiries to Ministry offices reduced six-fold, and benefits of over $3 million annually were realized
- The initiative won an award in Ottawa at the GTEC annual conference

Project Manager and Business Analyst | Ministry of Attorney General (Jun 2000 – Sep 2001)
- Participated in an initiative enabling lawyers to file court forms over the Internet
- Responsible for the development of change management and communications plans, project issues management, vendor liaison activities, RFQ management, and other PMO deliverables

Project Director | Ministry of Advanced Education and Social Development (Jan 1999 – Mar 2001)
- Responsible for planning and execution of ten concurrent system integration projects within a fixed 10 months "time box", including foundation projects such as an enterprise model and extranet
- The approach included delivery of visible successes, team building and knowledge transfer

STAKEHOLDER MANAGEMENT

SERVICE DELIVERY

E-COMMERCE

PCI COMPLIANCE

FINANCIAL

BUSINESS TRANSFORATION

BUSINESS INNOVATION

BUSINESS TRANSFORMATION

E-SERVICES

FINANCIAL

BENEFITS REALIZATION

FINANCIAL

RELEASE MANAGEMENT

CUSTOMER SERVICE

CITIZEN SELF-SERVICE

CHANGE MANAGEMENT

IVR (INTERACTIVE VOICE RESPONSE)

CHANGE MANAGEMENT

SYSTEM INTEGRATION

GIS (GEOGRAPHIC INFORMATION SYSTEMS)	**Project Manager | Ministry of Environment and Forest Renewal of BC (Mar 1996 – Apr 1998)** • Responsible for the implementation of the Water Information Sharing (WINS) system • The project resulted in a new integrated data capture tool where GIS technology (ArcInfo) as a front-end to legacy systems (Powerhouse/Rdb) enabled business innovation opportunities • Results were presented at GIS 97 in Vancouver
HUMAN RESOURCES, BENEFITS, PAYROLL	**Project Manager | Ministries of Finance, Transportation and Forests (Apr 1995 – Nov 1998)** • Managed the pilot project for a new government-wide payroll, human resources, and leave management system (PeopleSoft), with a team of over 60 government staff and vendors • The PeopleSoft product evaluation included process and workflow modeling, training, and rationalization of custom modifications
FINANCIAL SYSTEM INTEGRATION	**Project Manager | Ministry of Environment, Lands & Parks (Feb 1991 – Mar 1993)** • Responsible for the implementation of a new Revenue Management System for the Water Management Division, including a Treasury Board business case submission, vendor procurement, business process redesign, complex receivables calculations, invoicing, historical data conversion and historical documents scanning activities
PENSION ADMINISTRATION	**Project Manager | Superannuation Commission (Mar 1990 – Feb 1991)** • Responsible for planning and implementation of new pension reporting requirements to Revenue Canada, resulting from changes to the Income Tax Amendment Act • This complex project required tight deadlines, and involved a large team; cost savings to taxpayers in the reporting year were estimated at $40 million, and Revenue Canada proclaimed the BC implementation a success

EDUCATION AND PROFESSIONAL DEVELOPMENT

- Professional Designations and Designation Renewals:
  - ISP & ITCP (CIPS Canadian Information Processing Society, awarded Jan 2006, ITCP awarded Oct 2009)
  - PMP (PMI Organization, awarded Sep 2005, renewed Sep 2009, 2012 and 2015)
  - ITIL (Foundation Certificate in IT Service Management, awarded May 2004, upgraded April 2008)
  - CCP (ICCP Institute for Certification of Computing Professionals, awarded Jan 1998, re-qualified to present)
- Professional Development:
  - Ongoing Project & Program Management courses, development methodologies, specialized software product courses by Microsoft, Oracle, PeopleSoft, MRO, IBM, Datapoint; GIS; Digital Signage Expert Certification
- Post-Secondary Education:
  - University of Toronto (B.Comm. Program)
  - Ryerson University, Toronto (Business and Information Technology Management Diploma)
  - Technical State Institute for Commerce and Economics, Hannover Germany (Diploma)

EMPLOYMENT HISTORY

1990 - present	Sr. Project Manager (Veronika Ho Consulting Inc., Victoria and Toronto)
Prior Employment:	William M. Mercer Limited | Sr. Consultant | Victoria and Toronto Datapoint Canada Inc. | Systems Engineer | Victoria and Toronto British Columbia Systems Corporation | Project Manager | Victoria North-American Life Assurance Co. | Manager, Systems | Toronto Sun Oil Company | Systems Analyst | Toronto)
Volunteer and Community Involvement:	▪ Volunteer Instructor for PMP preparation courses (PMI – CEPS), 2011/12 and 2013/14/15 ▪ Volunteer Director on YM/YWCA Board for 6 years ▪ Volunteer Fencing Instructor at the University of Victoria and in Recreation centres for 25+ years and competitive fencer in International Veterans Competitions