

# Paul McDowell

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## Senior Information Strategy Consultant

*Strategically-Minded, Results-Oriented, with 22 years Accomplished Experience  
Delivering Information System, H.R. Design and Project Value through Effective Strategies,  
Teams and Partnerships*

- Executive Leadership
- Organization Design
- Process Design
- I.T. Architecture
- Project Management
- Change Management
- Technology Management
- Requisite Organization

## PROFESSIONAL EXPERIENCE

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RESONANCE CONSULTING INC, Toronto, ON

2001-Present

- **Credit Process Re-engineering: overseeing 14 mission critical projects to radically improve the national lending systems of major Canadian Bank**
  - Negotiated board-level funding for a large portion of bank operating budget and capital; strong business cases and success record
  - Actively and successfully integrated business, risk management, operations, finance and technology concerns into program results across different bank segments
  - Ensured proper change management of end-user branch employees and corporate staff
  - Architected hybrid of legacy (Mainframe) and leading edge (J2EE, Web Services) technologies for enterprise-wide credit systems balancing needs of bank customers, front-line/corporate staff and executives
  - Set up project management office, resource planning, acquisition, project budgets
  - Built team and created clear accountabilities in areas previously awkward to manage following *Requisite Organization*
  - Refocused off-track, late set of projects to customer orientation and rapid delivery
  - Delivered projects with results tracked directly to bottom line; bank's first board level project under budget and on time
  - Planning and management of Fraud Risk Strategies for Visa Chip Smart Cards
- Chaired Enterprise Application Integration Conferences presenting papers on emerging I.T. architecture directions and real-world implementation strategies
- Led and Designed H.R. Benefits administration system improvements for out-sourcing firm
- Re-design of organizations using *Requisite Organization* for H.R. consulting firms
- *Requisite Organization* conference committee including documentary production
- Consulting on Business Rules Systems, I.T. Architecture

THOMSON PROFESSIONAL PUBLISHING (CARSWELL), Toronto, ON

**VICE PRESIDENT and CHIEF INFORMATION OFFICER** 1999 –2000

*Responsible for all corporate I.T nationally*

Transformed the Information Technology function from book, CD-ROM publishing to the information-centric on-line e-business world with new architecture and organization design (using *Requisite Organization* principles)

- Created new team structure emphasizing client service and engineered systems; strong change management focus
- Developed two websites from launch to stable revenue vehicles under tight dead-lines
- Partnered with vendor to develop new search engine technology: 30-fold site speed increase and 99.9% system availability
- Improved national enterprise Wide Area Network with VPN, firewalls and connectivity
- Designed and Implemented automatic content acquisition system: reduced nation-wide case law time to market from weeks to hours.
- Established the Project Management Office with associated disciplines and metrics

**DIRECTOR, PUBLISHING SOFTWARE ENGINEERING** Jan 1999

*Responsible for publishing systems and products; 7 manager direct reports, total team: 20.*

- Improved system stability and managed workload with new software engineering disciplines
- Led turnaround of website dynamic content delivery from failing system to real-time.

CANADIAN TIRE ACCEPTANCE LIMITED (CTAL), Welland, ON

**DIRECTOR, YEAR 2000 and BUSINESS INITIATIVES** 1997 – 1998

*Responsible for CTAL Y2K readiness; business systems, nationally*

Led 12 corporate projects: Y2K readiness, business goals and IT architectural quality; included point-of-sale systems and readying entire credit processing complex; done early

- On exclusive outsourcing selection team to process \$2B pa in transactions, saving IT costs
- Audited and aligned systems for the new outsourcing vendor (TSYS) in the U.S. to CTAL
- Led development of testing methods across many platforms and applications at all Canadian Tire stores, Corporate Office, CTAL and TSYS
- Built strong focused team from an initially uncertain and unaligned group; leveraged key Requisite Organization principles in forming team

**MANAGER, MASTERCARD INITIATIVE** 1997

- Oversaw 14 parallel, IT projects, directing managers/developers changing CTAL's direction; CTAL was the first non-bank in the world to issue a MasterCard.
- Developed and implemented new multiple project management and resourcing system
- For Front End Initiative: oversaw six concurrent projects to mine customer behavior data.

**MANAGER, COMPENSATION AND BENEFITS** 1995 - 1996

- Designed and implemented new key capability-based pay (aligned to *Requisite Organization*), Flexible Benefits policies/systems and HRIS (for all of Canadian Tire).
- Large scale change management introduced to entitlement oriented culture
- Presented *Requisite Organization/Compensation* achievements / findings

**INFORMATION TECHNOLOGY ARCHITECT** 1990 - 1994

- Assessed and implemented new technologies delivering key elements of CTAL's strategy.
- As Development Support Analyst: researched, designed and implemented new methods/tools

DRUG TRADING COMPANY LIMITED, Toronto, ON

**SENIOR PROGRAMMER/ANALYST**

1985 – 1990

Designed and implemented EDI and key business and drug inventory management systems; active in EDI community.

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**EDUCATION & PROFESSIONAL DEVELOPMENT**

**B.Sc. Mathematics**, University of Toronto 1984  
(Majored in Mathematics, Astrophysics and Statistics)

**Certificate, Computer Systems Programming**, Ryerson Polytechnical Institute 1992  
(Majored in Computer Systems Technology)

**Certified Computing Professional (Management and Software Engineering)**,  
Institute for the Certification of Computing Professionals (ICCP) 1995

**Certified Compensation Professional Programme** Canadian Compensation Assoc. 1996

**I.T. Certification courses:** (e.g.: Distributed Systems, Networks, OO, etc) 1994-1995

**Wrote/taught courses from Introductory Computing to Advanced Database Theory**  
Niagara College Part-Time Instructor 1991-1995, 2001