

Geoff Crane

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Professional Profile

I specialize in highly complex enterprise implementations, particularly troubled programs experiencing morale issues. I have a broad background in the financial sector, covering networking and infrastructure, e-commerce, application management, and onshore / offshore project and program management. Of particular note, I have experience on either side of global resourcing, as both the buyer and the seller of outsourcing contracts. My people skills have consistently been highly praised and I have been asked for by name for my ability to get people working together.

Some of the skills I have brought to my many engagements over the years are:

- Creating effective, energetic, loyal and collaborative teams
- Selling ideas to customers and staff, influencing, and negotiating
- Developing creative solutions to difficult problems
- Outstanding and creative data visualization skills
- Fine attention to detail with a big picture outlook
- Superior organizational and analytical skills
- Quickly unraveling complex issues, and escalating appropriately
- Working across business units, geographies and time zones to deliver cohesive solutions

Key Areas of Expertise

- Project / Program / Portfolio Management
- Relationship Management
- Building Highly Effective Teams
- High Energy Communications
- Vendor Management
- IT Governance
- Business Process Engineering
- Software Development Life Cycle

Key Technical Competencies

- Microsoft Project
- Extraordinarily Proficient in Excel
- SaaS Implementations
- Relational Databases
- Web Development Tools
- Various Portfolio Management Tools

Sample Excel Models (demonstrating innovation and problem solving): <http://bit.ly/fOtjsT>

Employer History:

2009 – 2010	<i>Papercut Project Monitoring</i> Principal	2002 – 2003	Freelance Consultant Singapore
2006 – 2009	<i>IBM Canada</i> Senior Project Manager	2000 – 2001	<i>Citigroup Singapore</i> Chief Technology Officer
2005	Sabbatical and relocation to Canada	1997 – 2000	<i>Citibank Singapore</i> Vice President
2003 – 2004	<i>DBS Bank Singapore</i> Vice President	Prior to 1997	Progressively senior roles in Toronto, Japan and Singapore

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Significant Accomplishments:

Senior Project Manager, IBM Canada		Functional Role: Transition Manager
Position Description: <i>Posted at Manulife Financial in Waterloo.</i> Managed the transition to steady state for a global resourcing project. Support and development for three critical in-house applications was to be moved to Bangalore and Kolkata, India. Geography and a hostile customer base challenged the transition. Working with customer management, I developed service level metrics, established the SL baselines, and developed the tools and processes with which to track them. I also built a PMO to look after service level administration.		
Budget: \$8MM	Duration: 9 months	Team Size: 35
Methodologies: Method Blue, RUP	Technologies and Special Tools: Custom developed Excel models, JIRA, Lotus Notes	
Deliverables: Service level metrics, SLA tracking mechanisms, communication plans, weekly status reports, risks and issues.		
Special Notes: Customer resistance to the idea of outsourcing made this a difficult project, but we effected a clean transition.		

Senior Project Manager, IBM Canada		Functional Role: Release Manager
Position Description: <i>Posted at Intria Items in Mississauga.</i> Managed all aspects of a massively complex software release intended to bring antiquated cheque capture technology up to date. The program was challenged with undocumented legacy code, over 100 software interfaces to different banks, aggressively legislated delivery dates and limited testing facilities. Multiple competing vendors worked in the same space and there were over 500 people working on the same program. Morale was in terrible shape when I joined. I replanned the entire effort within 7 days, solidified the complex requirements within 30 days and shored up the delivery date by a significant margin.		
Budget: \$25MM (my portion) \$300+MM (overall)	Duration: 1 year	Team Size: 40
Methodologies: Streams and Components	Technologies and Special Tools: CPCS, iCPCS, Carreker, JIRA, Clarity, MS Project	
Deliverables: High level plans and detailed WBS, project cost estimates, risks and issues logs, weekly status reports and daily program status meetings, RACI, skills matrix, detailed requirements and development integration test plans.		
Special Notes: Program was highly troubled and struggling when I joined. My team was the only team in that environment that met their objectives on time, for the predicted cost. We also had one of the more difficult and complex mandates.		

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Vice President, DBS Singapore		Functional Role: Program Manager
Position Description: I inherited a struggling Murex Centre of Excellence covering six asset classes, straight through processing, value at risk and accounting for eight countries. Before I joined, business units weren't communicating and IT staff were highly reactive. The rest of the bank's IT functions had been outsourced to IBM, the bank had introduced CMMI and forced-rank culture, and SARS had resulted in further legislated separation of duties (all in the same year). Morale and confidence in my future division had deteriorated terribly. I reorganized the department along functional lines, and assigned "account managers" to each business unit. I created a PMO to manage the CMMI initiative and brought my division from CMMI wave 0 to CMMI wave 3 in less than one year. Working closely with finance, I eliminated all accruals from financial reports for my division, and, with my internal customers, developed detailed business plans. These two activities resulted in more accurate budgeting, and status reports that painted an accurate picture of work. With my direct reports I carved out detailed work plans for each resource based on our customers' new business plans, and was able to set expectations for the staff. I also worked with my customers to overhaul business processes such that we could reliably meet our service levels. The result was substantially improved confidence from the customers and management, and a much more proactive team. In addition, I spearheaded an overhaul to the solution architecture, and a 3-year upgrade path to eliminate many technical problems the operation was facing, due to obsolete equipment. I got sponsorship from my primary customer for this endeavor and managed the vendor contracts that would make this possible. My reports in this position managed between 60 – 90 projects of all sizes in any given month. I commissioned development of a proper tracking system that would let me and my customers monitor the health of each project, and easily identify potential problem areas. This system also allowed support personnel to track issues and their resolutions to eliminate time wasted searching for fixes.		
Budget: \$400MM	Duration: 1.5 years	Team Size: 60 (5 direct reports)
Methodologies: CMMI, Prince2	Technologies and Special Tools: Murex, Front Arena, Legacy and In-House Systems	
Important Skills: Budgeting and financial management, status reporting, business process engineering, performance management, team building, executive reporting, strategic planning, capacity planning, service level metrics, service level management, program management, capital markets, resource demand planning, contingent workforce management		
Special Notes: A quote from the bank Treasurer: "Geoff did in 6 months what 3 VPs before him couldn't do in 2 years. He got those people to work together."		

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CTO, Citigroup Singapore		Functional Role: Program Manager
Position Description: I was tasked with developing the bank's online trading initiatives in the Far East. This meant building 15 separate multi-product websites that would offer real time trades of money markets, bonds and foreign exchange. Each site supported six languages (many Asian languages), for delivery to customers in 49 countries in EMEA and ASPAC regions. To support these e-commerce products, I also oversaw development of marketing programs, site administration modules and new business processes.		
Budget: \$5MM	Duration: 1 year	Team Size: 20
Methodologies: Bank variant of Prince2	Technologies and Special Tools: Crossmar, Cisco, LDAP, Java, XML	
Deliverables: High level and detailed plans, project cost estimates, operational budgeting, risks and issues logs, weekly status reports and daily program status meetings, detailed requirements, portal architecture, user experience, marketing plans, updated processes, ethical hacking		
Special Notes: Despite aggressive timelines, this program was implemented on time and substantially under budget. Customer feedback in many countries was extremely favourable, particularly since online trading was new for them.		

Vice President, Citigroup Singapore		Functional Role: Operational Manager
Position Description: I managed trading floor technology support for 13 countries across ASPAC region. I managed all local applications and provided local support for global applications. I managed network infrastructure, market data systems, video feeds and structured cabling for all new or renovated installations. Where needed my team and I built new trading floors, including a 120-position dealing room, the largest in Southeast Asia of its time. I created a 24-hour help desk to support operations in 6 time zones, and managed disaster recovery and continuity of business planning for all sites. Of particular note, I saved the bank \$4 million annually by consolidating regional market data contracts, and reduced the overall spend by 29%. During this time I also managed EMU and Y2K initiatives, ensuring all sites were fully compliant with bank policies.		
Budget: \$400MM	Duration: 3 years	Team Size: 12
Important Skills: Project management, operational management, disaster recovery, continuity of business, capital markets, emerging markets, market data, communications, infrastructure management, application management, technology support, help desk		