

# Roelf Woldring

416-427-1567 [roelf@roelfwoldring.com](mailto:roelf@roelfwoldring.com)

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## **Contract Program / Project Manager with Business Transformation Experience**

Available for program and large project management contract assignments in IT, business transformation, and post-merger integrations.

### **PROGRAM AND PROJECT MANAGEMENT EXPERIENCE**

Organized by client

A detailed version of this resume, showing what was done in each project assignment is available at:

<http://bit.ly/2oDvr3z>

#### ***RSA IT PROCESS IMPROVEMENT PROGRAM***

- 1. Upgraded RSA Canada's Application Development / Maintenance Process to include State of the Art Agile Methodology**
- 2. Upgraded RSA Canada's working relationship with RSA's main operations outsource vendor.**
- 3. Managed a service review of the performance of RSA's main off-shore application development/maintenance staff provider.**
- 4. Managed the "work in-progress" performance rating of all RSA Operations, Application Development, and Architecture full time / contract staff.**
- 5. Initiated the project to implement an operating departmental level financial management process for IT Operations, Application Development, and Architecture for 2017.**

#### ***Eigenworks Business Intelligence***

- 1. Managed competitive business intelligence projects for several large software vendor clients.**

#### ***HR Medic***

- 1. Managed the development of tactics for the post-merger integration of 3 Ontario profession regulatory agencies.**

#### ***Woldring Consulting Associates***

- 1. Delivered a project management and disaster management conceptual framework for a "seismic event" disaster response program for a provincial health care organization.**

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## *Chicken Farmers of Ontario*

1. **Managed the successful negotiation of the Ontario farm gate price for chicken over a 2-year period.**
2. **Managed the development and the implementation of a response to a potential avian influenza outbreak on an Ontario poultry farm.**

## *Manulife Financial*

1. **Created and ran the Y2K change management process which coordinated the introduction of several thousand needed changes into the Operations production environment between 1 April 1999 and 15 November 1999.**
2. **Managed the integration of Manulife's disparate Canadian e-commerce development groups into a centralized function as of 1 April 1999.**
3. **Upgraded Manulife E-commerce software development, client engagement and production management work flow to use "best in class" agile practices.**
4. **Managed the "work in progress" current performance and future potential evaluation of 1200 Canadian full time IT professionals.**
5. **Managed the development of an Ontario focused IT salary survey process and implemented its consequences.**
6. **Implemented a consistent resource manager approach to talent management in this 1500-person IT organization.**
7. **Managed the hiring of 600 IT professionals as contractors in a 3-month period in response to Y2K transition work load peak.**

## *WORKPLACE COMPETENCE INTERNATIONAL*

### *For a student transportation client*

1. **Developed a new performance management process for this organization.**
2. **Developed a future staffing head count model which predicted anticipated head count over 70 North American locations based on several different business scenarios**
3. **Developed a business architecture and decision authority framework for the future of the organization.**
4. **Structured the cultural change communication program for informing 15,000 North American staff about the elements of this major business transformation.**

*For clients in the North America using Meta's Software IDEF business process modeling tool*

1. **Managed the turn-around of multiple failing business process re-engineering projects, getting the projects back on track and focused on delivering results.** Business environments included:

- The commercial mortgage side business of a major American financing organization.
- A California based saving bank.
- The logistics command of the US Air Force.
- An oil and gas consortium building a sea based oil pumping platform.
- A major engineering and construction firm, specializing in the design and construction of complex industrial and power generation complexes.

*For a major Canadian Banking Organization*

1. **Program managed the IT process re-engineering group, which completed process modeling projects necessary for re-engineering the following banking activities.**
2. **Consulted with the new turn around CIO on the future organizational design of IT and on the performance metrics needed to turn around the service delivery of this IT organization.**

*For 2 major Canadian Banking Organizations*

1. **Developed an upgrade to the workflow, operational processes and performance metrics of 2 Canadian Banks' IT Project Office Management offices;**

*For a federal government agency supporting Canadian exporters*

1. **Acted as the IT turn around advisor and IT process upgrade program manager.**

*For a major Ontario Automobile Parts Manufacturer*

1. **Managed an IT business, application and technology platform architecture project which linked the IT strategy to the business strategy of this organization for the first time.**

*TransCanada PipeLines*

1. **Led the turn-around of the IT organization.**
2. **Managed the projects needed to introduce and to implement needed IT workflows.**
  - IT C- level steering committee and governance process.

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- IT departmental budgeting and financial management.
  - IT asset inventory tracking and management.
  - IT talent management: hiring, promotion, performance management, termination, and contractor management.
  - IT capacity planning and Technical Services.
  - An IT application development methodology.
  - An IT project management methodology and office.
  - An IT operations production management / service level agreement process.
  - An IT chargeback method and process.
  - An IT Information Centre methodology and process.
  - An IT architecture process, aligning the year over year IT application architecture and technology platform strategy to the business strategy.
3. **Program managed the project managers delivering 2 new mission-critical applications to the organization.**
  4. **Re-negotiated the IT asset acquisition contracts with TPCL's IT vendors.**
  5. **Managed the project for signing hundreds of legal contracts in a matter of weeks, needed to move TPCL's financing of "take or pay of gas" arrangements with Alberta gas producers off balance-sheet.**
  6. **Managed the development, the testing, and the implementation of business disaster recovery program for the entire business as well as IT.**
  7. **Integrated a number of IT organizations acquired as a result of TPCL's acquisition of other companies.**

## CAREER HISTORY

<i>Chief Technology Officer</i> RSA Canada	February 2016 - July 2016 (Interim Contract)
<i>Senior Consultant / Operations Leader</i> Eigenworks	April 2015 –Feb 2016
<i>Executive Lead</i> HR Medic	Dec. 2013 – Dec. 2014
<i>Senior Associate</i> Woldring Consulting Associates	Jan. 2012 – Dec. 2014
<i>General Manager</i> Chicken Farmers of Ontario	Aug. 2005 – April 2007 (Interim Contract)
<i>Vice-President</i>	April 1999 – June 2001

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Development Services (E-Commerce) and IT Architecture  
Manulife Financial

*Vice-President*  
People & Process  
Manulife Financial

Oct. 1997 – March 1999  
(Interim Contract)

*Principal*  
Workplace Competence International

May 2007 – Dec. 2014  
July 2001 - July 2005  
June 1986 - March 1997

*Director*  
Corporate Information Systems  
TransCanada Pipelines

Feb. 1981 – May 1986

EDUCATION & CERTIFICATIONS

*Advanced Postgraduate Diploma in Management Consultancy*  
*Doctor of Business Administration program (All but dissertation)*  
Henley Management College, Henley-on-Thames, England.

*Ph.D, Organization Theory and Behavior (All but dissertation - MBA plus equivalent)*  
School of Business Administration, University of Massachusetts, Amherst  
(All but dissertation - MBA plus equivalent)

*2 years of additional undergraduate study*  
Organizational Psychology and Applied Social Science, Concordia University, Montreal

*B.A., Philosophy and Sociology*  
Sir George Williams University (now Concordia University), Montreal

*Alternate Dispute Resolution: Mediation and Negotiation Skills , ADR Institute of Ontario*

*Certification, Myers-Briggs Step II Instrument*

*Certification, Hay-McBer Golemann EQI Emotional Maturity Instrument*

*Practitioner: Society of Neuro-Linguistic Programming, Toronto*

*Graduate, Group Facilitation Trainer Development Program*  
Centre for Human Relations and Community Studies, Concordia University, Montreal.