

# **KGW Consultants Ltd**

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## **Ken Wiens**

*MBA, CHRP, ISP, PMP*

### **Management Consultant – Project and Program Manager**

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A senior management consultant with extensive experience in Program and Project management, PMO's, organizational change, project economics, communications, human resources, business case development and business process.

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#### **Representative Accomplishments**

For Aux Sable, as Program Manager, implemented Dynamics AX (Axapta) ERP in 7 companies across 2 countries, subsequently selected and implemented the OpenLink ETRM solution.

For Celero Solutions (Credit Union Central) managed the pilot implementation of a new banking system and developed the approach for the subsequent deployment to 140 credit unions across Western Canada.

For CPR, identified and eliminated \$2.9 million in annual operating costs, reduced business risk and increased service levels as part of managing the largest EAI implementation in Canada.

For Agrium, reduced the monthly accounting cycle from 10 days to 3 days and eliminated \$1.1 million in annual costs through process reengineering and the development of new computer applications.

For a struggling high technology client (\$50mm in annual sales), facilitated the client's survival through a management reorganization and the development of new operational and marketing plans. This satisfied the principal lenders enough to increase available credit lines and allowed the client to return to profitability.

Ken is the only consultant in Canada awarded professional credentials in Project Management, Information Systems, and Human Resources. As a result, his solutions work; they address not only technical and business requirements but are implemented with vital regard to the human change factors involved.

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## KEN WIENS, MBA, CHRP, ISP, PMP

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Services	<p>Ken Wiens established KGW Consultants in 1994. He performs a wide range of consulting activities, specializing in:</p> <ul style="list-style-type: none"><li>• Project and Program Management,</li><li>• Organizational Strategic Planning,</li><li>• Information Systems (IS) Management,</li><li>• Information and Knowledge Management,</li><li>• Motivational Speaking</li><li>• Cultural / Organizational change management,</li><li>• Operational reviews,</li><li>• Business Performance Improvement,</li><li>• Systems Strategic Planning.</li></ul> <p>Ken applies his background in Information Systems, Human Resources, Project Management and Corporate Strategy to his engagements.</p>
Selected Accomplishments	<ul style="list-style-type: none"><li>• Finalist, Project Management Excellence Award, PMI 2005</li><li>• Successfully managed the largest EAI (Enterprise Application Integration) project in Canada</li><li>• Successfully re-engineered and managed one of Canada's largest Project Management Offices (portfolio of \$225,000,000)</li><li>• Managed the development of the first knowledge management system in the oil &amp; gas industry</li><li>• Over 28 years of successfully managing projects ranging from \$30,000 to over \$10,500,000</li><li>• Recognized public speaker on Project and Knowledge Management for universities and industry associations</li><li>• Motivational and Keynote speaker on team building and performance enhancement under extreme conditions</li><li>• The only consultant in Canada with recognized professional credentials in Human Resources, Project Management and Information Systems</li></ul>

<p>Education and Professional Designations</p>	<p>Ken holds his:</p> <ul style="list-style-type: none"> <li>• <b>Bachelor of Commerce</b> (Organizational Design and Management Information Systems)</li> <li>• <b>MBA</b> (Finance, Accounting and Information Systems management).</li> </ul> <p>Professional designations include:</p> <ul style="list-style-type: none"> <li>• <b>ISP</b> - Information Systems Professional,</li> <li>• <b>CHRP</b> - Certified Human Resources Professional</li> <li>• <b>PMP</b> - Project Management Professional</li> </ul> <p>Extensive industry training including:</p> <ul style="list-style-type: none"> <li>• Organizational Change Management (<b>OCM</b>)</li> <li>• Organizational Alignment (<b>OA</b>)</li> <li>• Behavioural Descriptive Interviewing (<b>BDI</b>)</li> </ul>
<p>Associations</p>	<p>Ken is an active member of the:</p> <ul style="list-style-type: none"> <li>• Project Management Institute (PMI)</li> <li>• Canadian Information Processing Society (co-chair Project Management SIG)</li> <li>• Human Resources Association of Calgary (HRAC)</li> <li>• Calgary Chamber of Commerce (Previously Vice Chair - Civic Affairs Committee)</li> <li>• Human Resources Institute of Alberta</li> <li>• Calgary Technologies Inc (formerly Calgary Research &amp; Development Authority) – Professional Service Advisor</li> </ul>
<p>Experience</p>	<p>Ken has been actively involved in Information disciplines since 1976. His experience includes:</p> <ul style="list-style-type: none"> <li>• 28 years in consulting as a manager / principal with Deloitte &amp; Touche and Ernst &amp; Young, and subsequently with KGW Consultants Ltd.</li> <li>• Manager of the IS department for Ranger Oil Limited</li> <li>• Technical, marketing and managerial positions with Unisys for 9 years</li> </ul>

**Representative engagements / accomplishments:**

<p>Project Manager – OpenLink Energy Trading &amp; Risk Management (ETRM)</p> <p>(Aux Sable)</p>	<ul style="list-style-type: none"> <li>• Managed requirements gathering, RFP process, product selection and vendor negotiations</li> <li>• Managed vendor and client staff on project to implement the most complex OpenLink implementation ever undertaken</li> <li>• \$6 million budget, core team of 18</li> </ul>
<p>Project Manager – Business Intelligence</p> <p>(Aux Sable)</p>	<ul style="list-style-type: none"> <li>• Managed requirements gathering, RFP process, product selection and vendor negotiations</li> <li>• Managed vendor and client staff on project to develop data warehouse and BI reporting on all key application areas of the business</li> </ul>
<p>Project Manager – Asset Management, Work Order Management – ERP enhancements</p> <p>(Aux Sable)</p>	<ul style="list-style-type: none"> <li>• For this large scale natural gas plant, implemented WellPoint Systems Energy Asset Management (EAM) in conjunction with Work Order Management in Dynamics AX.</li> <li>• Managed the worlds first combined WellPoint EAM and EFM (Energy Financial Management) implementation.</li> <li>• Over 160 users</li> <li>• Managed all vendors (multi-vendor implementation) and partner relationships</li> </ul>
<p>Program Manager – ERP implementation</p> <p>(Aux Sable)</p>	<ul style="list-style-type: none"> <li>• Implemented Dynamics AX for a group of interrelated companies in the Natural Gas Liquids (NGL) extraction, processing and marketing business.</li> <li>• Implementation supported seven companies in two countries under Canadian and US GAAP, with CSOX compliance, and IFRS readiness.</li> <li>• Successfully brought in program on-time and 15% under its \$2.3mm budget using a 16 person team (client and 3<sup>rd</sup> party resources)</li> <li>• Nominated for Microsoft “Project Innovation 2009” award</li> <li>• Nominated for PMI (SAC) “Project of the Year” award</li> </ul>
<p>Project Manager – Enterprise Wide Banking System Implementation</p> <p>(Celero Solutions)</p>	<ul style="list-style-type: none"> <li>• Piloted the implementation of a new banking system in preparation for a deployment to 140 credit unions across Western Canada</li> <li>• Included full conversion from mainframe based legacy system to client server.</li> </ul>

<p>Manager, Project Management Office (CPR)</p>	<ul style="list-style-type: none"> <li>• Responsible for \$225,000,000 in capital projects.</li> <li>• Developed project review and approval processes</li> <li>• Established project economic evaluation criteria to allow IT capital projects to be evaluated against other corporate capital projects</li> <li>• Managed a team of 6 project management coaches.</li> <li>• Consulted to the CIO and the User Council (CPR's Vice Presidents) to ensure that IS expenditures were aligned with corporate strategy and to assist in setting priorities for the overall corporate IS budget.</li> <li>• Coaching responsibilities for 65 project managers</li> </ul>
<p>Manager – Project Support Office (AESO - the Alberta Electric System Operator)</p>	<ul style="list-style-type: none"> <li>• Oversight of project portfolio of \$10 million</li> <li>• Responsible for Project Process for 6 senior contract project managers and 20 internal project managers.</li> <li>• Managed several projects including Wind Power forecasting, tranference of Path 1 Inter-tie operatorship from BC to Alberta and Voltage Stability package implementation</li> </ul>
<p>Project Manager – Enterprise Application Integration (EAI) (CPR)</p>	<ul style="list-style-type: none"> <li>• Managed an enterprise wide EAI project.</li> <li>• Included economic justification, needs and requirements analysis through to product selection (RFP) and implementation.</li> <li>• Budget was over \$3mm and involved 35 matrixed team resources</li> <li>• Converted 26 applications from legacy systems</li> <li>• The new system handled over 250 interfaces and ran 300,000 Application to Application (A2A) and Business-to-Business (B2B) transactions per day.</li> <li>• Widely regarded as being the largest EAI implementation in Canada.</li> </ul>
<p>Project Manager – Banking Systems De-conversion (Credit Union Central of Alberta – Celero / First Calgary Savings)</p>	<ul style="list-style-type: none"> <li>• On behalf of this Calgary based major financial institution, led a project to deconvert a large member credit union (80,000 members) off of a centralized banking system.</li> <li>• Multi party / vendor environment</li> </ul>
<p>Project Manager – Banking Systems De-conversion (Credit Union Central of Alberta – Celero / Comunity Savings and Credit Union)</p>	<ul style="list-style-type: none"> <li>• On behalf of this major province wide financial institution, led a project to deconvert a large member credit union (100,000 members) off of a centralized banking system.</li> <li>• Multi party / vendor environment</li> </ul>

<p>Project Manager – ATM switching systems implementation</p> <p>(Credit Union Central of Alberta - Celero)</p>	<ul style="list-style-type: none"> <li>• For this major financial institution, managed a project from design through to production certification of new ATM switching systems. Systems and procedures for ATM balancing, ATM availability and support, fraud detection, national and provincial financial settlement and banking system modifications were also developed.</li> <li>• Managed technical relationship with switch vendor.</li> <li>• Managed resources sub-contracted to the switch vendor</li> <li>• Managed client and contract resources dedicated to the project</li> <li>• Managed interrelationships between 9 separate companies and the client regarding services provided to this project or approvals required from them prior to implementation.</li> <li>• Coordinated with implementation team to facilitate smooth transition to the production phase of the overall program.</li> </ul>
<p>Process Review; Organizational Design</p> <p>(ENMAX)</p>	<ul style="list-style-type: none"> <li>• Reviewed and designed improvements to management processes for the Engineering Division of this major electrical utility</li> <li>• Evaluated organizational structure and made recommendations to its design and improvements to the alignment of responsibilities and authorities</li> <li>• Facilitated management team workshops to devise an implementation plan, assign responsibilities for and create the time line for the implementation of the above recommendations</li> </ul>
<p>Project Manager – Train Control / Safety Critical Development project (TGBO)</p> <p>(CPR)</p>	<ul style="list-style-type: none"> <li>• Managed a project to provide vital time sensitive safety restrictions to train crews (Tabular General Bulletin Orders)</li> <li>• High risk, life critical system where information accuracy and reliability was critical to avoiding derailments and loss of human life / environmental disasters</li> <li>• Proactively addressed Transport Canada safety concerns</li> <li>• Competitor railways have expressed interest in purchasing system.</li> <li>• 20 man years of development; 4 man years of testing</li> </ul>
<p>Project Manager - Health Care Systems</p> <p>(Telus)</p>	<ul style="list-style-type: none"> <li>• Managed a project to enable a dealer network to sell a hosted health care system across Alberta (later expanding across Canada)</li> </ul>

Post Implementation Review (CPR)	<ul style="list-style-type: none"> <li>• Developed PIR methodology and framework</li> <li>• Assessed projects over an 18 month period</li> <li>• Developed and implemented communication / feedback process to ensure project ‘learnings’ were provided to the appropriate audience and incorporated into associated business processes</li> </ul>
Project Manager – Mayoralty debate  (Chamber of Commerce)	<ul style="list-style-type: none"> <li>• For the Chamber of Commerce (in conjunction with Global TV and the Calgary Herald), managed a project to plan and present a live televised mayoralty debate for the 2001 Calgary civic elections.</li> </ul>
Manager, E-Business Development Team  (CPR)	<ul style="list-style-type: none"> <li>• Responsible for all Internet, EDI and Intranet / Notes / Domino infrastructure development, production support and sustainment.</li> <li>• The E-Business budget for this period was approximately \$20mm.</li> </ul>
Project Manager – Internet Portal (CPR)	<ul style="list-style-type: none"> <li>• Managed a project to design and develop a corporate (intranet) and external (internet) portal</li> </ul>
Coach, Project Management (PMO)  (CPR)	<ul style="list-style-type: none"> <li>• Consulted for the Project Management Office (PMO) to review project proposals</li> <li>• Coached all IT and business area managers in project economics and project management techniques</li> <li>• In this engagement, the PMO was responsible for 65 project managers and \$200,000,000 in capital projects.</li> </ul>
Facilitator (Corporate Strategy)	<ul style="list-style-type: none"> <li>• For a high technology engineering, development and manufacturing company, organized and facilitated strategic planning sessions,</li> <li>• Resulted in the development of a short-term survival action plan, and long-term growth strategies.</li> </ul>
Business Process Consultant (Canada Post)	<ul style="list-style-type: none"> <li>• Reviewed all business processes from letter sorting through to distribution and letter carrier ‘walks’</li> <li>• Designed and implemented new monitoring systems to evaluate the results of process improvements</li> <li>• Restructured walks as part of the process redesign, coordinated training and worked with associated unions.</li> </ul>
Facilitator (Organizational Design)	<ul style="list-style-type: none"> <li>• For a Fortune 100 company, facilitated sessions to identify, define and develop action plans to resolve conflicting expectations between senior and middle management.</li> <li>• Over 50 middle and senior managers were involved.</li> </ul>
Information Requirements  (National energy Board)	<ul style="list-style-type: none"> <li>• Evaluated corporate information requirements pertaining to human resource functions including employment equity, staffing, training and development and succession planning.</li> </ul>

<p>Manager, IS (Oil &amp; Gas) (Ranger Oil)</p>	<ul style="list-style-type: none"> <li>• Created, staffed and managed a worldwide IS department with staff in 2 countries</li> <li>• Supported 400 users over 3 continents.</li> </ul>
<p>Management Review Management Coaching Project Review (Oil &amp; Gas)</p>	<ul style="list-style-type: none"> <li>• For the worlds largest privately owned oil &amp; gas company, reviewed project management skills (all departments, including IS)</li> <li>• Coached all senior managers to improve skills</li> </ul>
<p>Project Management (CRM)  (Onyx)</p>	<ul style="list-style-type: none"> <li>• For this US based, international software development firm, specializing in Customer Relationship Management (CRM) products, managed all Western Canadian implementations.</li> <li>• Each implementation was valued between \$200,000 and \$1,000,000.</li> </ul>
<p>Project Management (CRM) Software developer Mining (Gemcom)</p>	<ul style="list-style-type: none"> <li>• For this international developer of Mining software, managed the implementation of an enterprise wide, client server “Client Management System” in many locations around the world.</li> </ul>
<p>Project Manager (CRM) (Taylor Industrial Software)</p>	<ul style="list-style-type: none"> <li>• For this leading developer of software for industrial automation systems (based out of Chicago), managed the implementation of a large-scale sales, support and customer management system.</li> </ul>
<p>Manager, Information Services (Conglomerate)</p>	<ul style="list-style-type: none"> <li>• For an international seismic and air transport conglomerate, managed all data processing activities</li> <li>• Performed a financial analysis on all changes and additions to software, hardware and operations activities</li> <li>• Co-ordinated litigation activities with counsel against a software supplier.</li> </ul>
<p>Project Manager, Human Resource Process Redesign (National Energy Board)</p>	<ul style="list-style-type: none"> <li>• Managed and performed an engagement to implement an HRIS system</li> <li>• Re-engineered all associated processes to best leverage system capabilities.</li> </ul>
<p>Manager, Quality Assurance (DKW / APG)</p>	<ul style="list-style-type: none"> <li>• For a Fortune 500 software development and systems consulting firm provided Quality Assurance services for all engagements.</li> </ul>
<p>Development Manager (Canada Employment Centres)</p>	<ul style="list-style-type: none"> <li>• Managed the development of applications to evaluate client skill assessments and identify new career possibilities, designed for people undergoing career transition.</li> </ul>
<p>Organizational Change Management (Oil &amp; Gas)</p>	<ul style="list-style-type: none"> <li>• For a Fortune 500 independent upstream Oil &amp; Gas company, diagnosed, analysed, solved and implemented solutions to internal communications problems amongst staff and management in the exploration, production, and accounting departments.</li> </ul>



Project Manager (Ranger Oil Ltd)	<ul style="list-style-type: none"> <li>Managed the design and development of a Human Resource Information System.</li> </ul>
Executive Search (City of Red Deer)	<ul style="list-style-type: none"> <li>Performed a search to identify and hire an Information Systems Manager.</li> </ul>
Executive Search (Husky Division)	<ul style="list-style-type: none"> <li>Performed an executive search to identify and hire a Comptroller / Information Systems Manager.</li> </ul>
Y2K Project Manager (Oil & Gas) (Ranger Oil Ltd)	<ul style="list-style-type: none"> <li>Managed a review and risk assessment of local and international applications for Y2K compliance.</li> </ul>
Program Manager  (Ranger Oil)	<ul style="list-style-type: none"> <li>Managed a program of development projects including <ul style="list-style-type: none"> <li>AFE tracking and approvals</li> <li>Drillings and Completions</li> <li>Daily production volumes</li> <li>Employee time sheets</li> <li>Employee information</li> <li>Employee skills tracking</li> </ul> </li> </ul>
Y2K Risk Assessment (Public sector)	<ul style="list-style-type: none"> <li>For the Government of Canada, Human Resource Cluster Group, evaluated Human Resource Information systems for risk and Y2K compliance.</li> </ul>
Implementation / Change Management (Oil & Gas)	<ul style="list-style-type: none"> <li>For a large Oil &amp; Gas company, suffering from a variety of internal interpersonal and interdepartmental communications problems, led the successful deployment of a large world wide group ware / collaboration system (Lotus Notes).</li> </ul>
Project Manager – Conversion & Development (Ranger Oil)	<ul style="list-style-type: none"> <li>Led the integration of all key systems following the take-over of another oil company (Czar)</li> </ul>
Project Manager (Sceptre Resources)	<ul style="list-style-type: none"> <li>Managed the implementation of a new enterprise-wide financial accounting system.</li> </ul>
System Selection Financial Analyst (Credit Union Central - BC)	<ul style="list-style-type: none"> <li>Evaluated competitive proposals for imaging systems.</li> <li>Vendor submissions were analyzed for financial and technical merit, as well as their approaches used to justify the need for imaging and their respective vendor implementation plans.</li> </ul>
Manager, I.S. (Saskatchewan Agriculture)	<ul style="list-style-type: none"> <li>Acted as interim data processing manager for this crown corporation which was in the process of developing new financial and inventory control systems;</li> </ul>
Project Manager - Development (Agrium)	<ul style="list-style-type: none"> <li>Managed the activities of a third party development group on a major Oracle development project to design and develop a new sales accounting system</li> </ul>

Manager, Accounting Project Sponsor Implementation Management (Agrium)	<ul style="list-style-type: none"> <li>Examined accounting policies and procedures in the United States and Canada.</li> <li>Designed new procedures (consistent amongst all countries)</li> <li>Defined procedures and user requirements for new computer systems</li> <li>This engagement also resulted in the reorganization of the accounting departments in both countries.</li> </ul>
Project Manager - Development (Newsco / BJ)	<ul style="list-style-type: none"> <li>For the R&amp;D division, managed the development of new applications, based on research developed in their laboratories, for field use by engineers worldwide.</li> </ul>
Speaker (Project Management Institute)	<ul style="list-style-type: none"> <li>Speaker for PMI on managing projects and building diverse teams in environmentally challenging, high risk, life threatening situations</li> </ul>
Speaker (CPR)	<ul style="list-style-type: none"> <li>Motivational speaker on team building and performance enhancement (multiple engagements to different divisions / teams)</li> </ul>
Speaker (Ethier Associates)	<ul style="list-style-type: none"> <li>Building winning business cases.</li> <li>Presentation to project managers and business analysts on tools and techniques for structuring and marketing business cases</li> </ul>
Speaker (CIPS Project Management SIG)	<ul style="list-style-type: none"> <li>Building honest, effective and compelling business cases.</li> <li>Broke previous attendance records for this Special Interest Group</li> </ul>
Speaker (Suncor)	<ul style="list-style-type: none"> <li>Keynote at the Suncor AGM for field, drilling and completions on the topic of managing teams in hostile environments.</li> </ul>
Speaker (Oil & Gas)	<ul style="list-style-type: none"> <li>Keynote speaker at the IBM/Lotus world tour in Calgary in 1996 speaking on the progress made in cultural change facilitated by computerized tools.</li> </ul>
Speaker (Sun Microsystems)	<ul style="list-style-type: none"> <li>Gave presentations to I.S. professionals on general directions in large scale computing, demographic shifts in corporate staffing and the anticipated impact of "right sizing".</li> </ul>
Speaker (University of Calgary)	<ul style="list-style-type: none"> <li>For the Faculty of Graduate Studies – MBA program, gave a guest lecture to project management students, on the differences between traditional project management, and IS project management.</li> </ul>
Speaker (University of Calgary)	<ul style="list-style-type: none"> <li>For the “Friday morning with the Faculty series”, spoke on the challenges of successfully managing IS projects.</li> </ul>
Speaker (CIPS - Knowledge Management)	<ul style="list-style-type: none"> <li>For the CIO speaker series, spoke on current trends in Knowledge Management.</li> </ul>
Controls Review (City of Medicine Hat)	<ul style="list-style-type: none"> <li>Performed an environmental controls review on IT applications and procedures</li> </ul>

Cost Effectiveness review (Government)	<ul style="list-style-type: none"> <li>Performed a review of efficiency and effectiveness of computer utilisation for an Alberta municipality;</li> </ul>
Instructor (University of Calgary)	<ul style="list-style-type: none"> <li>Taught Computer Simulation and Operations Research to 4<sup>th</sup> year Commerce students.</li> </ul>
Project Manager (Health Care)	<ul style="list-style-type: none"> <li>Managed an engagement to analyse potential risks for a large acute care hospital group running financial systems with outdated software and hardware;</li> </ul>
Strategic Planner (Calgary Health Region)	<ul style="list-style-type: none"> <li>Managed an engagement to develop a long range information systems strategic plan for a major Alberta long-term care hospital group</li> </ul>
Project Manager (Health Care) (Calgary Coop)	<ul style="list-style-type: none"> <li>Managed the design, development and implementation of a pharmacy system for a large multi-branch pharmaceutical chain.</li> </ul>
Disaster Recovery (Oil & Gas, Government)	<ul style="list-style-type: none"> <li>Reviewed disaster recovery plans for a major oil and gas client, and several private and public sector organizations;</li> </ul>
Direction Setting	<ul style="list-style-type: none"> <li>Advised several clients on directions in the open systems marketplace</li> </ul>
Direction Setting (Calgary Coop, Revelstoke Companies, United Farmers of Alberta)	<ul style="list-style-type: none"> <li>Over a six-year period acted as an advisor to three major Western Canadian retail chains on advances in information technology affecting their businesses;</li> </ul>
Analyst, Operating Systems Review	<ul style="list-style-type: none"> <li>For several clients, recommended operating system strategies to coincide with planned application directions. This included platforms such as NT, OS/2 Warp, Win9X, and Unix (plus variants).</li> </ul>
Database design	<ul style="list-style-type: none"> <li>Performed data base design and review engagements for a number of clients in both the private and public sector</li> </ul>
Systems selection	<ul style="list-style-type: none"> <li>Performed main frame hardware selection and sizing engagements for a large number of organizations based in Western Canada</li> </ul>
Installation Manager (Sperry Univac / Unisys)	<ul style="list-style-type: none"> <li>Installed many large-scale mainframe computer systems involving both operating systems and application software.</li> <li>Trained users, operators, security officers, and Information Systems managers in their functions as they related to their new computer systems;</li> </ul>

Additional information, including updates to this document, is available at the web site:  
<http://www.kgw-consultants.com>

**Added Value:**

In 1996, Ken led a successful month-long expedition to climb the east ridge of Mt Logan (the highest mountain in Canada). Subsequently, he built a multimedia presentation based on that expedition that examines the trip from the perspective of project management and team building under adverse conditions. Ken has given this presentation to many clients, who have found it entertaining, informative and motivational. Ken offers to present this (at no charge) to clients upon request.

**Ken Wiens**

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