



Pamela Stewart

B.A., LL.B., PMP, MCBA, Stanford Certified PM, ITIL Certification

Consultant to Governments

706 Yates Street, PO Box 8293

Victoria, BC V8W 3R9

Phone: (250) 380-7753

E-mail: pstewart@pstewart.com

Web site: www.pstewart.com

PROFILE

Pamela Stewart is a senior project manager, management consultant and business analyst with over 15 years' experience in the rollout of new government programs and transformation of existing programs. She typically reports to Executive Directors, Assistant Deputy Ministers or executive-level steering committees. She is a self-reliant leader with excellent communication and writing skills.

Mission

Pam Stewart's mission is to help government organizations improve productivity and service outcomes while reducing service delivery costs and risks.

From legislation to operations

With her Law degree and experience in leading complex and large-scale business transformation projects, Pam provides services that support all phases of business change including

- strategic planning;
- business analysis and methodologies to translate statutory and regulatory requirements into policies and business requirements in compliance with regulatory frameworks;
- project management for operational implementation of business changes supported by modern technology;
- organizational change management including stakeholder engagement and employee preparedness;
- development of Business Cases, Treasury Board submissions and other funding-related documents;
- development of RFPs and management of government procurement processes;
- all types of writing including technical writing, briefing notes, policy research and discussion papers, stakeholder communications, content for government web sites, and promotional materials;
- development of governance structures and processes for risk management, issue resolution, business continuity planning, and transition planning that are necessary in transformation projects.

EDUCATION

- | | |
|-----------|---|
| 1984 | LL.B. – Bachelor of Laws, University of British Columbia, Vancouver, BC |
| 1980 | B.A. – Bachelor of Arts with Distinction, Carleton University, Ottawa, Ontario |
| 1979 | Certificate in Computer-Based Information Systems , Carleton University, Ottawa, Ontario |
| 1978-1980 | Various technical courses given by the Department of National Defence, Ottawa, to civilian employees in technology divisions. |

PROFESSIONAL CERTIFICATIONS

- 2001 **PMP** – Project Management Professional, a certification of the Project Management Institute
- 2005 **SCPM** – Stanford Certified Project Manager, a certification of the Advanced Project Management Program at Stanford University, California
- 2006 **MCBA** – Masters Certificate in Business Analysis, granted jointly by the University of Victoria, British Columbia and York University, Toronto
- 2008 **ITIL V3 Foundation** certification in industry standards for IT management and operations.

BC GOVERNMENT QUALIFIED SUPPLIER LISTS

Pam Stewart has been qualified on the following BC Government Qualified Supplier Lists:

RFQ SATP-281 for Professional Consulting Services, Alternative Services Delivery Secretariat, Ministry of Citizens' Services:

- **Change Management and Transition** service area.

RFQ 11099-P5 for Professional Services, Shared Services BC, Ministry of Citizens' Services:

- **IT Project Manager Level 2** (formerly called Project Manager, IM/IT-related)
- **IM Project Manager Level 2** (formerly called Project Manager, Business-related)
- **Management Consultant Level 2**
- **Business Consultant Level 1**
- **Business Consultant Level 2**
- **Technical Writer**
- **Contract Management Consultant Level 2.**

EMPLOYMENT HISTORY

- 1993 – present Independent consultant, Victoria, British Columbia.
- 1992 – 1993 Subcontracted to
The Coopers & Lybrand Consulting Group, Victoria, British Columbia.
- 1990 – 1992 Senior Project Manager
DMR Group Inc.
(an international information technology consulting firm)
Worked for Ottawa, Ontario branch and Victoria, British Columbia branch.
- 1986 – 1990 Principal
American Management Systems Inc.
(an international consulting firm)
Worked for Ottawa, Ontario branch and Arlington, Virginia headquarters.
- 1974 – 1981 Systems Analyst
Department of National Defence (civilian employee)
Ottawa, Ontario.

SAMPLE PROJECTS IN CHRONOLOGICAL ORDER

Sector	Sample Projects Numbers refer to project reference numbers below.
Business and Economy	1, 3, 16, 31
Education	3, 4, 12, 14, 32
Finance and Central Agencies	7, 8, 9, 10, 21, 23, 25, 27, 30, 33, 34, 40, 41, 42, 43, 45
Health	16, 17, 44
Justice	2, 15, 19, 29, 35, 36, 39
Natural Resources	11, 13, 20, 24, 38
Social Services	18, 22, 26, 28, 37

1 Policy development for business transformation

Land Title and Survey Authority of British Columbia

Aug. 2010 – May 2011 (371 hours)

Pam Stewart was contracted to conduct legal and policy research and write policy discussion papers on various topics to support the Business Transformation Initiative which will streamline and automate land title registration functions. She provided project management services to track all policy and practice papers related to the Initiative. Reporting to the Director of Land Titles, she also prepared stakeholder engagement plans and communication materials to support consultations with 13 stakeholder groups regarding electronic filing of land title documents.

2 Court webcasting

Ministry of Attorney General, BC

Aug. 2010 – Feb. 2011 (236 hours)

Pam was Project Manager of the planning and requirements phase of the Cameras in the Courtroom Pilot Project to webcast Provincial Court Judges delivering sentencing decisions in selected proceedings at 3 pilot Court sites. She wrote the Project Charter, Business Requirements, Terms of Reference for stakeholder consultations, RFP for a webcasting service provider, managed the procurement process, and drafted the contract with the service provider. She was a member of the project Steering Committee and reported to an Executive Director in the Court Services Branch.

3 Sustainable funding strategy for a non-profit organization

Skills Canada BC

Jun. – Aug. 2010; Jan. – Mar. 2011 (420 hours)

Pam Stewart was contracted by the Executive of Skills Canada BC, a non-profit organization, to prepare a sustainability strategy and tactical plan for development of new revenue streams and less reliance on government funding. Skills Canada BC works with government, the education sector and the private sector to promote skilled trades and technology careers among BC's youth. In writing the sustainability strategy and plan, Pam interviewed over 30 representatives of corporations, industry organizations, the federal government (HRSDC), the provincial government (Labour Market Development program and the Industry Training Organization), and secondary schools and colleges. She was later contracted again to write fundraising proposals to industry organizations.

4 New governance model for a government-funded organization

Ministry of Advanced Education and Labour Market Development, BC

Nov. 2009 – Mar. 2010 (246 hours)

Pam was contracted by the Ministry to develop a new governance model for BCcampus which is an independent organization that uses government funding to provide online learning infrastructure and services to BC's colleges and universities. Students use BCcampus to find courses and submit admission applications online, and the institutions use it to develop online courses. Pam worked with the Ministry and BCcampus executive to produce a governance and accountability framework, a Memorandum of Understanding governing BCcampus operations and funding, planning and reporting requirements, templates for financial statements and performance metrics, Terms of Reference for a new Strategic Advisory Council, and standards for allocating grants through BCcampus to the colleges and universities.

5 SharePoint design and development

BC Ferry Services Inc.

March – May, 2010 (59 hours)

BC Ferries needed to standardize the management of documents for all IT projects, and support the implementation of a new Software Development Life Cycle (SDLC) for project deliverables. Pam Stewart gathered business requirements from IT Directors and senior managers, and designed and developed a SharePoint site that is now being used as a template by all IT projects to manage their project documents in alignment with the SDLC. She trained IT Directors, senior managers and project managers in how to use the SharePoint site and workflow features, and wrote detailed manuals for IT staff and the Project Management Office. She also designed and developed a SharePoint site for the Safety Department to manage hundreds of safety documents intended for use by staff at ferry terminals and on ships.

6 Enterprise Content Management strategy, requirements and business case

BC Ferry Services Inc.

Aug. 2009 – Nov. 2009 (172 hours)

Pam Stewart wrote the corporate strategy, requirements, and detailed financial Business Case for the procurement and implementation of an enterprise content management solution for BC Ferries. She conducted workshops with representatives of different business areas and the IT and Records Management groups, managed the requirements gathering process, obtained price quotes from vendors, and produced the detailed financial estimates and formal Business Case.

7 Government-wide videoconferencing service

Ministry of Labour and Citizens' Services, BC

Jul. 2008 – Jun. 2009 (595 hours)

Pam Stewart was Project Director for the development of a new government-wide videoconferencing service offered by a central agency to all ministries. Pam worked closely with the TELUS service provider's Project Manager and TELUS team, and government technical experts and financial analysts, to plan and create the new service offering. She reported to a Steering Committee of four Assistant Deputy Ministers who represented four divisions of the Ministry of Labour and Citizens' Services. She also coordinated and communicated with project leads in all ministries.

8 Privacy, security and records management policies

Office of the Government Chief Information Officer, BC

Nov. 2008 – Jan. 2009 (124 hours)

Pam managed this project to produce privacy, security and records management policies to support the government-wide implementation of Microsoft's new advanced communication and collaboration software. Pam conducted workshops with policy experts, managed the review and approval process, and wrote the final policy document which was approved by the Government CIO and is followed by all ministries.

9 Communications leader for government-wide adoption of new collaboration software

Office of the Government Chief Information Officer, BC

Jun. 2008 – Oct. 2008 (150 hours)

Pam worked with program managers and communications staff to write materials that promoted the government-wide business adoption of Microsoft's new advanced communication and collaboration software including instant messaging, SharePoint, file sharing, and desktop web conferencing.

10 New business model for central services organization

Ministry of Citizens' Services, BC

Jul. 2008 – Sep. 2008 (105 hours)

In support of a team of senior IT service managers, Pam Stewart wrote a proposed business model for the BC government's central organization that provides data and network services to all government ministries. The project objective was to develop a new business model that would outsource operational services, and enable the organization to focus on innovation in service development and managing outsourcing contracts.

11 Project management and consultation for new e-licensing portfolio

Ministry of Environment, BC

Oct. 2007 – Apr. 2008 (426 hours)

Pam was one of five Senior Project Managers responsible for (a) implementation of a common e-licensing system for Natural Resource Sector ministries and (b) planning the infrastructure and services of a new central E-Licensing Office that serves the Sector ministries' projects and manages the 10-year contract with a software provider.

Pam was a member of the Project Management Integration Team that collaboratively managed the portfolio of e-licensing projects. She also wrote many of the standards and management documents for the E-licensing Office such as a common User Interface Standard for all e-licensing applications, a Testing Standard, a model Business Continuity Plan in the event of system outages, a Service Catalogue for the e-licensing program, an evaluation method for onboarding ministries' e-licensing projects, and she conducted usability assessments and wrote usability recommendations for several of the e-licensing applications.

12 Planning framework for implementation of Campus 2020 recommendations

Ministry of Advanced Education and Labour Market Development, BC Oct. 2007 – Nov. 2007 (70 hours)

Pam Stewart wrote a planning framework for implementation of the Campus 2020 recommendations to transform BC's post-secondary education system. The framework was approved by the Minister and Deputy Minister and was the basis for consultations with stakeholders including Boards of Trade and post-secondary institutions. Under tight deadlines driven by a public consultation schedule, Pam developed the framework based on analysis of a collection of non-integrated materials including comments on the Campus 2020 Report from internal Ministry workshops and discussion papers, various data assembled by Ministry staff, draft Cabinet Submissions, and draft targets and performance measures.

13 Information Systems Plan for 6 Ministries

Ministry of Environment, BC Aug. 2007 – Oct. 2007 (106 hours)

The Deputy Minister to the Premier requested that the Natural Resource Sector Ministries find ways to collaborate on their capital plans for IM/IT. Pam Stewart was contracted by the CIO of the lead Ministry to draft the Natural Resource Sector Information Systems Plan for collaborative systems projects for the Ministry of Environment; Ministry of Agriculture and Lands; Ministry of Transportation; Ministry of Forests; Ministry of Tourism, Sport and the Arts; Ministry of Energy, Mines and Petroleum Resources; and the Integrated Land Management Bureau. Pam managed and facilitated a series of cross-Ministry workshops to explore opportunities for collaboration in nine topic areas including e-licensing, compliance and enforcement, property systems, and information sharing standards. She also produced resourcing and funding estimates for the collaborative projects. The Information Systems Plan was approved by a Sector committee of CIOs and the sponsoring Associate Deputy Minister of the Integrated Land Management Bureau.

14 Collaboration with Northern external stakeholders

Ministry of Advanced Education and Labour Market Development, BC Jul. 2006 – Mar. 2008 (295 hours)

Pam Stewart was contracted by the Assistant Deputy Minister, Post Secondary Education Division, as Project Manager of the Northern Collaborative Initiative. This Initiative created a new permanent process where northern post-secondary institutions and the Ministry's new Northern Team work collaboratively to undertake joint projects to enhance the impact of post-secondary education in northern BC. Pam managed the activities of the multi-disciplinary cross-Branch Northern Team.

Pam also supported the Northern Team and the Assistant Deputy Minister by drafting Terms of Reference and similar documentation that established the new Northern Post-Secondary Council where the Ministry and the northern post-secondary institutions' Presidents led collaborative projects.

The Northern Collaborative Initiative was the first of a number of initiatives that will implement the Ministry's strategic movement towards greater collaboration with program stakeholders, supported internally by new cross-functional Ministry teams. After the collaborative model had operated for a year, Pam was contracted by the Ministry Executive to write the "Evaluation of the Team Model" report which assessed the effectiveness of three Ministry teams: the Northern Team, the Aboriginal Team and the Literacy Team.

15 Planning for implementation of Vancouver Community Court

Ministry of Attorney General, BC Sep. 2006 – Mar. 2007 (386 hours)

Pam Stewart was contracted by the Ministry of Attorney General as the Project Manager of the Planning Phase of this project to implement a new court in downtown Vancouver that adjudicates street crime offences and refers offenders to integrated social services. Pam reported to the Ministry's Executive Lead for Social and Justice Integration (an ADM-equivalent position).

Pam worked directly with Ministry of Attorney General policy staff, Ministry of Public Safety and Solicitor General Corrections staff, the Judiciary, Crown Counsel, Defence Counsel, Vancouver Police Department, Provincial Court administrators, and project committee members from social service providers including the Vancouver Coastal Health Authority (VCHA) mental health and drug addiction programs, Vancouver Intensive Supervision Unit (VISU), Ministry of Social Services income assistance services, and BC Housing services for

the homeless. Pam reviewed and managed project deliverables involving these groups such as the project plan, process model, and community engagement strategy.

16 Outsourcing of revenue management services

Ministry of Small Business and Revenue, BC

Dec. 2005 – Aug. 2006 (700 hours)

Pam was Project Director for the BC Government's project to outsource the Province's billing and collection services to a large company (EDS) under an Alternative Service Delivery agreement. Reporting to an Assistant Deputy Minister, Pam was responsible for managing the activities of multiple stakeholder Ministries and working with the outsourcing company to complete the first system Release. She was responsible for working with the Ministry's and company's senior management and executive on risk management, issue resolution, planning and stakeholder communications. She also led a sub-project that included collaborative development of the Medical Services Plan (MSP) interface, involving project managers from EDS, Maximus BC, and the Ministry of Health. Pam was also a Ministry Team Lead on the Negotiation Team that updated the terms of the 10-year outsourcing contract with EDS.

17 BC Ambulance Service infrastructure project

BC Ambulance Service, Ministry of Health, BC

Jun. 2005 – Jan. 2006 (384 hours)

Pam managed the Requirements phase of this project to explore potential solutions and write the Business Case to replace all BC Ambulance Service payroll, human resources, ambulance staff scheduling, time and attendance, leave management, and benefits administration systems with one integrated solution. She worked with a team of BC Ambulance business experts to prepare business requirements and evaluate alternative solutions and products. She also prepared cost estimates and wrote the Business Case for procurement of a solution.

18 Response to Ombudsman investigation

A BC Government Ministry

Jun. 2005 – Sep. 2005 (109 hours)

The Ombudsman initiated an investigation into some allegations of procedural unfairness raised by an advocacy group. This project was initiated to respond to the Ombudsman and to make policy improvements where appropriate to achieve or exceed the legal standards of administrative fairness. Approximately 20 policy option papers were produced during the project and tabled for Executive review. Pam Stewart reported to the Executive Director of policy and a cross-divisional Steering Committee. She produced the Project Charter, Executive presentation materials, project plan, and she tracked the progress of policy development from the drafting stage through the review and approval processes.

19 Outsourcing of residential tenancy systems

Ministry of Public Safety and Solicitor General, BC

Jun. 2004 – Jun. 2005 (996 hours)

Pam Stewart was Project Manager of this Alternative Service Delivery project to outsource to TELUS the development and 10-year operation of all Residential Tenancy Office (RTO) systems. Pam supported the government's contract negotiation team by writing and commenting on sections of the contract, and assisting in developing the payment model for the 10-year contract. Working with TELUS, she prepared all project management documentation including the Project Charter and project plans.

She represented the RTO and the Ministry in technical discussions with TELUS and central agencies to obtain approvals for the technical architecture and design. Pam was the Ministry's primary contact for the TELUS Project Director and TELUS team, and managed all activities by the RTO including leading RTO staff through the business requirements, business process design, and user acceptance testing processes. She also functioned as the RTO's business analyst, and provided strategic advice to the RTO Director, the Branch Executive Director, and the Assistant Deputy Minister regarding issue resolution, rollout, and post-implementation planning. Pam wrote communications and provided system demonstrations and presentations for external stakeholders including landlord representatives from BC's large property management companies in Vancouver and Victoria.

20 Wildlife Act Review Project

Ministry of Water, Land and Air Protection, BC

Oct. 2004 – Mar. 2005 (207 hours)

Pam Stewart was Project Manager of an initial project phase to prepare for a rewrite of the *Wildlife Act*. She wrote the Project Charter and conducted workshops with business experts to create a Framework for revisions to the *Act*. She managed the creation of a Legislation Library document to consolidate proposed changes to

the Act organized by major business functions. She worked with the Policy and Legislation Branch and a Ministry Planning Team to plan timeline options for developing the Request for Legislation.

21 Government Authentication Project

Office of the CIO, Ministry of Management Services, BC

Nov. 2003 – May 2004 (636 hours)

Pam Stewart was Project Manager of the first phase of this government-wide project to implement a common solution to authenticate users (residents, businesses, government employees, and the broader public sector) who will use BC government services over the web. This was a strategic foundation project that will enable the government to expand its e-service offerings. Pam managed the RFP processes to retain a consulting firm (Deloitte & Touche) to produce the business, policy and technical architectures, and a financial consulting firm to produce the Business Case. She managed the contractors' activities, reviewed all deliverables for compliance with the government's strategic and policy direction, and coordinated the participation of over 100 representatives of different ministries who attended workshops and commented on deliverables. She supported a cross-government Steering Committee and a cross-government ADMs' Executive Sponsors Committee.

22 Service Plan budget initiatives

Ministry of Human Resources, BC

Dec. 2003 – Mar. 2004 (106 hours)

Pam Stewart was the Project Manager for the planning phase of three projects to reduce operational and program costs to enable the Ministry to meet its budget targets within its Service Plan. She conducted a series of workshops with technical and business staff to determine how costs could be reduced, including analysis and planning to automate business processes, and related implementation risks. For each project, Pam wrote a Project Charter, work breakdown structure by deliverables, cost and resourcing estimates, and detailed project schedule.

23 Enterprise Portal Implementation Project

Results Management Office, Ministry of Management Services, BC

Jan.– Oct. 2003 (1,003 hours)

Pam Stewart was the Project Director of the BC Government's project to implement an enterprise portal to be used by the Premier's Office and all ministries. She completed the Planning Phase which produced the plan and estimates for a Treasury Board submission. She also managed the multi-million dollar Implementation Phase which successfully implemented the BC Government's public portal and employee portal in September 2003, on schedule and under budget. Pam wrote the enterprise governance model for post-implementation operation of the portal, and a framework and plan for conversion of all Ministries' web content to the Portal. Throughout the project, she directed the activities of over 100 government employees and contractors (a system integrator, Deloitte & Touche consultants, and a web design firm).

This was a highly visible project. Pam was required to meet monthly with and present a status and risk report to the Minister of Management Services, Minister of Finance, Deputy Minister of Finance, Chief of Staff to the Premier, and three representatives of Treasury Board Secretariat. She also provided a very detailed monthly budget and expenditure breakdown to a Treasury Board Analyst.

24 Integrated cross-program service delivery, Business Model Phase

Ministry of Water, Land and Air Protection, BC

Nov. 2002 – March 2003 (283 hours)

Pam was the Project Manager and Lead Business Analyst for this project to produce a new Business Model, and Business Requirements for a solution to implement the Ministry's Service Plan in the four program areas related to environmental protection permits: waste management, contaminated sites management, pest control management, and parks use. These program areas had traditionally operated independently of each other. The focus of the project was to enable the Ministry to respond to significant cutbacks in FTEs and funding, identify alternative service delivery models that will move business functions to service providers outside the Ministry, identify opportunities to deliver services "cheaper, faster and better", move away from program-specific service delivery to one integrated service delivery model crossing all programs, and produce business requirements for a technical solution that will provide service delivery over the Internet based on a common cross-program view of the business. Pam Stewart managed a team of business analysts, technical staff, contractors (PricewaterhouseCoopers), policy experts and regional representatives in all four programs.

Pam developed an approach and methodology to enable the Ministry's program experts to gain consensus on a cross-program view of over 400 products (licences, permits, orders, approvals) under 40 statutes and regulations, even though all four program areas were undergoing legislative changes.

25 Government-wide e-service priorities and issues

Results Management Office, Ministry of Management Services, BC

Oct. 2002 – Dec. 2002 (40 hours)

As a member of the Government CIO's e-Business Initiatives Project team, Pam Stewart wrote two reports based on the team's consultations with all ministries. The purpose of the project was to determine the BC Government's priority e-service projects over the next 2 years, to identify and resolve issues and barriers so that the ministries' e-service projects could move forward, and to develop a cross-government planning cycle for supporting the CIO's priority projects.

Pam wrote the "Report on e-service priorities", and "Report and Recommendations on a cross-government framework for planning, management and delivery of e-services" which identified the ministries' issues and barriers with respect to e-service delivery. These reports were among the foundation documents for the Government CIO's "e-BC" strategy for e-service delivery by the provincial government.

26 Operational Implementation of new social services legislation

Ministry of Human Resources, BC

Jun. 2002 - Oct. 2002 (436 hours)

Reporting to the Assistant Deputy Minister, Regional Services Division, Pam Stewart was the Project Manager of the province-wide implementation at the field operational level of new legislation, regulations, policies and programs. These changes implemented key components of the Ministry's Service Plan which affected all core services in welfare and employment programs. Pam developed a Ministry-specific methodology that enabled the Ministry to move quickly from legislation to policy to operations within a tight timeframe imposed by a legislative agenda. Pam directed a team of contractors, and headquarters and regional staff from different Divisions, who represented various policy branches, designed business processes, wrote business requirements for systems enhancements and new manual processes, produced a change management framework and plan, produced on-line training for staff ("e-learning") with a contracted web design firm and a training company, produced a staff procedures manual, wrote communications materials for staff, and conducted the province-wide implementation for all Ministry regional and district offices.

27 User Experience Project

Chief Information Office, Office of the Premier, BC

Oct. 2001 - May 2002 (331 hours)

Reporting to the Director of Government Enterprise Architecture, Pam Stewart was the Project Manager of this government-wide project to deliver the design and navigation standards, and standard dialogs, for "e-service" applications, i.e. systems that deliver government services to the public over the Internet. Pam conducted government-wide consultations with representatives of all Ministries, the Chief Information Office and the Public Affairs Bureau. She directed a web design company in the creation of screen designs and dialogs, and she wrote the User Experience Standards and Internet Standards that all ministries were required to use.

28 Alternative Service Delivery Project, Strategy Phase

Ministry of Human Resources, BC

Nov. 2001 - Jun. 2002 (544 hours)

Reporting to an Assistant Deputy Minister, Pam Stewart was the Project Director of this phase to deliver a strategy and high-level plan to reform the Ministry's welfare and employment programs. She wrote the Request for Proposal (RFP), managed the process to select a consulting firm (KPMG Consulting), and provided overall direction of the activities that produced alternative service delivery options, a cost and benefit analysis, and a strategy and high-level implementation plan to reform the Ministry's core services. Pam reviewed and commented on all of the consulting company's deliverables prior to delivery to the Ministry Executive, and ensured that Executive objectives for the project were met through the provision of a range of well supported options. She also wrote a draft Cabinet Submission for implementation of the recommended strategy.

29 Electronic Justice Services Project

Ministry of Attorney General, BC

Feb. 2001 - Jul. 2001 (531 hours)

Pam Stewart provided project management services and consulting services for the planning phase of the Electronic Justice Services Project (EJSP). The project purpose was to automate the business processes of all the Law Courts in the province, and to develop a new web-based system and new business processes that would enable lawyers to file court forms and legal documents over the Internet. Pam performed the following services:

- led the Ministry's contract negotiation team in closing a service contract and two software licensing agreements with the prime systems delivery contractor (contract value over \$7 million),
- produced Business Case materials including budget estimates to support a Treasury Board Submission for project funding of over \$12 million,

- created the multi-year project plan including contractor delivery schedules,
- initiated the Project Management Office including specifying all project planning and reporting methods and forms, the Work Breakdown Structure for the project, risk analysis, and cost and control reports.

30 Internet Payments Project

Provincial Treasury, Ministry of Finance, BC

Jan. 2000 - Feb. 2001 (423 hours)

Pam Stewart was the Project Director of the Pilot Phase of the Internet Payments Project. The purpose of this project was to procure and pilot Internet credit card payment services to enable the public to pay for government services over the Internet. This project launched e-commerce in the Government of British Columbia and was nominated for the British Columbia 2001 Technology Awards. Key project deliverables were the Request for Proposals (RFP) to financial institutions, selection of a chartered bank as the credit card payment services provider, development of the interface between ministries and the bank, automated reconciliation of credit card payments with the Corporate Accounting System (CAS), a pilot involving the bank and 4 government organizations, consultation with all Ministries, and resolution of BC Government financial policy and organizational issues.

Pam produced workshops, presentations, a project web site, and communication materials to central agencies, Ministries' technical groups, and financial groups including the Senior Financial Officers' Council and Ministries' Directors of Finance.

31 Company Act Project

Corporate Registry, Ministry of Finance, BC.

Sep. 1999 - Feb. 2001 (1,581 hours)

Pam Stewart was the Project Director of the Initiation and Design Phases of the Company Act Project. The purpose of the project was to implement British Columbia's new *Company Act* which came into force in 2004, and the Corporate Registry's new service delivery model to enable companies to file corporate documents over the Internet. The project required redesign of the Corporate Registry's business procedures, translation of new legislation into a new client flow and business rules, and one of the first e-government services to be designed in the BC Government. Pam determined all of the project's consultation processes and methodologies. She also managed the RFP processes to select a consulting firm (Fujitsu Consulting) and a web design firm to produce requirements and design documentation, and she managed the activities of the contractors and Ministry staff. She prepared the stakeholder analysis, communication strategy and communication materials for external stakeholders including the Law Society, Chamber of Commerce, corporate law firms, corporate registry companies, and the legal secretaries association.

32 Extranet Pilot Project

Ministry of Advanced Education, Training and Technology, BC.

May 1999 – Oct. 1999 (552 hours)

Pam Stewart was the Project Manager responsible for developing a prototype web system that enabled contracted training companies to report to the Ministry about students who take job skills training funded by the Ministry. This project involved automation of the business processes including determination of client eligibility, tracking enrollment in courses, and reporting on clients' completion of the courses. Pam directed the Ministry's business team, and the procurement process and contract for the web development company.

33 Government-wide implementation of web standards and infrastructure

Queen's Printer, ISTA, and BC Communications Division

Jan. 1999 - Jun. 1999 (460 hours)

Pam Stewart was the Project Manager of the Web Conversion Project to implement:

- a new standard web design for the Internet sites of 20 Ministries and the main BC Government Internet site,
- a new web publishing organization within the Queen's Printer to provide web-related services to Ministries;
- a new corporate web management framework for the BC Government, defining the roles and responsibilities of various central agencies and all Ministries with regard to web policy-making and web publishing.

There were many competing interests on this project. The key stakeholder groups were the communications community (i.e. the Communications Branches of all Ministries, and the central agency BC Communications Division) and the systems community (i.e. the IT branches of all Ministries, and a central agency under the Government CIO). Pam developed the issue resolution and decision-making processes, and conducted workshops to obtain consensus on requirements. Government-wide consensus and sign-off were achieved.

34 Business requirements for improved government communications

Cabinet Policy and Communications Secretariat, BC

Apr. 1998 - Sep. 1998 (823 hours)

Pam Stewart was the Project Manager, and a member of the Steering Committee, for this project involving all 20 Ministries of the Government of British Columbia. The objective of the project was to make innovative use of modern technology to automate the government's communications function (i.e. the public affairs and media relations functions performed by the Communications Branches of the Ministries), and to determine cross-government standards for delivering services to the public via the Internet. This strategic project was a precursor to the implementation project described above. There were many stakeholder groups in this government-wide project, and many differences of opinion on communication and technical issues. Pam worked with Ministries and central agencies to narrow down the issues to only those that were directly relevant to meeting the project objectives. She wrote the recommendations for government-wide infrastructure and governance improvements.

35 Business process design for Crown Counsel Offices

Ministry of Attorney General, BC

Nov. 1997 - Apr. 1998 (339 hours)

As Project Manager and business analyst, Pam led lawyers and operational staff through a redesign of the business processes for Crown Counsel offices in British Columbia. The new design streamlined work processes and prepared the offices for the implementation of a new integrated justice computer system. The project scope included charge processing, alternative measures, witness notification, and victim services.

At the beginning of this project, each regional office thought that its business processes were so unique that the Ministry could not implement one common business process for all Crown Counsel Offices. Pam conducted and facilitated many workshops and wrote 8 drafts of the business process design document. By the end of the project, all regional offices involved had achieved consensus on all the business processes.

36 Communications leader for province-wide implementation of justice system

Ministry of Attorney General, BC

Jul. 1997 - Apr. 1998 (520 hours)

Pam Stewart was the Communications Team Leader for the province-wide implementation of the new Justice Information System (JUSTIN). The system was installed at over 100 sites in all regions of British Columbia, and is used by RCMP and municipal police, Crown Counsel Offices, court registry offices, trial scheduling staff, and correctional institutions. Pam planned the project's communications strategy, wrote most of the communications documents and presentation materials, and supported the Project Manager in issues management.

Pam also worked closely with a film production company to manage the creation of an orientation video for Ministry staff. She managed the script development, scheduled film shooting at Courthouses and Police Detachment locations, and worked with the graphic artists and film director to complete the video.

37 Systems integration planning to meet the information needs of a new Ministry

Ministry for Children and Families, BC

Nov. 1996 - Aug. 1997 (261 hours)

After government programs from 5 Ministries were transferred to the new Ministry for Children and Families, Pam Stewart managed the Short-term Information Needs Project to determine solutions and implementation methods to build a case management system for services delivered by all the Ministry's core programs. Pam used innovative methods to obtain information about program outputs delivered by all offices. She also wrote the case management business requirements, wrote an RFP for system integration, managed the RFP selection process, managed IBM's activities to produce technical architecture documentation to integrate mainframe and client/server systems, and wrote the plan for the Implementation Phase.

38 Operational implementation of new forest practices legislation

Ministry of Environment, Lands and Parks, BC

Jan. 1996 - Jun. 1996 (269 hours)

Pam was project manager and a member of a team of consultants on this project to determine how the new *Forest Practices Code* would be integrated into the Ministry of Environment's regional operations in the Omineca-Peace Region. This involved determination of the core services delivered by the regional and district offices, and development of a strategy and plan to obtain funding and resources for new services to be provided by the Ministry under the *Forest Practices Code*. The Project also made recommendations to the Ministry Executive level regarding organization of Ministry priorities and projects, and structuring of the liaison between the Ministry of Environment and the Ministry of Forests which jointly administer the *Forest Practices Code*.

39 Operational implementation of new criminal record legislation

Ministry of Attorney General, BC

Jan. 1995 - Mar. 1996 (892 hours)

Following enactment of the BC *Criminal Records Review Act*, Pam Stewart was Team Leader for the operational implementation component of a project to create a new central agency to process requests for criminal record searches for all citizens in the province who work with children. She managed the design of new business procedures; wrote detailed FTE and staffing estimates based on the business model; wrote on-line policy and procedural documentation; managed a contracted system development company in the design, development and implementation of a new computer system to process criminal record searches; led the workshops where the Ministry team reviewed deliverables; drafted and managed contracts with system developers; worked with stakeholder groups (such as associations representing doctors, dentists, nurses, teachers and child care centres) about data submission, and was responsible for liaison with the RCMP regarding technical interfaces and system security matters.

40 Government-wide human resources/payroll system

Office of the Comptroller General, BC

Various phases: Apr. - Jul. 1993 (615 hours); Feb. - Dec. 1994 (263 hours); May 1996 - Jul. 1997 (1,107 hours)

Pam Stewart was Project Manager of various phases of the Corporate Human Resource Information and Payroll System (CHIPS) Project. This ambitious project replaced over 60 human resources and payroll systems operating throughout the Government of British Columbia with one integrated client/server system used by all Ministries and agencies (over 30 organizations). The project involved complex technical issues. It also required payroll groups and HR groups which had traditionally worked separately (in most Ministries) to integrate their business processes.

Reporting to an inter-Ministry Steering Committee of Assistant Deputy Ministers and the Comptroller General, Pam coordinated the activities of approximately 200 people in all ministries and agencies of the BC Government, and constructed methodologies to obtain government-wide business and technical requirements, wrote the RFP and managed the RFP process to select a software package, managed the customization of the software package by contractors (PeopleSoft Inc. and Sierra Systems Group), produced detailed implementation plans and cost estimates for implementation across the province, provided risk and issue reporting at the executive level, and prepared Treasury Board Submissions. Pam also determined the analytical and documentation methods that eventually resulted in consensus and sign-off on the business requirements by all ministries.

41 Performance measurement methods for a customer service model of operation

Superannuation Commission of BC

Feb. - Apr. 1994 (170 hours)

The Performance Measurement Project was the foundation for an ambitious reorganization and business process redesign of all operational areas of the Superannuation Commission. The objective of this leading-edge initiative was to create a performance-oriented, customer service focused Commission in preparation for its conversion from a government control model to an organization reporting to Boards of Governors representing pension plan members.

As consultant to the Executive of the Commission, Pam Stewart:

- developed and obtained Executive approval for a business model of the Commission's core services and key products,
- determined performance measurement indicators for each product,
- gathered statistics related to the current baseline level of performance and current backlog,
- estimated the FTEs and cost required to reduce the backlog to zero,
- prepared statistics for performance benchmarking with other pension plan organizations in Canada,
- produced a computer model to forecast demand on the core services over five years with estimated FTEs and funding requirements,
- created an easy-to-use spreadsheet model to be used by managers in projecting FTE and funding requirements in response to changing legislation and customer demands,
- advised the Commission's writing and staff training team in aligning their materials to support the new performance-oriented customer service approach.

42 Strategic planning and consulting to the Executive

Employee of DMR Group Inc. Client: Superannuation Commission of BC 1991 - 1993 (approx. 2,500 hours)

Pam Stewart participated in many projects during her 20 months as a management consultant and project manager at the Superannuation Commission. Some examples are listed below:

- *Creation of a cross-functional empowered work team:* Pam was Project Manager of a highly visible strategic project to reorganize the Superannuation Commission into a customer-oriented agency using an empowered work team model of service delivery. She also led benchmarking and post-implementation review activities to measure the success of the new service delivery model.
- *Creation of a project control office:* Pam planned the implementation of a Project Control Office to control and co-ordinate all systems and non-systems projects undertaken at the Superannuation Commission.
- *Implementation of new pension legislation:* As Advisor to the Executive Sponsor of the Pension Benefits Standards Act Implementation Project, Pam assisted in the planning and co-ordination of a project to implement complex new legislation affecting most of the Commission's operational areas. She prepared project plans, advised regarding business analysis methods, and co-ordinated a series of workshops to redesign business areas to implement new legislative rules.
- *Project to improve operational productivity:* Pam was Project Manager of a project to review accounting and pension contributor services in order to improve operational efficiency and customer service. Over a period of several months, she led workshops with supervisors to examine operational issues and obtain consensus on recommended changes.

43 Design and development of financial system for Government of Kuwait

Employee of AMS Canada Inc. Client: Government of Kuwait 1989 (6 months - 840 hours)

Pam Stewart was the Technical Team Leader in the design and development phases of a successful multi-million dollar computer project for the Kuwaiti Ministry of Finance to provide a custom financial system in Arabic for the Government of Kuwait. Pam worked in Kuwait for six months.

Pam led a multinational team of analysts and programmers from the Government of Kuwait, a British consulting firm, a Kuwaiti consulting firm, AMS Canada, and the U.S. division of American Management Systems Inc. (AMS). She led all design workshops with senior Kuwaiti finance managers to develop user requirements. Ms. Stewart's understanding of American and Canadian government finance operations enabled her to understand the Kuwaiti accounting and cash flow requirements so that she could manage the business analysts and writers on the project. She formulated the systems development methodology and closely supervised the writing of technical specifications, test plans, documentation and training materials. She managed the programmers and was responsible for all liaison with Kuwaiti technical, operations and financial staff. Pam also served as interim Project Manager for two months. Diplomacy and timely completion of all deliverables was critical in this demanding and costly project.

44 Design and development of an integrated human resources system

Employee of AMS Canada Inc. Client: Health and Welfare Canada, Ottawa 1988 - 89

Pam Stewart managed the design and development phases of a million-dollar project to build a custom on-line personnel system to include the functions of classification, staffing, pay and benefits, human resources planning, employee training, official languages and leave reporting, with seven major interfaces to central agency systems. This was the first fully integrated personnel system developed for the Canadian federal government and was therefore a very visible project.

In addition to project management, Pam provided a broad range of consulting services related to project planning and methodology, data base administration, resource requirements, changing functional requirements, user training and testing, as well as preparation for the pilot, implementation and operation of the system.

45 Training for auditors

Employee of AMS Canada Inc. Client: Auditor General of Canada, Ottawa 1988

Pam developed and taught a course for auditors about auditing the financial systems installed in five Canadian federal government departments. This successful course was subsequently requested by other government departments for their internal auditors.

46 Systems analyst for economic and statistical systems

Employee of Department of National Defence, Ottawa

1978 - 1981

Pam Stewart was a developer and systems analyst on the design and development teams for various economic and statistical systems including the Search and Rescue Statistics System, the Ships' Statistics System, and the Department of National Defence Economic Model.