



Edward G. Bottrell, FCMC

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SNAPSHOT

Experience

- 39+ Years – Sr. Management Consulting, Sr. Project Management
- 48+ Years, ICT, engineering and business experience
- 100+ Client organizations
- 250+ projects - Canada, Caribbean, USA, and New Zealand

Sectors and Industries

- **Private Sector:** manufacturing, engineering, ERP, warehousing, distribution, finance, banking, insurance, telecom, HR, retail, health, marine, entertainment, ICT professional services and R&D
- **Public Sector: local, provincial, state, federal and foreign** – health, education, justice, social services, HR, technology, economic development, finance

Specializations

- Project, Program, Portfolio, and Enterprise Management
- Interim Sr. Management
- Project Engineering, Reviews & Risk Management
- Organizational Change Management
- Management Consulting
- Strategic and Tactical Planning
- Business Process Re-engineering & Transformation
- Financial Analysis and Business Cases
- ICT Development and system Integration

Professional Certifications

- Management consulting
- Project management
- Information technology

Profile

Mr. Bottrell is a semi-retired management consultant and project manager based in Halifax, Nova Scotia. As an independent consultant, he frequently works collaboratively with other individuals and consulting firms in the region and nationally; however, notable solo engagements in the past 15-years have included comprehensive reviews and turnarounds of major projects with challenges. He has provided management consulting, project engineering, and senior advisory services to 100+ public and private sector clients throughout Canada, the USA and other countries since 1972. A significant part of his career was with the global Management Consulting firm of Deloitte & Touche, which included 8-years as a Partner in the Ottawa and Toronto offices, and 6-years as a senior consultant in US and New Zealand offices.

Mr. Bottrell has held senior management roles for a number of large-scale, multi-year projects and programs where he was responsible for multi-disciplinary teams, diverse stakeholder groups and significant budgets. He specializes in enterprise business transformation, strategic business planning, ICT and ERP systems integration, organizational change management, and procurement projects. He also has considerable experience in the management disciplines of negotiations, risk management, human resources, finance, marketing and operations.

His private sector experience includes small, medium and large-global organizations involved with engineering, manufacturing, distribution, transportation, health care, retail, financial services, insurance, and professional services. Mr. Bottrell's work in developing, implementing and improving public sector programs and services includes all levels of government in several countries and has focused on the areas of finance, health, social services, education, justice, economic development, and administration.

Representative Experience

NS Agriculture College

Project Designer and Project Manager for the devolvement and business transformation of the NS Agriculture College, currently integrated with the NS Provincial Government, to a board governed Crown Corporation. Developed the initial project plan in 2009 including work breakdown structures, indicative estimates of effort and costs, project governance and organizational structure, time schedule, project controls, and other considerations for a successful transition. Plans approved by the Transitional Board, Sr. Management Team, Provincial Government, and other key stakeholders.

District Health Authorities, Province of Nova Scotia

Project Manager for the Human Capital Management (HCM) modules of the \$35-million Health Administrative Systems Project (HASP), an SAP implementation of HCM, Finance, and Materials Management for the 10 DHAs in Nova Scotia. Took over as 6th PM to lead a 50-person team within the 85-person HASP Team during the Final Preparation and Go Live phase of HCM implementation in four DHAs. Successful Go Live accomplished in May 2009 after 3-years of project work and numerous challenges. Led the re-planning of the remaining HCM implementations in 6-DHAs for late 2009 and 2010.

Veterans Affairs Canada

Project Manager of the team conducting the Business Case and Cost Benefit Analysis for the Initiation Phase, Benefits Redesign Project for VAC. This \$150+ million major crown project included a major business process re-engineering and organizational change management effort for all mainstream VAC service delivery processes, case management and supporting systems across Canada.

Province of Nova Scotia

Managing Director for the Integrated Wide Area Network (IWAN) Program for Nova Scotia from 1995-2001. Responsible for all aspects of this multi-year, multi-project program to develop a strategy for and to deploy advanced communications and technology solutions throughout the provincial government, municipalities, universities, hospitals and other public sector organizations in Nova Scotia.

- Over 35 projects were conducted by IWAN project teams which have resulted in province-wide technology solutions for schools, universities, hospitals and government offices.
- Managed 165+ work-years of effort, involving 250+ people from 25+ organizations.
- Directly responsible for IWAN Project Office budgets of \$11.5+ million.

Province of Nova Scotia Program Director during the 3.5 year implementation phase of the IWAN-Trunked Mobile Radio System. TMRS is a \$ 125+ million province-wide shared radio system for over 5,000 public safety, emergency services and other public and private sector users.

- Lead negotiator for the Province for over 20-agreements involving the procurement, implementation and service level agreements for infrastructure, construction and renovation of tower sites, equipment, services, capital asset leasing, and MOU with the RCMP.
- Stakeholder communications included in-the-field and HQ presentations, workshops, status meetings, ministerial-executive briefings, newsletters and a website.
- The TMRS project was awarded a bronze medal at the 2001 Technology In Government (GTEC) conference in Ottawa in the category of Unique Achievement. The GTEC awards program celebrates excellence in the development and management of IT Projects in the Canadian public sector.

Project Manager and principal consultant for the transition project that merged the Province of Nova Scotia Technology and Science Secretariat and the Department of Economic Development into a new Office of Economic Development. Organizational development and change management activities included the development of a new vision, mission, mandate, major business processes, organizational structure, roles & responsibilities and staffing level recommendations. Provided additional consulting and project management services for several economic development initiatives involving small and medium enterprises, broadband communications, and ERP solutions for SMEs and small public sector organizations.

Health Canada

Risk Manager during the Planning Phase of the Health Information and Claims Processing Procurement Project for the Non-Insured Health Benefits Program in the First Nations and Inuit Health Branch, a major crown project of approximately \$400 million for business process outsourcing. Authored the Project Profile and Risk Assessment and contributed significantly to the preparation of the Project Brief, Preliminary Project Approval, Work Breakdown Structure and Project Plan, Business Case, Substantive Project Cost Estimates and related planning deliverables.

Irving Consumer Products, New Brunswick

Project Manager for a troubled, 3-year ERP Implementation Project for Irving Consumer Products, which includes Irving Tissue and Irving Personal Care Corporations. Irving is a large North American manufacturer and distributor of consumer products based in Moncton, NB. The 25-module Oracle ERP systems and new business processes impacted all knowledge workers in the enterprise, which includes over 20-plants, warehouses and other major centres of operations in the USA and Canada. As the 4th PM, led the re-planning of testing and implementation work (over 70,000 work hours). Re-structured the 125-person project team and 10-person Executive Steering Committee. Added PM rigor for a PMO, planning, budget and status reporting, risk management, communications, organizational change management, validation testing, training, data conversion, business readiness, post-Go Live support and other critical activities to help ensure a

successful 'big bang' cutover. Helped develop internal PM capabilities to successfully complete final implementation, post-Go Live support and on-going enterprise management functions.

Saint John Shipbuilding (New Brunswick)

Conducted an operations review and improvement of the manual and computer systems used to manage a large inventory of equipment and material supporting the \$6 billion Canadian Patrol Frigate program, a major crown project. Material was stored in multiple locations and distributed to numerous manufacturing, fabrication and assembly points in several shipyards.

Diversitec - Blue Cross Blue Shield of Michigan

Project Manager for a \$US 5.5 million project to develop and implement operating functions of eight Health Maintenance Organizations (HMOs) affiliated with Blue Cross Blue Shield of Michigan. Managed a project team of 65 consultants, contractors and client staff, with accountability to an Executive Project Review Group and six Special Interest Groups. Project activities included requirements, design, development, testing, change management, training, conversion, technical support and marketing.

Charleston Area Medical Center – Charleston, West Virginia

Principal Consultant for strategic planning and technical assistance to the Charleston Area Medical Center, a large medical center (1,000 beds, two hospitals, and additional operational units) in West Virginia, for the selection and installation of a \$7.7 million integrated patient, administrative, ancillary department, financial, and other business operations. Systems included ADT, order entry, patient accounting and billing, financial, laboratory, radiology, inventory control, and human resources. Directed the selection and implementation of a large hospital clinical laboratory computer system. The system was used by 220 people in two locations for about 10,000 tests per day supporting two large hospitals, a skilled nursing home and services for outlying hospitals and clinics.

New Zealand Government Department of Health

Project Manager for a nationwide data communications network. The network (150 sites) supported nationwide systems for payroll; hospital admission, discharge, and transfers; and clinical laboratories. Planned and managed the evaluation, selection, acquisition and installation of \$NZ 11 million worth of equipment, software and services. Project Manager for the development of detailed user requirements and general systems design for a nationwide hospital clinical laboratory computer system for the New Zealand Department of Health. System functions were implemented on eight minicomputers and two regional mainframe computers supporting 54 clinical labs.

Department of Foreign Affairs and International Trade Canada

Project Management Review of the \$135+ million SIGNET Program, a major crown project that implemented PC, LAN, WAN, and client server technologies throughout the headquarters and 115 missions of DFAIT. SIGNET includes support for E-Mail, FAX, word processing, spreadsheet, and other office automation tools in addition to support for eight enterprise-wide applications for over 8,500 users. The four month review included a survey and examination of nine areas of focus: functional, technology, operational and support viability; security; development and implementation approach; program management; financial management; organizational infrastructure; and overall program status, viability and effectiveness.

Aliant Telecommunications

Project Management Review of the customer support systems project (CSM2000⁺), a \$90 million joint project for the four Atlantic Canada Telephone Companies (now Aliant). At its peak, the CSM2000⁺ project had over 450 IT people working in four locations. Project review activities included interviews and assessments of project management office documents, practices, support systems, scheduling, change management and management practices. Facilitated the replacement of the Project Manager and restructuring of the project management organization.

Principal Consultant to the Maritime Tel & Tel executive committee for developing and deploying voice, data, wireless and broadband telecommunications services for the government, media and security participants in the 1995 G-7 Summit in Halifax, Nova Scotia. Provided general review of readiness and specific reviews of potential telecom failure recovery and security threat scenarios.

Liquor Control Board of Ontario

Principal advisor to the LCBO, Retail Point of Sale System Project. This \$46 million project involved the implementation of a comprehensive retail POS to support 612 LCBO stores. Directed Request For Information process involving the pre-qualification of 8 short-listed vendors from 121 respondents. Reviewed the retail inventory management, service levels, ordering, and forecasting systems and identified short and long-term cost savings opportunities related to POS. Assisted with technical evaluation of several short-listed POS vendors, contract negotiations, cost benefit analysis, software distribution, backup recovery, and alternative networks. On-going LCBO POS project quality assurance review responsibility included project team work, POS Executive Steering Committee participation, and reporting to the Chairman of the LCBO and to the Ontario Deputy Minister for Consumer and Commercial Relations.

Other Systems and Project Management Experience

- Directed the re-engineering and tuning of two ORACLE production financial systems for Canada Post Corporation;
- Canadian Red Cross, Ottawa: Designed and implemented an on-line 55,000 document and image repository for Blood Services Division with extended and 'fuzzy-logic' search and retrieval functions; Strategic systems and telecommunications planning for HQ and all regional operations;
- Conducted strategic systems planning for the Ontario Securities Commission;
- Developed the physical connectivity and data conversion process required to support the Canadian Deposit Insurance Corporation pay-out process for the insolvency of a large trust company;
- Strategic systems planning and systems development project management for the Canadian Insurance Exchange;
- Reviewed system requirements and vendor proposals for 31 new on-line international banking systems for the Bank of Butterfield, Bermuda;
- Reviewed data processing and telecommunications operations of SWIFT, a Brussels based international electronic funds transfer service bureau serving over 1,000 banks;
- Conducted a computer security review as part of a comprehensive audit of a large accounts payable system for the Ontario Ministry of Community and Social Services;
- Project Reviewer of the IT organization, activities, methods, tools, and strategies of Sears Canada, which has operations in 1,800 locations and an IT department of over 700 people; and,
- Project management review for SaskTel, the Saskatchewan provincial telecommunications company, for the development and implementation of a consolidated customer billing system (CRB+).

Education and Professional

Mr. Bottrell holds a Bachelor of Science in Industrial Engineering (BSIE) degree from General Motors Institute (now Kettering University) with majors in industrial and systems engineering. In his early years, he was a manufacturing systems engineer with General Motors and specialized in robotics, numerical control, industrial simulation, CAD/CAM and real-time process control systems. He is a dual citizen of the U.S. and Canada and holds a current enhanced reliability security clearance from the Government of Canada. He has held Canadian and U.S. certifications in management consulting (CMC), project management (PMP) and information technology (ISP, CCP and CDP). In 2002, he was named a Fellow (FCMC) of the Canadian Association of Management Consultants for outstanding contributions to the profession.

Mr. Bottrell is the Founder, Trustee and a Past-President of the Project Management Institute, Nova Scotia Chapter; Past-Director of the Canadian Information Processing Society; a Life Member of the Canadian Association of Management Consultants; a past Board Member of the Telecom Applications Research Alliance (TARA); and, a former Adjunct Professor in the Graduate School of Business Administration, Dalhousie University.

He is a frequent speaker to business and professional groups in the U.S. and Canada, and has conducted over 40-seminars and workshops on project management, business, and advanced technology subjects.