



Pamela Stewart

B.A., LL.B., PMP, MCBA, Stanford Certified PM, ITIL V3 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 and senior 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 governments 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 at the executive level
- development of Business Cases, Treasury Board submissions and other funding-related documents
- development of RFPs and management of procurement processes
- project management for operational implementation of business changes supported by modern technology
- business analysis to translate legislative and regulatory requirements into policies and business requirements
- organizational change management including stakeholder engagement and training management
- all types of writing including technical writing, stakeholder communications and promotional materials
- development of governance structures and processes for risk management, issue resolution, business continuity planning and transition planning that are necessary in transformational 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 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 for Business Analysts, granted jointly by the University of Victoria, British Columbia and York University, Toronto
2008	ITIL V3 Foundation Certification

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 ASSIGNMENTS

Please visit Pam Stewart's web site at www.pstewart.com which lists over 30 sample projects.

● Business transformation

▶ Business model for integrated cross-program service delivery

Ministry of Water, Land and Air Protection, BC

Pam Stewart was Project Manager and lead Business Analyst for this project to produce a new Business Model in the four program areas related to environmental protection permits: waste management, contaminated sites management, pest control management, and parks use.

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 would move business functions to service providers outside the Ministry, identify opportunities to deliver services “cheaper, faster and better”, and move away from program-specific service delivery to one integrated service delivery model crossing all programs. Pam Stewart managed a team of business analysts, technical staff, contracted consultants, policy experts and regional representatives.

► **Implementation of new social services legislation**

Ministry of Human Resources, BC

Reporting to the Assistant Deputy Minister, Regional Services Division, Pam Stewart was Project Manager of the province-wide implementation at the regional operational level of new legislation, regulations, policies and programs. This initiative strategically transformed the Ministry from “the Ministry that provides welfare” to “the Ministry that helps people find jobs”. The 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. She directed a team of headquarters and regional staff from different Divisions and branches who conducted the province-wide implementation in all Ministry regional and district offices. Approximately 2,000 staff were affected by this business transformation.

► **Implementation of new criminal record legislation**

Ministry of Attorney General, BC

Following enactment of the BC *Criminal Records Review Act*, Pam Stewart was a Team Leader on the operational implementation 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 business processes for the new agency; wrote detailed FTE and staffing estimates based on the business model; managed a contracted system development company in the design, development and implementation of a new computer application to process criminal record searches; drafted and managed contracts with system developers; worked with stakeholder groups regarding data submission (such as associations representing doctors, dentists, nurses, teachers and child care centres), and was responsible for liaison with the RCMP regarding technical interfaces and system security matters.

● **Project management involving multiple organizations**

► **Information Systems Plan for 6 Ministries**

Ministry of Environment, BC

The Deputy Minister to the Premier requested that the Natural Resource Sector Ministries find ways to collaborate on their IT capital plans. Pam Stewart was contracted by the CIO of the lead Ministry to conduct workshops and 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, and the Ministry of Energy, Mines and Petroleum Resources. Pam also produced resourcing and funding estimates for the collaborative projects. The ISP was approved by a committee of CIOs.

► **Outsourcing of revenue management services**

Ministry of Small Business and Revenue, BC

Pam was Project Director for this 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 Release of the service. 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 was also a Ministry Team Lead on the Contract Negotiation Team in an initiative to update the terms of the 10-year outsourcing contract.

► **Enterprise Portal Implementation Project**

Results Management Office, Ministry of Management Services, BC

Pam Stewart was Project Director for the development and implementation of the BC Government's Enterprise Portal. She produced estimates for a Treasury Board submission for funding, and she managed the multi-million dollar implementation 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. 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.

● Strategy and policy development

▶ Policy and process review

Government of British Columbia

The Ombudsman initiated an investigation into some allegations of procedural unfairness raised by an advocacy group. Pam Stewart managed a project to respond to the Ombudsman and to make policy improvements to achieve or exceed the legal standards of administrative fairness. Approximately 20 policy option papers were produced by teams of policy analysts and tabled for Executive review. As Project Manager, Pam Stewart reported to the Executive Director of policy and a cross-divisional Steering Committee. She produced and managed the project plan, facilitated workshops, and reported on the progress of policy development from the drafting stage through the review and approval processes.

▶ Wildlife Act review

Ministry of Water, Land and Air Protection, BC

Pam Stewart was Project Manager of an initial project phase to prepare for a rewrite of the *Wildlife Act*. She conducted workshops with business experts to define the scope of statutory and regulatory revisions and create a Framework for the new *Act*. She worked with the Policy and Legislation Branch and a Ministry Planning Team to plan timeline options for developing the Request for Legislation.

▶ Government-wide e-service priorities and issues

Results Management Office, Ministry of Management Services, BC

Pam Stewart was a member of the Government CIO's e-Business Initiatives Project to determine the BC Government's priority e-service projects over the following 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. Based on the Team's consultations with all ministries, 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 were among the foundation documents for the Government CIO's "e-BC" strategy for delivering government services over the internet.

● Stakeholder engagement

▶ Planning for implementation of Vancouver Community Court

Ministry of Attorney General, BC

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

Pam worked frequently and 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.

▶ E-filing for companies

Corporate Registry, Ministry of Finance, BC

Pam was Project Director of the Planning and Design Phase of the Company Act Project. The purpose of the project was to implement British Columbia's new *Company Act*, 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 process, and was one of the first e-government services to be developed for the BC Government. Pam prepared the stakeholder communication strategy and gave regular presentations to an external stakeholders' committee representing the Law Society, Chamber of Commerce, corporate law firms, corporate registry companies, and the legal secretaries association.