

Tom Leslie

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Summary

- Functional expert in **management information systems, operations performance reporting, and financial reporting**
- Experienced **project manager** and **technical architect**
- Strong **executive facilitation** and **communication** skills
- Deep **project and program planning and operations**
- Proven track record of delivery of complex projects **on time and on budget**
- **Team leadership** and **career coaching** experience
- **Recruiting, interviewing** and **training** experience

Experience

- 2008 - Present **Senior Manager, Business Performance Management** for Wholesale Banking Product Operations (WBPO), the back office division supporting **BMO Capital Markets**. My responsibilities include:
- Leading a team that measures, manages and reports unit cost and other productivity metrics. I am the principle architect for the database that tracks and calculates unit cost, and work with colleagues across the BMO Product Operations to standardize the methodology;
 - Administering a monthly FTE forecasting process for the approximately 1000 staff in WBPO. Recent work included a redesign of the process to improve controls and better link forecast changes to business events;
 - Working closely with the Finance department to facilitate the processes of identifying, quantifying, tracking and reporting business changes through functional transfers and management within budgets.
- 2004 - 2008 **President of Tom Leslie Consulting Inc.**, providing consulting and contracting IT services, including project definition, planning & management, and technical architecture. My project roles included:
- Program Manager for the development of a departmental quality maturity assessment model, and its subsequent rollout across the operations departments of a major Canadian bank. Over two years, this included: executive strategy setting, ground-up development of an assessment framework and rollout materials, training and transitioning the programme to full time staff.
 - IT Management Consultant to an Ontario county administration, conducting an audit of the IT function, recommending changes to the CAO and the Finance Committee, and working with IT and department managers to develop formal Service Level Agreements.
 - Technical Consultant for a major Canadian bank to help them assess the relative merits of vendors' HRMS proposals.
- 1994 - 2004 **Senior Manager** for **Accenture**, specializing in the banking and capital markets industries. I have planned and implemented systems development projects in Canada, the United States, Singapore and Barbados. Selected projects with Accenture are listed on page 3.
- In addition to project work, my role as a senior manager included: career counselling and performance reviews for team members and junior consultants; participating in recruiting; teaching internal training courses on development, testing, project management and technical architecture.
- 1991 - 1994 **Programmer** for **Sun Life of Canada**.

Professional Skills

- Spanning business and technical topics to identify opportunities for automation and process improvement using technical tools.
- End-to-end project planning and management—from strategy, to business case, to project plan, to implementation, to ongoing operations and support—using processes, technology and change management to support corporate strategies.
- Experienced at operating in uncertain environments and in building political support for change programs. Strong problem-solving skills and rapid learning ability.
- Development and integration architecture experience with a range of tools including relational databases (Sybase, SQL Server, Oracle, DB/2, MySQL), ERP systems (PeopleSoft), application development packages (C++, VBA, COBOL, APL, PHP), middleware (NEONet, Informatica), web development tools (FrontPage, Flash), and reporting packages (Crystal Reports, SQR, PowerPlay).
- Exposure to most business functions in the banking industry, especially head office finance processes and systems, and back office operations.

Education

1987 - 1991 **Honours Bachelor of Science** with High Distinction
Joint Specialist in Economics and Computer Science
University of Toronto

Industry Certification

1992 **Fellow, Life Management Institute** (Life insurance industry certification, see www.loma.org/flmi.asp for details)

2008 **Six Sigma** training (process management)

Extra-Curricular Activities

- Former board president of Exultate Chamber Singers
- Skiing, hiking, canoeing, cycling, squash, singing

References and Other Information

- References available on request

Selected Accenture Project Experience

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| Success with CMMI Executive Workshops | <ul style="list-style-type: none">• Designed and led a project to help the client's IT development organization understand the benefits of CMMI as a software development organization maturity framework, as well as to appreciate the full scale of commitment required to get benefits from investment in CMMI.• Facilitated two half-day workshops, and conducted a series of executive interviews to assess the current level of understanding and buy-in to the CMMI initiative.• Result: executive team committed to supporting CMMI assessment as a key step in strategic growth of the IT organization. |
| Financial Data Warehouse | <ul style="list-style-type: none">• Project manager, technical architect, and team lead for implementation and integration of a PeopleSoft EPM financial data warehouse.• Designed integration architecture and led development of interfaces from the General Ledger and other systems.• Result: delivered the multi-million dollar project, and subsequent enhancement release, on time and on a fixed budget. |
| Wealth Management CRM Project | <ul style="list-style-type: none">• Managed a team of Accenture and client personnel to prepare a development environment (hardware and software) for the implementation of x.eye, a 3-tier web-enabled brokerage application.• Managed the development of policies, procedures and tools for operating the development environment, and worked with the team to plan for the execution of a critical scalability and performance test of the x.eye software.• Result: established a stable development environment for the project team. |
| GE Capital Business Asset Funding | <ul style="list-style-type: none">• Worked with the client to plan and develop their customer-facing web site, from business case through multiple releases.• Led the Accenture program team through four releases, focussing on capabilities across the client's process model, from Origination (sales) and Underwriting (credit approval) through to Portfolio Administration (loan repayment) and Servicing (loan restructuring).• Result: managed evolution of client's web site from static pages to a sophisticated set of capabilities: secure customer access to their accounts delivered through the web, online application form capture, web content management processes, and deal document management. |
| eSource Project | <ul style="list-style-type: none">• Team leader for the testing team, which included creating a work plan for the 2,400 workday effort, setting testing and documentation standards, defining acceptance criteria for capabilities entering testing, working with other team leads to ensure the testing effort is considered from the beginning of the development cycle, planning the conversion of data from a legacy asset management system into PeopleSoft Asset Management, and co-ordinating the planning of rollout activities of PeopleSoft and Ariba software. |
| Project Liftoff (Singapore) | <ul style="list-style-type: none">• Co-led deployment of general ledger and financial reporting software to the Asian subsidiary of a Canadian investment bank. |