

RÉSUMÉ
DAVIS SWAN B.A., B.Sc., PMP
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SUMMARY

- Excellent capabilities in both business facing and technical areas
- Over 35 years experience managing development and support teams
- Comprehensive understanding of enterprise systems, especially ERP/financial systems
- Extensive C-Level reporting and Strategic Planning experience
- Experience managing teams in a unionized environment
- Experience managing infrastructure services including identity management, productivity software, printer services, AV facilities

EDUCATION

B.A. Geography, University of Guelph (1973)
B.Sc. Honours Geophysics, University of British Columbia (1978)
Project Management Professional (PMP) 2007-2017

WORK EXPERIENCE

Project Manager (Part-Time) – June, 2024 – October, 2024

Simon Fraser University

I was engaged to manage a software development project aimed at producing a Graduate Student Funding Reporting web portal. This involved interfacing with multiple teams within the Information Systems Department as well as several different client constituencies within the University which had very different goals for the project.

I successfully addressed issues related to project Charter and resource constraints and stayed on until the first proto-types were in the initial phases of User acceptance testing.

Project Manager (Part-Time) – October, 2023 – May, 2024

Thompson River University

I was engaged to help generate a Request For Proposal for a new Customer Relationship Management application for the institution. This involved reviewing and consolidating requirements provided by 6 different departments through extensive client communications. The RFP was finalized on schedule (December, 2023) and posted in January, 2024. I then assisted the selection committee in reviewing and assessing proposed solutions which resulted in an award in late April, 2024.

I was then asked to kick off a Sharepoint consolidation project which is now being transitioned to an internal resource at the PMO.

Chief Information Officer – February, 2016 – April, 2020 (retired)

TRIUMF Vancouver, BC

TRIUMF is Canada's National Laboratory for Particle Physics Research and Nuclear Medicine. It is a consortium which was originally established by UBC, SFU and the University of Victoria. Over the past 40 years more than a dozen additional Canadian Universities have joined the consortium.

TRIUMF has 500 permanent staff and is host to more than 500 domestic and International research scientists every year. The facility is one of the larger consumers of network bandwidth in the Province of BC because of its role as one of 10 Tier 1 data centers for the Large Hadron Collider in Europe. With normal office administration services including Finance, HR, control systems for the accelerators, and Scientific applications TRIUMF requires a complex Information Technology environment. As CIO I had responsibility for all areas of IT at TRIUMF. Recent projects included replacing the Email/Calendar/Unified Communications

systems with Office 365, implementation of a unified Identity Management system based upon MS Active Directory, automated account creation/management using Quest Active Roles, transitioning the legacy Telephone system to VOIP/SIP and redevelopment of many internally developed applications as well as providing support for the Workday ERP. In this role I also oversaw hardware refresh for the major and very extensive disc farms used by TRIUMF including real time replication and de-duplication of files as well as upgrades to print services and Audio-Visual services.

Manager, Enterprise Systems – December, 2012 – February, 2016

British Columbia Institute of Technology/BCNET Vancouver, BC

This position began as a back-fill for a manager that was taking leave from BCIT.

I led one of the largest teams within the Information Technology Services department at BCIT with development and support responsibilities for all the Institute's ERP, organizational budget and financial systems and reporting, Sharepoint and various specialized applications for the post-secondary vertical including integration with a Learning Management System (D2L).

The ERP systems I was responsible for included Banner, Millenium (Supply Management), Archibus, Cognos BI, and TM1 (Budgeting). In addition my team supported departmental applications used for time-tabling, event planning, and tracking trades placements and co-operative student placements.

I managed and mentored developers working with Groovy & Grails, Oracle PL/SQL, Microsoft tools, Java/AJAX, Sharepoint, Cognos and TM1.

Before the end of this engagement I was seconded to BCNET on a part-time basis to help out with vendor management and strategic planning, starting in April, 2014. BCNET is a non-profit that originally provided Internet connectivity to the founding institutions (UBC, SFU, University of Victoria, BCIT and TRIUMF) but has evolved to provide a variety of services for all of the 24 publicly funded post-secondary institutions in BC. In this role I provided vendor management and procurement services for all Enterprise Systems across the BC post-secondary sector. This included the ERP systems as well as major database applications (Oracle, Microsoft), Data Warehouse and Business Intelligence systems and many other Enterprise systems.

The role included identification of cross-sector business requirements, enabling multi-institution collaboration both through skills sharing and bundled procurements, and business process improvements within and between institutions and government.

In October, 2015 the manager at BCIT that I was replacing returned from leave and I transitioned to work full-time at BCNET.

Manager, Business Insights Delivery – May, 2011 – December, 2012

ICBC, North Vancouver, BC

I was responsible for the delivery of Business Intelligence Solutions within the Information Management department. This included stewarding the gathering of business requirements, proposing appropriate reporting and analytic solutions and obtaining business approval, and managing the development and deployment of the products to production.

Manager, Network and Service Assurance – May 2008 – May 2011

TELUS Communications, Burnaby, B.C.

- I managed a core team of more than 15 I.T. professionals supplemented by up to 25 consulting resources located both onshore and offshore
- Responsible for the development and support of applications designed to monitor and assure the core network and systems used by TELUS to deliver services to customers.
- Team included business analysts, system analysts and developers and supports both internally developed applications written in J2EE and 3rd party applications.
- Full responsibility for performance management, budgets, and project planning and execution

Manager Business I.T. – May 2007 – April 2008

Electronic Arts, Burnaby, B.C.

- I managed the alignment of corporate I.T. initiatives and priorities with the local requirements of game development studios in Burnaby and downtown Vancouver.
- Worked extensively on the governance process used to prioritize I.T. projects across the enterprise.
- Was also involved with an effort to standardize the IT service offerings supported by the local IT groups at the 13 international studios that EA operates.

In April, 2008 EA decided to relocate the business function provided by my team to California and the entire team in Burnaby was laid off.

Senior Manager, Business Intelligence Solutions: May 2005 – May 2007

The Alderwoods Group, Burnaby B.C.

- I led a team of ten internal staff supplemented by external consultants which was responsible for developing the enterprise data warehouse for the Alderwoods Group.
- The team included hardware support initially for the AS400 mid-frame computer hosting the ERP as well as SQL Server infrastructure which hosted the Business Intelligence system.
- I was able to turn an acrimonious environment around so that a true partnership was developed between the business and the BI group.
- Full Software Development LifeCycle (SDLC) methodology was used to support successful delivery of new functionality.
- I had direct budget responsibility for staff and consulting resources (\$1-\$2 million annually).

The Alderwoods Group was purchased by SCI Corporation of Houston, Texas, and as a result all of the staff working at the Burnaby Support Center, myself included, were laid off during 2007. I was designated a key employee during the transition and received a significant retention bonus upon my termination.

Independent Consultant: Feb. 2002 – April, 2005

I acted as a project manager for several companies while I was running my own consulting practise. Some of the major projects I was engaged in were;

- **Nexen Inc:** I did an analysis of user needs for a production data entry system to be deployed in Yemen. I then supervised and was the technical prime during the development of the system which is still in use today.
- **Burlington Resources:** I supervised the documentation of major business workflows which provided staff members with a clear understanding of how to optimize their work. I also generated executive reports on a monthly basis, developed 2004 and 2005 budgets and managed the program roadmap.
- **Shell Canada:** I successfully met production and financial targets for the two years that I ran the project, to within 5% of budget (under budget). The total project budget was > \$1 million.

Manager, Information Technology and Building Services: July 1996 – Sep. 2001

CS Resources/Petrovera Resources, Calgary, Alberta

CS Resources, which later became Petrovera Resources, was a medium-sized heavy oil producer in Western Canada. I was responsible for all areas of I.T. for the company, including design and implementation of a complex telecommunications environment, as well as voice and data services and general building services.

- 10 fulltime staff together with numerous contractors.
- I met with the executive and senior management on a monthly basis to present project and annual budget proposals, and to provide updates on operational issues and service delivery.
- Successfully developed and executed strategic business plans and budgets for I.T. in the \$2-3 million range for each year I was in this position. We never went over budget, and our I.T. costs per employee, and per revenue dollar, dropped between 5-10% each year. At the same time we dramatically improved the computing environment available to employees.
- Supervised the development and deployment of web-based applications implementing HR, Performance Management, and Capital Reporting functionality
- Managed customization and maintenance for the enterprise financial accounting system (J.D. Edwards), land/contract system (HIS) and GIS (MapInfo and ESRI Arc/Info).

Product Line Manager - Argus GIS Software: Sept. 1994 – July, 1996

Landmark Graphics Corporation, Calgary, Alberta

Landmark is a leading provider of application software to the Oil & Gas industry. My role was to make the Argus Geographic Information System a profitable product line for Landmark.

- Worked closely with the regional managers in Texas, Scotland, Venezuela, and Australia to coordinate sales and marketing efforts, resolve support issues, and get input for future product developments.
- Successfully developed sales and marketing plans and met financial targets while I was responsible for Argus, making it the leading desktop mapping system in the Oil & Gas industry. Argus was installed at more than 40 companies where it was used by thousands of geoscience professionals.

- Developed working partnerships with Financial accounting software firms such as QByte, J.D. Edwards, and Ernst and Young in order to display financial data in Argus reports and provide alarms and data display within an interactive mapping environment.

Application Development Manager: July 1991 –January 1994

Schlumberger Geoquest, Calgary Alberta

Schlumberger is a leading provider of oilfield services, and gas, water, and electrical meter technology with revenues in excess of \$6 billion. I joined the Finder Graphics subsidiary, which provides data management software and services, as a result of the joint venture between Finder Graphics and Gulf Canada.

- 10 direct reports, including 8 software developers and 2 application support staff.
- I managed the projects assigned to my group to budget and schedule. We were able to complete our “stretch goals” for every product release.
- I had a significant role in implementing a structured software development process that was rated Software Engineering Institute Level II in 1993 (roughly equivalent to ISO9000 certification).

Coordinator, Geological Data Processing: 1981 - 1991

Gulf Canada Resources, Calgary, Alberta

Gulf was one of the largest integrated Oil & Gas companies in Canada. My role was to develop and support software applications and manage corporate data in order to enhance the operational effectiveness of the company.

- 8 direct reports including 4 software developers, 2 data management technicians, and 2 application support staff.
- My team developed the first truly interactive reporting and mapping system used in the Canadian Oil & Gas industry. Over 300 clients made regular use of these systems to query corporate databases containing land lease, financial, and engineering data. The system was in active use for more than 18 years.
- I supervised a large (> \$1.5 million in 1989) project to migrate these systems from the Mainframe to a client-server environment. This became one of the first commercial implementations of Oracle on Sun Servers, and the use of the Oracle/DB2 gateway was a first. The project was completed in 18 months, under budget, and serviced over 300 internal clients at Gulf Canada.

- I was one of 3 primary architects for the common data model developed during this project, which became the basis for the Public Petroleum Data Model. I chaired the founding meeting of the PPDM Association (www.ppdm.org) and served on its executive for several years.

Research Assistant – Computer Applications: 1978 - 1981

Geological Survey of Canada, Vancouver, B.C.

- I was responsible for processing data samples gathered during marine surveys.
- Was co-author on several research papers describing data processing techniques and software developed by myself and others at the GSC.

Publications

Swan, D., Clague, J.J., and Luternauer, J.L., 1978, Grain-size statistics I; Evaluation of the Folk and Ward graphic measures, *Journal of Sedimentary Research*, V. 48, no. 3, pp 863-878

Swan, D., Young, I.F., Crossover differences as an indication of survey accuracy, 1978, *Marine Geophysical Researches*, V. 3, Issue 4, pp 393-400

Swan, D., Clague, J.J., and Luternauer, J.L., 1979, Grain-size statistics II; Evaluation of grouped moment measures, *Journal of Sedimentary Research*, V. 49, no. 2, pp 487-500

Swan, D., Brown, D.M. and Coligado, M.C., 1981, Leaf emergence rates of corn (*ZEA MAYS* L.) as affected by temperature and photoperiod, *Journal of Agricultural Meteorology*, V.24, pp 57-73.

Alternative Energy blog: www.theblackswanblog.com



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March 8, 2010

Davis Swan
Director, Professional Development PM Services
Canadian West Coast Chapter
Project Management Institute

Dear Davis:

Thank you very much for your contribution to BUS 361 – Project Management. We greatly appreciate the preparation and effort you put into your talk. It is very important that the students are able to learn from the life experiences of external professionals as well as from the course materials and texts.

Thank you again for your time. I hope that you found the opportunity to share your experiences to be as valuable personally as it was educationally for the students.

Sincerely,

A handwritten signature in black ink, appearing to read "Colleen Collins", with a stylized flourish at the end.

Colleen Collins
Associate Dean

cc: Blaize Reich

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SRPC-Clamart

Clamart, 19 August, 1998

To Whom It May Concern

I have worked with Davis Swan during the 1992-1995 period when I was the Vice President of Engineering of Finder Graphics, a Schlumberger subsidiary, based in Corte Madera, California. During this period Davis was managing a team of software developers located in Calgary.

It was a pleasure and a constructive and challenging task to work with Davis. He has managed his engineers in a stimulating and efficient fashion while coaching and developing his people. As a manager he was demanding and supporting at the same time and deeply respected and listened to by his subordinates. Davis always had an excellent understanding not only of the underlying software technology and development process but also a right vision of the direction the product should be evolving to in order to ensure a commercial success. Those qualities, coupled with an in-depth knowledge of the business side as well as excellent contacts with our clients and marketing organization allowed Davis and his team to greatly contribute to the commercial success of the product.

Very seldom in my career I have worked with somebody with such a rare mix of technical and business skills, dynamic personality and inquisitive mind, supported by very good human relationships and I can wholeheartedly recommend Davis as a manager who will undertake any challenge with unparalleled enthusiasm and efficiency.



André B. Erlich

Président- Directeur Général
Schlumberger Riboud Product Center