

Denise Owen

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Qualification Summary

- Strategic Business Planning
- Business Transformation
- Business Process Management
- Business Architecture
- Organizational Change Management
- Information Management Consulting
- Project Management
- Facilitation
- Business Analysis
- Business Case Development

Denise has been designing and delivering business and IT solutions for over 25 years. She is certified in Organizational Change Management, Business Process Management, and Business Rules, and holds a Bachelor of Science degree in both Computing Science and Economics. With a breadth and depth of expertise in systems, policies/rules, process, project management and people change management she utilizes leading industry methods to drive holistic business change from strategy to implementation and through to continuous improvement. Denise has worked for clients such as TransLink, ICBC, BC Assessment Authority, BC Pension Corporation and various BC Ministries. She has worked with CEO and Executive level through to front line staff to facilitate change. Denise has experience in a variety of sectors including Natural Resources, Social Services, Education, Manufacturing, Insurance, Land Management, Finance and Transportation. As business transformation thought leader and project manager, she has led multi-million dollar business transformations, defined governance strategies and established centers of expertise for her clients. Denise speaks regularly at international conferences on building business capability. She is results oriented and passionate about providing solutions that deliver measurable value.

Sector Experience

Natural Resources	Transportation	Pension	Federal Government
Social Services	Insurance	Education / Adv Ed.	Provincial Government
Land Management	Enforcement	Health	Local Government
Finance	Manufacturing	IT	Emergency Services

Job History

Succeed Solutions	2004 - Present	President
Works with a team of independent management consultants, specializing in building business capability.		
CGI	2011-2014	Director of Management Consulting for BC
Responsible for a large team of senior consultants and a large portfolio of management consulting projects.		
Pangaea Systems	1997-2004	Director of Management Consulting
Managed 30 staff in the delivery of IT and management consulting services primarily to the BC Government.		
BC Environment	1990-1997	Senior Business Analyst
Responsible for managing projects, procuring vendor services, and conducting analysis.		
BC Systems Corp	1986-1990	Business Analyst
Performed systems analysis, quality assurance, and software development.		

Education

- 2014 Organizational Change Management (Adpro)
- 2008 Business Policy/Rules Professional (Attaining Edge, Texas)
- 2008 Strategic Planning / Business Process Professional (Boston University)
- 1994 Information Technology Management Professional (Banff Centre for Management, Alberta)
- 1986 Bachelor of Science in Computing Science & Economics (University of Victoria)

Related Seminars and Courses:

PMP Certification	Managing BPM Projects	Negotiation Skills
Six Thinking Hats	Business Process Redesign	Leadership
Managing Risk	Creating Satisfied Customers	Supervision
Project Management	Business Process Management	Data Warehousing
Management Theory	Designing the Enterprise for Change	Spatial Solutions
Leadership Skills	Executive Coaching	Facilitation
Business Analysis	Fact Modeling	Advanced Data Modeling
Decision Modelling	Business Rules Analysis	Organizational Change Management

Accomplishments

BC Ministry of Education Aug 2018 – present	<ul style="list-style-type: none"> ▪ Gathered requirements and prepared procurement documents relating to student assessment services.
BC Parks Feb '18 - present	<ul style="list-style-type: none"> ▪ Led the development of their 3-year strategic systems plan, working with a team of consultants and internal staff.
BC Natural Resource Ministries Feb '18 - present	<ul style="list-style-type: none"> ▪ Led a team of internal staff to redesign Information Management Branch business processes to support their transformational objectives.
BC Enhanced Traffic Enforcement Program Nov 2017 – Mar 2018	<ul style="list-style-type: none"> ▪ Developed their 3-year business plan, including project charters for each project in the portfolio.
Community Living BC Feb 2016 – Sept 2018	<ul style="list-style-type: none"> ▪ Prepared their Strategic Business Plan and Strategic Implementation Plan ▪ Established a governance strategy and introduced continuous business improvement techniques to ensure strategic alliance.
BC Provincial Treasury Jan 2017 – Nov 2017	<ul style="list-style-type: none"> ▪ Developed a Business Case and Risk assessment to transform their Banking and Cash Management services over a 5 year period, including decommissioning of 10 mainframe applications.
BC Ministry of Education May 2016 – Sept 2016	<ul style="list-style-type: none"> ▪ Facilitated strategy sessions focused on improving curriculum dissemination to teachers across the province.
BC Ministry of Public Safety March 2016 – Sept 2016	<ul style="list-style-type: none"> ▪ Provided governance models and strategies for achieving next generation of 911 emergency communication services.
Public Sector Employer Council August 2015 – March 2018	<ul style="list-style-type: none"> ▪ Led the business transformation for PSEC, focusing on the redesign of existing systems and related business processes, rules, and job roles.
BC Institute of Technology December 2015 - 2016	<ul style="list-style-type: none"> ▪ Established a business case and plan for expanding the Specialty Nursing program and addressing cross agency issues.
Emily Carr University	<ul style="list-style-type: none"> ▪ Worked with Continuing Studies to establish a Strategic plan and improve their processes, outcomes and financial situation.
Service BC October 2014 – March 2015	<ul style="list-style-type: none"> ▪ Developed their 3 - year strategic plan and supported the Executive Team in several endeavours including cross-Ministry service delivery planning,

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succession planning, communications strategies, business case development, innovative service delivery concepts, and conducting leadership development sessions.

Insurance Corporation of BC June 2010 - 2016	<ul style="list-style-type: none">▪ Led the planning and redesign of their claims process including future state process, policy, facility, job role and system requirements. This was a \$500M initiative.▪ Established their Enterprise Architecture, Business Architecture and Business Analysis standards including meta-model, tools, governance, and processes.▪ Mentored staff in business transformation, project management, change management, and process management. Assisted in establishing their centre of expertise.▪ Trained over 100 staff in a one-day facilitation course. Provided the same training at international conference to numerous attendees.
Vancouver Community College 2014 – Jan 2015	<ul style="list-style-type: none">▪ Reporting to the President and VP of Academic, led the planning and redesign of Enrolment Services. Facilitated resolution of Executive and Management differences, designed a streamlined process, and established governance and processes for continuous improvement.
BC Vital Statistics Spring 2014	<ul style="list-style-type: none">▪ Facilitated resolution of cross-agency issues pertaining to the Health Care Service Provider Registry.
BC Ministry of Labour, Citizens' Services and Open Government February 2012 to March 2013	<ul style="list-style-type: none">▪ Defined BC government-wide standards for managing common business processes, designing enterprise architectures and setting Service-Oriented Architecture (SOA) standards.
BC Pension Corporation 2012	<ul style="list-style-type: none">▪ Led the planning and redesign of BC Pension Corporation work order approval process. Mentored staff in business architecture and process management techniques.
BC Assessment Authority August 2011 to January 2012	<ul style="list-style-type: none">▪ Worked with the CEO and the Executive team to establish a vision for change, with clear accountabilities and performance objectives for each member of the Executive Team. Defined a business plan and a business model to support it, including a process architecture, application architecture, policy architecture and capability map. Worked with the CIO and key members of the client service delivery team to drive out their Strategic Information Management Plan and data management policies.
City of Surrey Sept – Dec 2012	<ul style="list-style-type: none">▪ Reporting to the City Manager, led a team of consultants to deliver an IT Strategic Plan for the City.
BC Ministry of Regional Economic and Skills Development December 2010 to March 2011	<ul style="list-style-type: none">▪ Provided planning, project management and business analyst support for three innovative projects aimed at disseminating labour information to employers and youth:<ul style="list-style-type: none">Mobile application for career suitability assessment testingOn-line 3D game to raise awareness of career option for youthAn interactive job forecast application for public access
TransLink May 2007 to March 2011	<ul style="list-style-type: none">▪ Worked with the VP of Real Estate to establish a new Real Estate Division. Developed their 3-year strategic plan and annual operational plans. Facilitated workshops with senior executive and management from across the organization, defined the business architecture for the program, led strategic projects and systems implementation projects, provided executive coaching services and prepared briefing reports for the board.

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	<ul style="list-style-type: none">Managed the procurement of TransLink's 20 year, \$10M lease for new headquarter and police facilities. Facilitated numerous sessions with the CEO and Executive team and made presentations to the Board. Managed a team of space planners, developers, lawyers, procurement specialists and realtors to complete project deliverables within a tight timeline.
Optech International September 2009 to March 2011	<ul style="list-style-type: none">Working with the president and executive team, developed their strategic business plan and assisted with the operationalization of the plan
Export Development Canada July 2008 to October 2008	<ul style="list-style-type: none">Worked with Senior VP, Executive Team and a team of consultants to establish a Strategic Plan to transform the IT Services Department. Coached staff on project management, facilitation, and business process management techniques. Established their Business Transformation Centre of Expertise.
BC Ministry of Transportation February 2005 to April 2007	<ul style="list-style-type: none">Provided executive coaching, strategic planning, and business redesign services for the Real Estate Division. She advised on organizational restructuring, managed systems development initiatives, and facilitated workshops with senior officials from private and public sector agencies.
BC Ministries of Agriculture & BC Centre for Disease Control May 2006 to October 2006	<ul style="list-style-type: none">Through analysis and workshops with senior officials from several government and private sector health agencies, led the strategic plan and design of the disease outbreak control processes.
BC Integrated Land Management Bureau January to March 2006	<ul style="list-style-type: none">Defined a strategic plan, including goals, objectives and processes, for delivering government remote sensing services. Agencies with conflicting objectives and roles were brought together to resolve long term role, relationship and process issues.
BC Ministry of Environment May 2005 to December 2007	<ul style="list-style-type: none">Provided strategic business and information planning for:<ul style="list-style-type: none">Conservation Officer ServiceBC ParksWildlife Management Program
BC Ministry of Sustainable Resource Management 2000 to 2007	<ul style="list-style-type: none">Provided management consulting, business planning, executive coaching, and business analysis services on a variety of IM/IT assignments (e.g. annual IM/IT planning, System Development standards, application inventory and consolidation strategy, etc.).Assessed multiple spatial cadastre solutions and recommended a strategic direction to eliminate duplication and discrepancy across agencies.Managed a very politically charged initiative to expose environmental information to public.Worked with the Executive Director of a new Division to plan and operationalize his program of providing spatial data products and consulting services to public agencies.
BC Public Service Agency April 2006 to October 2006	<ul style="list-style-type: none">Defined their IT Support Plan and implementation strategy.
BC Information Technology Services Division January 2004 to January 2005	<ul style="list-style-type: none">Planned, designed and managed the Billing Information System for government wide voice and data infrastructure. The solution pooled data from various sources into a financial data warehouse used for issuing invoices to Ministries for service use.
Land and Water BC April 2004 to June 2004	<ul style="list-style-type: none">Reporting to the ADM, redesigned executive office business processes. Conducted interviews and workshops with executive and staff to optimize throughput and meet performance expectations.

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BC Ministry of Human Resources January 2003 to July 2003	<ul style="list-style-type: none">Redesigned the Ministry's property liens administration process and established a plan for implementing the business transformation, including definition of policy, system and resource requirements.
BC Ministry of Community Aboriginal and Women's Services 2002 to 2003	<ul style="list-style-type: none">Led the consolidation of 92 Provincial grant administration processes into a single streamlined process. Information requirements, along with rules, roles, and processes were articulated.
BC Ministry of Water, Land and Air Protection 2002 to 2003	<ul style="list-style-type: none">Developed the Ministry Strategic Systems Plan.
BC Information Technology and Services Division December 1999 to March 2002	<ul style="list-style-type: none">For BC Government, Denise led the merging of Voice and Data Network services into one Division. She designed the business process architecture using ITIL as the foundation, conducted a buy vs. build software assessment and provided project management for implementation.Project manager for the development of a complex billing system for government IT infrastructure and services. Data from disparate tracking systems was replicated, rationalized, and consolidated.
BC Ministry of Social Services December 2000 to March 2001	<ul style="list-style-type: none">Established a strategic plan and redesigned the provincial government Child Care Program.
BC Ministry of Community, Aboriginal and Woman's Services December 2001 to March 2002	<ul style="list-style-type: none">Denise designed a citizen centric service delivery model for senior's services. Denise facilitated workshops with several ADMs and Directors from across numerous Ministries and with Federal and Municipal governments to build consensus on the scope, requirements and solution design.
BC Ministry of Fisheries, Department of Fisheries and Oceans 2000 to 2002	<ul style="list-style-type: none">Managed the development of a web GIS solution to track fish and fish habitat related activities in the province.
BC Ministry of Municipal Affairs 2000 to 2001	<ul style="list-style-type: none">Project Director responsible for the Consolidated Fire Management System. The system enables sharing of Municipal fire equipment across the province.
Elections BC 1999 to 2001	<ul style="list-style-type: none">Managed the development of the road network and voter distribution system. This system combined extensive spatial and attribute data and linked to the Corporation's Voter system.
BC Ministry of Finance January 1999 to December 1999	<ul style="list-style-type: none">Project Director for the development of a Seismic Mitigation system. The system is used by government and contractors to track public buildings, their state of earthquake preparedness and mitigation projects.
Forest Renewal BC January 1998 to January 1999	<ul style="list-style-type: none">Worked with the CEO and Executive team to redesign business processes and establish an Investment Management Warehouse system.
BC Environment 1986 - 2006	<ul style="list-style-type: none">Established program IM/IT plans, managed projects and provided business analysis for various initiatives: Air management, Parks Management, Conservation Officer Service, Pesticide Management, Fish & Wildlife Management, Water Management, Referral management, etc.Managed the research, feasibility analysis, and piloting of several technologies.Responsible for procuring contractors and software on over 30 initiatives, and overseeing service delivery.Responsible for developing and maintaining the Ministry's Systems Development Lifecycle standards.

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Testimonials

Denise worked with us to develop our strategic plan. We were impressed with how quickly she was able to distill a large amount of information and really understand the environment in which we work. As we worked through the process she captured accurately our ideas and thoughts and was able to provide alternate approaches when we seemed to be getting stuck. Denise works equally well with the board, executive, staff, families and individuals labelled with a developmental disability. I have been through a number of strategic planning efforts and none that have delivered such value. – **Seonag Macrae CEO, Community Living BC.**

I worked closely with Denise Owen from October 2014 to March 2015 to develop a Strategic Plan for Service BC. Denise was the lead consultant on this engagement and was a pleasure to work with. Denise has a wonderful way of tailoring best practice approaches and applying them to your environment in a way that allows you to see the benefit of the approach. She is an excellent meeting facilitator and can engage senior and junior staff in a welcoming and supportive manner. I highly recommend Denise and would not hesitate to contract with her again. - **Stu Hackett, Executive Director, Strategic Support Services**

I have worked with Denise Owen for two years. Denise has been a trusted partner for us during that time. She has brought her considerable knowledge of Business Planning, Systems and Process Management methods and has worked with us to mentor our staff. She also brings excellent Project Management skills and successfully ran projects and also mentored our staff on those skills. Her group facilitation skills are excellent, she has proven to be an astute observer and very patient. As a client of Denise's I have always felt that she cared about the people she mentored and their success, the success of our projects and ultimately our program. I would highly recommend Denise - **Lynn Cote - Director, Export Development Canada**

I have worked with Denise over the past six years and she has provided excellence in facilitation, business planning, process and systems analysis, as well as project management during that time. Her energy, knowledge, intelligence and attitude are exemplary - **Phil Christie - VP of Real Estate, TransLink**

Denise was contracted to facilitate several current state process workshops on a major transformation project at our company. Despite a steep learning curve and tight timeframes she was extremely effective in conducting each of the sessions and driving out deliverables. The feedback on Denise from workshop participants, project team members and our clients has been amazing. While her role was initially limited to facilitation it quickly expanded to planning and deliverable design, and she is currently acting as the transformation thought leader on our approach to Future State design. We owe a lot of our success on the project to Denise's involvement - she's an excellent facilitator, an expert in process re-design, a seasoned professional and a pleasure to work with- **Don Beaudoin - Manager of Business Transformation, Insurance Corporation of BC.**