

# **Susan A. Johnson, C.A., CISSP**

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## **PROFESSIONAL PROFILE**

I have over 10 years management and 15 years of consulting experience in business and information technology, in a variety of industries (including banking, insurance, public sector, healthcare, telecoms and transportation) and geographical regions. Facilitation, skills transfer and coaching to support organisational change have been key elements of all my successful consulting projects, whether the project focus was business process redesign, strategy, systems development, or package evaluation and implementation.

My primary consulting focus is on enabling business innovation and performance improvement through effective use of information technology. This includes: developing technology strategies to support business strategic objectives; designing innovative business processes, work structures and management systems to improve operating efficiency and customer experience, while reducing costs; and assisting the organisational change process through the use of facilitated structured workshops to ensure commitment and results.

I have significant recent knowledge and experience in the area of information security and privacy, helping organisations to address security issues within an integrated risk management framework, which considers people, business policies, processes and physical environment, as well as information technology. I also help organisations to use privacy management to attract and retain customers, reduce risks and cut costs through progressive corporate policy, improved business practices and security of customer information. I have presented to and served as a subject matter expert on privacy and security to various business and professional groups.

## **AREAS OF PROFESSIONAL EXPERTISE**

- Organisational change management
- Business process redesign/innovation
- Workshop facilitation (IT strategy, planning, business solutions design)
- Business and IT strategic planning, including E-Business and CRM strategies
- Project management and systems development, including business requirements, prototyping, data process and object modelling and methodologies
- Information security and privacy (Certified Information Systems Security Professional)
- Developing and delivering training courses and managing training functions, including consulting skills and methodologies for process redesign, business change and systems development
- Business and practice development
- Software package evaluation and implementation
- Financial management, controllership and audit (Chartered Accountant)

## **SELECTED PROFESSIONAL EXPERIENCE**

### ***Business and IT Strategy***

Supported the development of an information management and technology strategy for the UK healthcare regulator, facilitating structured workshops to define high level business processes and the associated information requirements. The strategic vision is supported by a number of technologies, including customer relationship management (Siebel CRM), website redesign and content management, document management and the infrastructure to support them. Subsequently assisted with mobilisation of the multi-year implementation programme, including development of the strategic business case for approval at board level, establishment of the programme governance and organisation, recruitment of project managers and business analysts. Most recent responsibility was supporting organisational change needed to achieve benefits from the investment in information technology, including development of business cases and benefits realisation plans, training and internal communications.

As a Consulting Executive for a major UK outsourcing and consulting firm, assumed the role of Head of E-Business for a professional services joint venture in the banking industry. The initial mandate combined both management and consulting roles, and included developing an E-Business strategy, defining an E-Business consulting service offering and value proposition, and creating a professional team through recruiting and retraining, while exceeding ambitious revenue targets. The subsequent mandate focused on creating a new innovation service to nurture e-business ideas within the bank and its subsidiaries and joint venture partners.

Coached and facilitated the development of a technology strategy for the corporate banking department of a large UK bank. The assignment featured extensive use of structured workshops with senior business and technology executives to determine future business requirements, establish guiding principles and the technology architecture and define the strategic technology work programme. The programme included Internet banking, e-Commerce, customer relationship management, and the replacement of legacy systems. Subsequently assisted with mobilisation of the programme, including programme management structure, resourcing and benefits management.

### ***Organisational Change Management and Business Process Redesign (BPR)***

Facilitated and coached the downsizing and restructuring of the IT department for a major (50,000 employees) Australian bank with international operations. Redesigned the department processes for greater efficiency and better customer service. Developed systems to enable monitoring of projects and effective resource utilisation. Designed and implemented new career and reward structures to encourage skills development and flexibility.

Project Director and thought leader of the Accelerated Value Method (AVM) – the BPR and system development methodology used by the consulting division of Lotus (a subsidiary of IBM). This holistic approach incorporates organisational transformation, business process redesign, rapid application development / prototyping, enterprise-wide deployment and project management in order to deliver business value rapidly using new technologies. The AVM team incorporated worldwide best practices and produced tools and techniques for use by consultants and clients. Concurrently developed and taught AVM courses, and trained trainers, throughout the world.

Supported a large Australian telecommunications company in their redesign of workflow and processes in the Customer Service and Payroll departments. Facilitated workshop sessions to refine the understanding of business goals, critical success factors and priorities for redesign, and to set ambitious but achievable targets for productivity improvements. For example, for an application supporting customer service, we reduced elapsed time for the process from 7 weeks to 48 hours by eliminating redundant activities and redesigning the process using electronic forms and workflow technology.

### ***Information Security and Privacy***

Conducted a privacy risk assessment for a financial services regulatory agency, to identify risk areas in current privacy policy and practices. Subsequently drafted a 'plain English' privacy policy suitable for reading by the 1.5 million customers of the financial service providers in the province, and information access procedures and forms to implement the policy.

Worked with senior management and the board of a large non-profit arts organisation to review current privacy practices, draft a privacy policy in compliance with Canada's privacy legislation, and present it to the Executive Committee of their board for review and approval. The policy addressed a number of issues around forms of consent, and potential impacts to their marketing and fundraising practices.

Performed a strategic security analysis and privacy risk assessment for a professional services firm in the financial industry. The project included identifying threats and vulnerabilities, and recommending appropriate and cost-effective controls to safeguard critical assets and protect client privacy. Subsequently assisted with implementation of the recommendations, which addressed people, policy and business process aspects, the physical environment and information technology.

### ***Business and Practice Development***

As a Consulting Director and practice leader for Lotus Consulting, built the Process Innovation practice in the Asia-Pacific region, generating consulting revenues in excess of \$1 million in less than a year. Responsibilities included business development of the practice, translating client needs into business solutions, directing consulting projects, maintaining constructive account relationships, developing methodologies, recruiting and professional development of consulting staff.

### ***Project Management and Systems Development, including methodologies***

Managed the development of a customer relationship management (CRM) system for the corporate banking department of a UK bank, using structured rapid prototyping techniques to deliver a system ready for worldwide implementation in less than six months. The work was done in Singapore for a worldwide user base of corporate bankers, and training took place in the UK, Hong Kong and Singapore.

As a consultant to the Ministry of Finance of the Province of British Columbia, planned the implementation of Oracle financial systems (General Ledger, Accounts Payable, Purchasing, Asset Management, and Projects) for several large and decentralised provincial government departments. Working closely with the business representatives, developed strategies and detailed plans for redesign of work processes, documentation, end-user training, and acceptance testing and communications activities necessary to successfully implement Web-enabled processes using the Oracle financial systems.

As a Senior Consultant in DMR Group, an international consulting and systems integration firm, conducted numerous package evaluation and implementation projects for companies in various industries, including government departments, telecoms, airlines and professional services. Developed internal DMR methods for evaluating and implementing packaged software, featuring extensive use of workshops and coaching of client personnel.

### ***Knowledge Management and Competence Development***

Designed, developed and delivered professional development seminars for management consultants for DMR Group in Australia. Topics included the consulting process, business development, interpersonal skills, conflict resolution, presentation and report-writing skills, business ethics and quality management in consulting.

Conducted training in Productivity Plus (DMR's system delivery life cycle methodology) for both clients and DMR staff in Australia, New Zealand and Asia. Courses taught included project management techniques; definition of business requirements; data and process modeling and prototyping techniques; and software package evaluation. Also provided coaching, facilitation and quality assurance services to clients on systems development and implementation projects in the airline and insurance industries.

### ***Financial Management***

As Manager of General Accounting for BC Rail, a \$300 million transportation company, managed a staff of 25, responsible for payroll of 2,600 employees, accounts payable, billing and interline freight settlement functions.

As Manager of Financial Operations for the British Columbia Ministry Of Lands, Parks And Housing, managed the Financial Services Branch (staff of 23), responsible for payroll of up to 2,000 full- and part-time employees, accounts payable and internal controls on assets and revenues.

### ***Internal and External Audit***

As Audit Supervisor in the Office of the Auditor General, British Columbia, Canada, participated in comprehensive financial management audits of government departments and corporations. Responsible for conducting interviews, liaison with senior executives in the client organisations, writing and presenting audit reports.

As Audit Supervisor (started as articling student) in a public accounting and audit firm, planned and executed audits of organisations in a variety of industries over a 5-year period.

## **EDUCATION AND PROFESSIONAL DEVELOPMENT**

- CISSP (Certified Information Systems Security Professional) designation from the International Information Systems Security Certification Consortium (ISC)2, 2002
- Certificate Programme in Internet and Technology Security, (joint program of the Justice Institute of BC / University of British Columbia), 2002
- Chartered Accountant, 1977. Member of the Institute of Chartered Accountants of British Columbia, Canada.
- BA (Major in Accounting & Finance), Brock University, Canada, 1974

## **OTHER**

### ***Nationality and Work Permits:***

Canadian and Australian dual citizenship.

UK Ancestor work permit.

Qualified for USA TN-1 work permit under NAFTA regulations.

### ***Marital Status:***

Married, no children. Prepared to relocate and to travel.

### ***Languages:***

Written and spoken English and Spanish

### ***Personal Accomplishments***

Travelled around the world on a motorcycle with my husband, to over 40 countries, successfully completing an odyssey that only a few hundred people in the world have accomplished. While still travelling, we published our travel stories and photos on our website, which we have now expanded to become Horizons Unlimited, the best known and most respected motorcycle travel information site on the web, with over 18,000 pages of content and 400,000 visitors monthly from over 150 countries.

## CAREER HISTORY

<b>Self-Employed Consultant</b>	2004 – 2006, London, UK
<b>Applied Privacy And Security Group</b> Co-Founder and Partner	2001 – 2004, Vancouver, Canada
<b>XANSA Plc</b> Consulting Executive	1999 – 2001, London, UK
<b>Self-Employed Consultant</b>	1996 - 1998, Victoria, Canada
<b>Lotus Consulting</b> Consulting Director (started as Senior Manager)	1993 – 1996, Melbourne, Singapore, Boston
<b>DMR Group Inc</b> Consulting Manager (started as Senior Consultant)	1988 – 1993, Toronto, Sydney, Melbourne
<b>Price Waterhouse</b> Senior Consultant (Associate)	1987 - 1988, Toronto
<b>BC Rail Ltd</b> Manager of General Accounting and Freight Revenue Project Manager (concurrent)	1985 - 1987, Vancouver
<b>Ministry Of Lands, Parks And Housing, Province Of British Columbia</b> Manager of Financial Operations and Financial Projects Coordinator (concurrent)	1982 - 1985, Victoria, Canada
<b>Auditor General Of British Columbia</b> Audit Supervisor	1980 - 1982, Victoria, Canada
<b>Shaw Festival Theatre</b> Financial Controller	1978 - 1979, Niagara-on-the-Lake, Canada
<b>Joscelyn, Laughlin, Harper &amp; Tory (now Ernst &amp; Young)</b> Audit Supervisor (started as articling student)	1974 - 1978, St. Catharines, Canada

For additional information, including recent presentations, speeches and articles, please visit [www.susanjohnson.ca](http://www.susanjohnson.ca).