

Senior GRC Consultant | Risk and Compliance Documentation Leader

Throughout my career, I've developed a strong focus on process and business analysis. These roles have honed my skills in facilitation, influencing, and communication – essential tools for driving projects forward. I also mentor others.

My expertise includes:

- Identifying control gaps and non-compliance
- Mapping business processes to identify areas for improvement and create TOMs (Target Operating Models)
- Facilitating requirements gathering sessions to ensure stakeholder alignment
- Influencing stakeholders to ensure acceptance and buy-in
- Identifying key information sources and stakeholders
- Managing projects from initiation to completion, leveraging my organizational skills

Frameworks I've worked with

NIST Cybersecurity Framework (NIST CSF), Sox, Lean/Six Sigma, ITIL, ISO 9001

Software Tools

MS Suite (Project, Visio, Office), Azure DevOps, Jira Cloud, Lucid Chart, Adobe CS Suite (Acrobat, InDesign, Photoshop, Illustrator, Dreamweaver), Adobe FrameMaker, Wizsm, iGrafx

Relevant Experience

Results-driven GRC consultant with 15+ years of experience delivering complex, meaningful requirements and process documentation. Proven track record of driving process improvements, leading cross-functional teams, and leveraging technology to enhance project outcomes.

Projects

- Governance templates (Greater Toronto Airports Authority, GTAA/Toronto Pearson International Airport)
- IAM (Identity and Access Management) risk closure (MUFG)
- AML (Anti Money Laundering) controls (CIBC)
- SOx mitigation (Rogers & BCE)
- Process mapping and requirement gathering in various industries, including finance, healthcare, and technology
- Managed project budgets, schedules, and resource allocation

Deliverables included

- Control gap analysis
- Target Operating Models
- SIPOCs and swim lane process maps
- Functional business requirements/use cases, RACI charts and traceability matrices
- End user support documentation including full user guides and quick reference training aids/job aids
- Interactive PDF forms

Sylphia Consulting/Asset Direct

[2024 — present]

Project

Asset Direct is a startup FinTech with a large overseas customer and client base. The project involves requirements gathering with significant data visualization and AI components.

Challenges

1. Identify and document gaps in existing API
2. Enable Asset Direct's market growth strategy

Approach

- Study existing API documentation and lead discussions with developers
- Map business processes and document system and data requirements

Toronto Police Services

[2023 — 2024]

Project

Replace the existing RMS (Records Management System) and related front-line systems, including updating processes and migrating legacy data and reports.

Challenges

1. Map current state processes, identify gaps and pain points.
2. Identify opportunities to embed updated workflows and procedures directly in the new platform.
3. Map future state process, workflows, and procedures.
4. Support data and report migration.
5. Support new RMS platform implementation, including training and change management communication.

Approach

- Study existing documentation including provincially mandated investigative standards, internal TPS documents
- Job shadow and interview TPS staff
- Attend training sessions in new RMS software
- Create and review relevant process maps and supporting documentation

Project 1

To develop new and update existing business processes and procedure documentation following a major reorganization of PSG (Pension Support Group).

Accomplishments

Delivered new or updated project artifacts including business process maps, business procedures and training decks.

This required facilitating working sessions with key business SMEs, delivering training to business end users and shepherding documents through the approval process.

Project 2

To provide documentation support for PSG's DR (Disaster Recovery) effort in a cloud-based environment.

Accomplishments

Provided input in to cloud-based DR strategy and delivered new or updated DR artifacts.

CIBC (Canadian Imperial Bank of Commerce)

[2021 — 2022]

Project

To migrate new and existing users of the Firco Continuity AML Sanctions List Screening application to the latest version of the application.

Challenges

1. Identify an appropriate balance between identifying transactions to be manually reviewed and the limited human resources available given the overall transaction volume
2. Letters of credit required separate processes requiring different levels of expertise
3. Identify and document triggers for escalation

Accomplishments

Delivered new or updated project artifacts including business process maps, business procedures and training decks.

This required facilitating working sessions with key business SMEs, delivering training to business end users and shepherding documents through the approval process.

BGRS (Brookfield Global Relocation Services)

[2020 — 2021]

Project

To define a new TOM (Target Operating Model) that supports changes to an improved Customer Experience and cost reduction, and to provide Business Process Optimization support for new and existing business processes.

Accomplishments

Defined and mapped new business processes to support an improved Customer Experience using Design Thinking, Journey Mapping and industry standard process mapping methodologies.

Created process overview and task guide documentation to support the Learning and Development team in creating meaningful, process task-based learning material for front line learners.

Project

To provide Senior Business Analysis/Architecture support for a Back Office/Information Technology regulatory mitigation program. MUFG is the world's fifth-largest bank with approximately 2.3 trillion dollars in assets under management. The change from being a US subsidiary to a separate branch triggered a change in the Branch's regulatory status.

Accomplishments

Introduced and implemented industry best practice for requirements gathering, business process engineering/mapping and supporting documentation including training and project-tracking artifacts.

Identity and Access Management (IAM) — Solved IAM deficiency, specifying tools, processes and procedures, ensuring alignment with the Bank's overall policies and strategic goals. This involved working closely with the Branch's senior executive, Front Office, Middle Office and Back Office staff.

Greater Toronto Airports Authority (GTAA, Toronto Pearson International Airport)

[2017 — 2019]

Project

To provide communication support to the Information Technology Architecture and Planning (ITAP) team. Pearson International Airport is the largest airport in Canada, fourth largest in North America and supports approximately 45,000 workers.

Accomplishments

EAP (Enterprise Architecture and Planning): Supported the TAP EAP lead in creating a set of EA templates for use by internal architects and vendors. These templates lay the foundation of the GTAA's IT architectural standards and describe the GTAA's approach to IT Governance, providing a baseline for measuring any deviation from the current architectural standards.

WiFi Update SoW (Scope of Work): Created a WiFi SoW for the GTAA-wide WiFi update project. The SoW is a legal document that defines the architectural scope of the project and forms the basis of the RFP to external vendors.

RMS (Resource Management System): Delivered Transfer to Operations (TTO) documentation for the deployment of a major backend upgrade to the key suite of systems that are mission critical to running the airport.

BHS (Baggage Handling Systems): Delivered Transfer to Operations (TTO) documentation for Self-Serve Baggage Drop (SSBD) and created data flow diagrams for Baggage Source Messages (BSMs) and Baggage Process Messages (BSMs).

These involved working closely with internal Business Analysts, System Architects, Program and Project Managers, Business leadership, and third-party vendors. It required reviewing various SLA agreements, vendor contracts and existing internal and external documentation.

Previous work history

Business Change Support Inc.

[2007 — 2016]

Royal Bank of Canada (RBC)

[2016.06 – 2016.09]

Process Analyst/Business Analyst/Technical Writer

Moody's Analytics

[2014.08 — 2015.12]

Senior Business Analyst/Technical Writer

Automatic Data Processing, Inc. (ADP)

2014.03 – 2014.06]

Senior Business Analyst/Technical Writer

G4S Secure Solutions [Canada] Ltd.

[2012.12 — 2013.04]

Senior Business Architect/Process Analyst

John Hancock/Manulife Financial

[2011.07 — 2012.05]

Senior Process Analyst

TD Wealth Management

[2010.06 — 2011.01]

Process Analyst

CIBC

[2009.04 – 2009.09]

Senior Business Analyst/Technical Writer

Ontario Association of Community Care Access Centres (OACCAC)

[2007.07 — 2008.09]

Senior Technical Writer

Technology Business Integration Consulting Group Inc.

2001 — 2007

Rogers Communications Inc. (various business units)

[2001 — 2006 non-continuous]

Senior Process Analyst/Senior Business Analyst/Technical Writer

Bell Canada Enterprises (BCE)

[2004.09 – 2004.12]

Senior Process Analyst/Senior Business Analyst

Previous Consulting

io Consulting Group Inc.

[1999 — 2002]

Employed and led a team of 15 resources spread over various projects at different client sites. Recruited, trained, encouraged and empowered them. Monitored their deliverables for accuracy, timeliness and quality.

As the Principle, it was my responsibility to secure new contracts and manage all projects (nine clients totaling approximately \$5,000,000).

DM Gow Communications Inc. [Principle/Senior Technical Writer/Technical Writer: on-site client work]

[1986 — 1999]

Started my career as a Technical Writer, progressing over time to more senior roles. One of my proudest accomplishments was being the Technical Writer on the team that developed the Fibre Channel standard.

Professional Associations

OCEG (Open Compliance and Ethics Group)

- GRC Professional

GARP (Global Association of Risk Professionals)

- active member

PRMIA (Professional Risk Managers' International Association)

- active member

Simplified Business Architecture Framework

- founding principle

STC (Society for Technical Communication)

- managed a variety of executive committees, resolving conflicts between committee members and guiding them to successful completion of the committee's goals and objectives
- judge for the Society's International Technical Publication Competition

Condominium Board of Directors

- past Board member

Certificates and training

- OCEG GRCP (Governance, Risk Management, and Compliance Professional)
- OCEG IAIP (Integrated AI Professional)
- Project Planning and Control Seminar, Bates Project Management Inc.
- ITIL (Information Technology Infrastructure Library) v3 Foundation Certification
- PMP Prep Course
- Canadian Advanced Drone Pilot license