Cheryl Miniato, PMP

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PMO Leader : Project Manager : Business Analyst

Results-driven Project Management Office creator and leader, accomplished Project Manager and Business Analyst translates business strategies into reality through the consistent delivery of quality products to satisfied clients. Committed to improving lives through the thoughtful use of technology, and to the continuous improvement of products, services and processes, through the development of strong and effective teams.

CORE COMPETENCIES

PMO Creator/Leader	**Strategic Planning**	**Team Development**
Project Management	**Business Process Optimization**	**Facilitator/Communicator**
Business Analysis	**Information Architecture**	**Usability**
Business Intelligence	**Knowledge Management**	**MS SQL**
Quality Assurance	**Workflow**	**SharePoint / MS Project**
Change Management	**E-Commerce**	**Visio / MS Office Suite**

PROFESSIONAL EXPERIENCE

CGA (Certified General Accountants) Canada (CPA Canada since Oct 2014)

Manager IT-PMO   **2008 - 2015**

Reported to the VP of Information Technology, responsible for the delivery of the annual portfolio of CGA-Canada's projects requiring IT resources, approved by the Leadership Council. Partnered closely with Senior Management to elicit, document, prioritize and resource the organization's IT needs. Managed the PMO team of Business Analysts and Quality Assurance staff, and held the role of Project Manager for all major projects.

Project Manager   **2004 - 2008**

Reported to the Director of IT, and led multiple projects for internal and external clients.

Project Manager Accomplishments at CGA-Canada from 2004 - 2015

 ➢ **Spearheaded the development of the first CGA-Canada Project Management Office**
   Project Focus: To create a formal project management methodology for the delivery of IT projects within the CGA-Canada organization of 140 staff, and to provide ongoing education to support its adoption.
   Responsibilities: Led the IT Department in the development of processes and templates to ensure successful project outcomes (Project Charters, Software Requirements, Project Schedules, Risk, Schedule and Communication Plans, Change Requests, Test Plans, Bug Tracking, Status Reporting, User Acceptance Testing, User Training, Project Retrospectives and Project Documentation Management.)
   Accomplishments: The PMO gained increased respect within the organization as a business partner through the consistent delivery of quality products.

 ➢ **Strategic Business Improvement Information Review Project (SBIRP)**
   Project Focus: To improve the quality of data received from the regional offices so it could be confidently used by decision makers to achieve the goals of the CGA organization.

Responsibilities: Brought together business and technical staff from the national and regional offices to elicit and document business and technical requirements, and led the nation-wide 13 member project team in the creation of a robust data transfer and error-reporting system for the daily collection of high-quality standardized data from the regional offices.

Accomplishments: This project had been attempted several times in the proceeding 15 years by other Project Managers without success, resulted in a trusted data set to support Business Intelligence activities, and raised the level of trust and collaboration within the CGA family.

Technologies: .NET, MS SQL, XML

➢ **Business Intelligence System**
Project Focus: Once the data quality was improved through the SBIRP project, a BI system was the next logical step to provide decision makers with access to the improved data.

Responsibilities: Responsibilities: Project management activities. Elicitation and documentation of business and technical requirements with the C-Suite, and training them in the use of the tool.

Accomplishments: Business decision makers were given access to current financial and student/member demographic data resulting in a single and trusted source of data for this group.

Technologies: QlikView, MS SQL.

➢ **Corporate Website Redesign**
Project Focus: A complete redesign of the CGA-Canada Corporate website to improve site usability, to incorporate new branding, and to provide enhanced publishing features.

Responsibilities: Project management and business analyst activities leading the 6-person Public Affairs Team in the review of documentation created by external parties assessing the state of the current site, eliciting and documenting requirements for the new site feature, content, information architecture and mockups   Elicitation and documentation of business requirements with the VPs in other departments, resolving conflicting requirements. .

Accomplishments: Due to the impending merger of CGA-Canada with the other 2 accounting designations, this project was cancelled. Approximately 50% of the requirement work was completed, and several site pages were developed and tested.

Technologies: SharePoint 2013, MS SQL.

➢ [Public Practice Manual Online](#)
Project Focus: To provide online resources for 3000 CGA Public Practitioner English and French subscribers in the form of easy-to-find customizable checklists and templates to support their practices, and timely information about changing accounting standards. To develop efficient content development, conversion and publication processes to support the paper, CD and online versions of this product.

Responsibilities: Project management activities, business analyst support, information architecture, content metadata development and focus group facilitation.   Project team of 15+, with budget of over $500,000.

Accomplishments: Increased revenue and significant reduction in production and shipping costs for the paper and CD version of the Public Practice Manual as subscribers migrated to the online platform. Increased recognition of the CGA Brand as the system was more sophisticated than that of our main competitor. Streamlined complex content development and publication processes.

Technologies: SharePoint 2007, MS SQL, .NET, MailChimp

➢ [Need an Accountant – CGA Firm Directory](#)
Project Focus: To create the first online searchable National Registry of CGA Firms, enabling the public to find firms matching their accounting needs, and to provide firms with online exposure, either through basic or [enhanced web pages.](#)

Responsibilities: Project management activities, public firm survey creation, business

analyst support activities.
Accomplishments: Over 90% firm participation rate at launch. A mobile app was also launched, the first app of its kind for accountants, for Apple and Android platforms.
Technologies: .NET, MS SQL, Bing map

➢ **CGA-Canada Employee Portal:**
Project Focus: To provide CGA-Canada Employees with an employee-centric intranet to support collaboration, personalization and management of site content, and to house corporate forms and policies.
Responsibilities: Project management activities, business analysis support, focus group facilitation, and information architecture activities.
Accomplishments: The site became the 'go-to' place to access current company policies and forms, increased the speed of employee on-boarding, became the historical repository of all important company communications, and contained a dynamic organizational chart, synchronized from the corporate Active Directory.
Technologies: SharePoint 2010, MS SQL, Active Directory

➢ **CGA-Canada Project & Team SharePoint Sites**
Project Focus: To provide CGA-Canada employees and external users (CGA-Canada Board and Committees) with an environment to securely store and manage project and group documentation, collaborate and generate agendas.
Responsibilities: Managed complex upgrades from SharePoint 2003 to 2007, including migration of data and customized templates.
Accomplishments: Created a standardized Project Management template to manage IT project documentation. Ensured all sites migrated successfully to later versions giving site administrators access to increased features.
Technologies: SharePoint 2003/2007, MS SQL, Active Directory

➢ **Online self-assessment tool for Foreign Trained Accountants**
Project Focus: A tool to enable FTAs to receive informal assessments of their existing qualifications, evaluated against the criteria required for CGA qualification, and to guide them to the appropriate region for further assessment.
Responsibilities: Project management, and support for the BA role.
Accomplishments: This site promoted the CGA Designation Internationally, and helped the regions standardize and streamline their evaluation processes**.**
Technologies: .NET, MS SQL

➢ **Marketing and E-commerce tools for online Professional Development sales**
Project Focus: To provide enhanced marketing tools to the PD Net website marketing team, to sell video and webcast products (through integration with ON24 and Thomson-Reuters), with product discounting, bundling and coupon codes, and to segment and personalize marketing communications with the member base, using purchase behavior and demographics.
Responsibilities: Project management and business analysis activities.
Accomplishments: Provided marketing team with the tools to more effectively target their user base.
Technologies: SharePoint 2007, MS SQL, MailChimp, MS Commerce Server, MS Reporting Services, BeanStream

➢ **Competency Management System**
Project Focus: To provide the Curriculum and Exam Development Groups with a system to ensure that the CGA Accountancy program met or exceeded the required proficiency levels for each competency.
Responsibilities: Project management and business analysis activities.
Accomplishments: Users could easily map course content and assessment items to competencies, and produce reports identifying gaps.
Technologies: .NET, MS SQL

- ➢ **Student/Member Management System**
  Project Focus: A new system to process, capture, reconcile and manage student and member demographic and course enrollment information received daily from the regions, the transfer enrollment data to online delivery systems (BlackBoard, D2L), and the marking and reconciliation of exams.
  Responsibilities: Project management and business analysis activities, migration of data from ORACLE system, user Training. $500,000 project, with project team of 15+ members.
  Technologies: .NET, MS SQL, Web Services, MS Reporting Services.

- ➢ **Affiliate Transfer System**
  Project Focus: To provide a secure web-based workflow system for the CGA regional offices to facilitate the transfer of students between offices, and to ensure the national office was informed.
  Responsibilities: Project management and business analysis activities with 15 person nation-wide project team.
  Accomplishments: This project eliminated manual processes, reducing paper and time, and improved data accuracy.
  Technologies: MS Silverlight, MS SQL

- ➢ **Developed/configured workflow systems** for Multi-media Group, Linguistic Services, Office Services, CGA Help Desk and IT Team, to handle the increasing numbers of work requests from internal and external clients.
  Responsibilities: Project management and business analysis activities.   .
  Accomplishments: These systems captured all steps from request initiation through to completion, with status reports providing transparency for managers and administrators, statistics to support continuous improvement and led to improved productivity, elimination of paper-based systems, and improved client service.
  Technologies: Seapine TestTestPro, MS SQL, MS Reporting Services.

Early Career Experience (contracting)   1988 - 2004
Hospitality Careers Online
- ➢ Managed development of the website that cost-effectively supported traffic of over 3 million job-searching visitors per month, with 99.8% uptime.

Business In Vancouver
- ➢ Created systems to support magazine subscribers, renewals and reporting.

Jantzen Inc.
- ➢ Implementation and support of Sales Order System for International Sales Reps in the Swimwear Fashion Industry.

Boundary Bay Montessori House (as volunteer)
- ➢ Led the major building renovation of an elementary school for 80+ students. Managed the architect, numerous trades personnel, municipal licensing staff, and parent volunteers, within a limited budget and tight time frames, to meet our January 1st opening date.

EDUCATION & PROFESSIONAL DEVELOPMENT

- ➢ **Project Management Professional (PMP) since Feb 2005.**

- ➢ **Professional Development**
  - o PD Net Excel Certificate Program (2014)

- Fundamentals of Finance and Accounting for Non-Financial Managers – UBC Sauder Executive Education (2012)
- CGA Canada/Beedie School of Business (SFU) Leadership Development Program (2011)
- CIOCAN/SFU Leadership Development Program (2010)
- Utilizing SharePoint for Project Management (2009)
- Introduction to Marketing – SFU (2009)
- Transitioning to Agile Project Management (2007)
- Practical Estimation – Getting the most value from your estimation practices (2007)

➢ **Applied Project Management FastTrack Program (95%)** – Langara College 2004

➢ **Bachelor of Science, University of British Columbia, with honors.**