

Summary

- Eighteen years full time experience in initiating, directing, and institutionalizing an enterprise-wide business continuity and crisis management program from scratch in two Bay Area based corporations, including Bank of America 1989-2000.

6/2000 –1/08 Disaster Recovery & Business Continuity Manager, Irwin Home Equity/ Chief Business Continuity Architect , Irwin Financial Corporation.

Responsibilities:

Establish a corporate business continuity and disaster recovery program, reporting to the CIO. Responsible for both business continuity and systems disaster recovery. Establish disaster planning policies, quality control criteria, and audit standards. Conduct risk assessment and business impact analyses company wide. Implement risk mitigation measures to reduce technology and functional area vulnerabilities. Identify, train and mentor business continuity coordinators in all functional areas. Provide direction and approval oversight for the development of business continuity /disaster recovery plans. Review and approve all plan development deliverables. Act as the central liaison between technology stakeholders and functional business managers on business continuity and disaster recovery issues. Establish and manage ongoing technology gap analyses to capture the impact of technology changes on the viability of business continuity and systems disaster recovery plans. Establish testing policies; direct the development of testing activities, documentation, and post-test reviews and corrective actions. Conduct systems and business continuity tests and exercises. Negotiate and manage contracts with appropriate disaster recovery vendors and utilities. Act as the corporation's disaster recovery relationship manager with all external entities. Establish disaster recovery guidelines and provide consulting and subject matter expertise for all company initiatives involving third party providers in technology and business areas (RFI, RFP & contract review). Write quarterly and annual status reports to the Board of Directors. Manage the corporate business continuity response to external auditors, federal regulators, and investor due-diligence teams. Provide BC and DR thought leadership to the other operating companies in Irwin Financial Corporation.

Key Results:

- Established the corporate business continuity and systems disaster recovery program and governance for Irwin Home Equity from scratch in two years.
- Developed and currently manage Irwin Home Equity's crisis management process via an executive Crisis Management Team and division Incident Command Teams. Provided guidance and support to the leadership teams during an actual event (data-center fire).
- Directed the business impact analysis process and development of all business continuity plans and systems recovery plans via functional business recovery liaisons.
- Wrote the RFP and selected the vendor for provision of the company's 200-seat business continuity and systems disaster recovery hot site in Scottsdale, Arizona.
- Negotiated and currently manage the \$750, 000 contract with the recovery site provider
- Initiated and manage contracts with utilities and third party service providers for voice and data recovery services, plus business-specific recovery services.
- Planned and directed fourteen 32 hour business continuity and systems exercises involving test teams of 10 to 50 technical and business staff per test in the company's Arizona recovery site.
- Implemented enterprise wide processes to monitor and minimize risk, and identify business and technological changes with business continuity impact and vulnerabilities. Examples: insertion of disaster recovery activities in the system development/project lifecycle, change control processes, and vendor management processes.
- Passed, with commendations, Federal, third party and internal audits of Irwin Home Equity's business continuity and IT disaster recovery program.

6/89–4/2000 Bank of America Project Manger - Business Continuity & Crisis Management.

Responsibilities:

Establish a global, enterprise-wide business continuity program. Provide internal business continuity consulting services for all business units world-wide; develop company wide recovery strategies and initiatives; develop policy and consulting materials for network of 150 de-centralized business continuity coordinators; jointly review and approve all business continuity project deliverables and plans (approximately 500 discrete units); report status to executive management; provide interface with system development and telecommunications groups for business continuity development; build and manage Emergency Operations Centers/Crisis Management plan; manage relationships with vendors and senior business managers on recovery issues. Identify and resolve facility safety and recovery issues with appropriate stakeholders. Develop company Y2K scenarios and guidelines for Y2K continuity planning.

Key Results:

- Primary conceptual responsibility for framing of business continuity culture at former BofA 1989 - 98: developed recovery strategies; conceived and published company business continuity policies; planning parameters; business impact analysis process; project development deliverables; recovery plan components; status reporting mechanisms to Managing Committee; audit quality control criteria; educational materials.
- Conceived, built, and exercised Bank of America's original corporate crisis management process for command and control during a disaster. Sole responsibility for managing the function, and providing consultative leadership to executive members of the Emergency Operations Center teams, which were led by a Vice Chair. Wrote the physical and telecom requirements for, and built four 7/24 hour centers in northern and southern California, established activation and administrative procedures, trained support staff and team members. As the EOC manager, activated and provided support to the EOC executive leadership teams and staff during actual events, including the Loma Prieta and Northridge earthquakes; the Rodney King events; and PacBell's voice outage impacting BofA's Los Angeles branches.
- Co- managed the development and testing of all Bank of America business continuity plans from 1989 until the merger with NationsBank in 1998 via a worldwide network of 150 coordinators (business continuity plans for approximately 500 discrete business units).
- Conceived and managed many corporate business recovery initiatives in the 1990's including risk identification and mitigation initiatives; institutionalization of business continuity content in corporate governance, compliance policy, division audit procedures and vendor management policies; development of emergency radio and satellite phone initiatives; analysis of BofA's voice vulnerabilities; development of an in-house building status reporting mechanism.
- Conducted hundreds of business continuity training sessions; designed, developed and facilitated simulations and group cross-functional exercises for business continuity and leadership teams.
- Designed and developed Bank of America's global Y2K failure scenarios used in preparing and responding to the Y2K threat.
- Conceived, developed requirements for, managed the budget for and project managed the installation of a nation-wide satellite phone system for Bank of America's Y2K event management and regional incident command team process.
- Developed and managed the implementation of a dedicated Y2K nation-wide bridge conferencing capability for BofA's regional incident command team event management process.

1983-1989 Management and Project Management Positions, Bank of America**Selected Accomplishments**

- Managed the Commercial Banker Development Program, Bank of America. Staff and budget responsibility (\$1.2m) for design & implementation of all centrally delivered credit training programs for the company's 1,200 domestic and offshore loan officers; co-ordination of domestic & offshore logistics for three 6 week residential based programs; hiring and management of external college faculty to teach corporate finance, accounting, banking, and related courses; management of vendors & external faculty.
- Managed a Credit Card project management group responsible for requirements development for systems' automation projects. Responsible for key business deliverables in systems development process; liaison with appropriate systems, telecom, business & product groups.
- Managed a 5-member project team in the development of operations' training & procedures for introduction of BofA's PC based Home banking product to southern California. High impact project: public acceptance of product depended heavily on quality of customer service.
- Supervised a staff of performance analysts and instructional designers. Responsibility for major process engineering project deliverables & client engagements from design to delivery. Responsibilities included design and delivery of management training programs, including presentation skills for executives.
- Designed and delivered a variety of various single and multi day training programs to audiences ranging from executives to call center employees on a wide range of subject matter: business continuity simulations and training; train-the-trainer workshops; management development courses; presentation and facilitation workshops; corporate finance and credit; operations.

Skills Summary

- Strong relationship management and communication skills; very strong change initiation background via matrix and influence management skills; extensive writing experience; extremely strong analytic, conceptual, consulting, training, presentation, facilitation, and strategic visioning skills with a track record of successful relationship management with all levels of senior management, business and technical stakeholders. Action oriented with an ability to perform well under pressure, and experienced with 24/7 on-call availability.
- Strong project management and project team management background; strong vendor management skills; broad experience with systems development process, requirements generation and managing cross-functional business to technology relationships, especially in a business and systems recovery context

Employment History

6/2000 –1/2008	IHE/IFC: Business Continuity Mgr./Chief Business Continuity Architect, IFC.
10/98- 4/2000	BofA : Project Manager, Y2K Business Continuity Planning
6/89 - 9/98	BofA : Project Manager, (Business Continuity) Contingency Operations Planning.
5/88 - 5/89	BofA : Section Manager, Projects, BankCard
4/87- 4/88	BofA : Manager, Commercial Banker Development Program
6/85 - 3/87	BofA : Supervisor/Senior Project Manager, Corporate Services
11/83 - 5/85	BofA : Product Manager, Operations Planning & Development

EDUCATION

- Post Graduate Certificate in Education, University of Cambridge, UK
- Bachelor of Arts (Hons), Monash University, Melbourne, Australia

AFFILIATIONS

- Bay Area Manager's Recovery Association (Communications Coordinator)
- CBCP