

I pride myself as being a strong leader, strategic thinker and innovator. I have been a senior leader in the Ontario Public Service for over 9 years, building and leading several dynamic and high performing teams. I have managed a web and creative unit, a stakeholder and events team and more recently a cradle-to-grave technology development shop. I am focused on delivery, putting my team in the best position to succeed and removing barriers when needed. I've built a strong reputation within the Ontario Public Service that is based on my ability to deliver innovative products under the constraints of working in a government structure and pressing timelines.

Currently, I am an Assistant Director for the Enterprise Capacity Branch at Cabinet Office Communications. My main responsibility is around the development and implementation of our I&IT roadmap. Within this body of work, our team will be supporting the implementation of our enhanced marketing initiative, creating a data management solution for the communications community and exploring opportunities to leverage common platforms. Work on our Enterprise Data Management infrastructure currently holds datasets from our marketing campaigns, first party data sources like Ontario.ca and Newsroom and data from our email subscriptions systems. The end goal of my work is to democratize access to communication information, take advantage of the collective intelligence found in our communications community and empower them with the ability to provide strong strategic advice to our partners.

During my time as Assistant Director for the Marketing and Digital Strategy department at Cabinet Office Communications, I managed a large and dynamic technology team, ranging from product owners, database administrators, engineers and backend developers. I was brought on board to support several modernization initiatives. My work has focused on shifting digital development in our Ministry into a more agile and user centric approach. Under my leadership, we successfully launched the government's transition website, an enterprise communications tracking tool (Rollout), transitioned content support for Ontario.ca from the Ontario Digital Service and modernized our Ontario Newsroom infrastructure.

Over my career, I have developed extensive knowledge in web design and communications theory, software development and project management methodologies. I have applied these skills to all facets of my work, which has included exercises in IT procurement, enterprise-wide change initiatives and design in both web and print. My government portfolio has included leading the former Ministry of Environment and Climate Change's internal and external communications web projects and multiple consolidation initiatives. A major component of this work included the development of a ministry web strategy for both external and internal stakeholders, new mobile guidelines and a strategic framework for social media. Our work improving our engagement on social media led the digital team to receive Cabinet Office Communication's 2016 Spotlight Award for Digital Communications.

As a former senior manager for the Public and Stakeholder Engagement Unit at the Ministry of the Environment and Climate Change, I was responsible for all event management and maintaining partnerships with key ministry stakeholders. One of the greatest successes in my career was my work on the inaugural Climate Summit of the Americas. I managed all operational planning and digital development for this three-day conference. This summit featured established speakers like Al Gore, Felipe Calderón and Premier Wynne. This event provided climate change stakeholders an opportunity to engage and collaborate on an important government priority at the time. The event was supported with a heavy push towards digital integration and saw our teams create interactive exhibits throughout the venue, a mobile responsive website and complementary social media rollout. Our work on the summit produced a Cabinet Office Communication's 2017 Spotlight Award for Event Management.

I am confident that my leadership, digital, data and communication skills and experience in both the private and public sectors will allow me to successfully drive innovative digital and technology strategies for your organization. I have been looking for opportunities to stretch my skills, especially on the data management side, as the last few years I have focused specifically on technology development and legacy platform modernization.

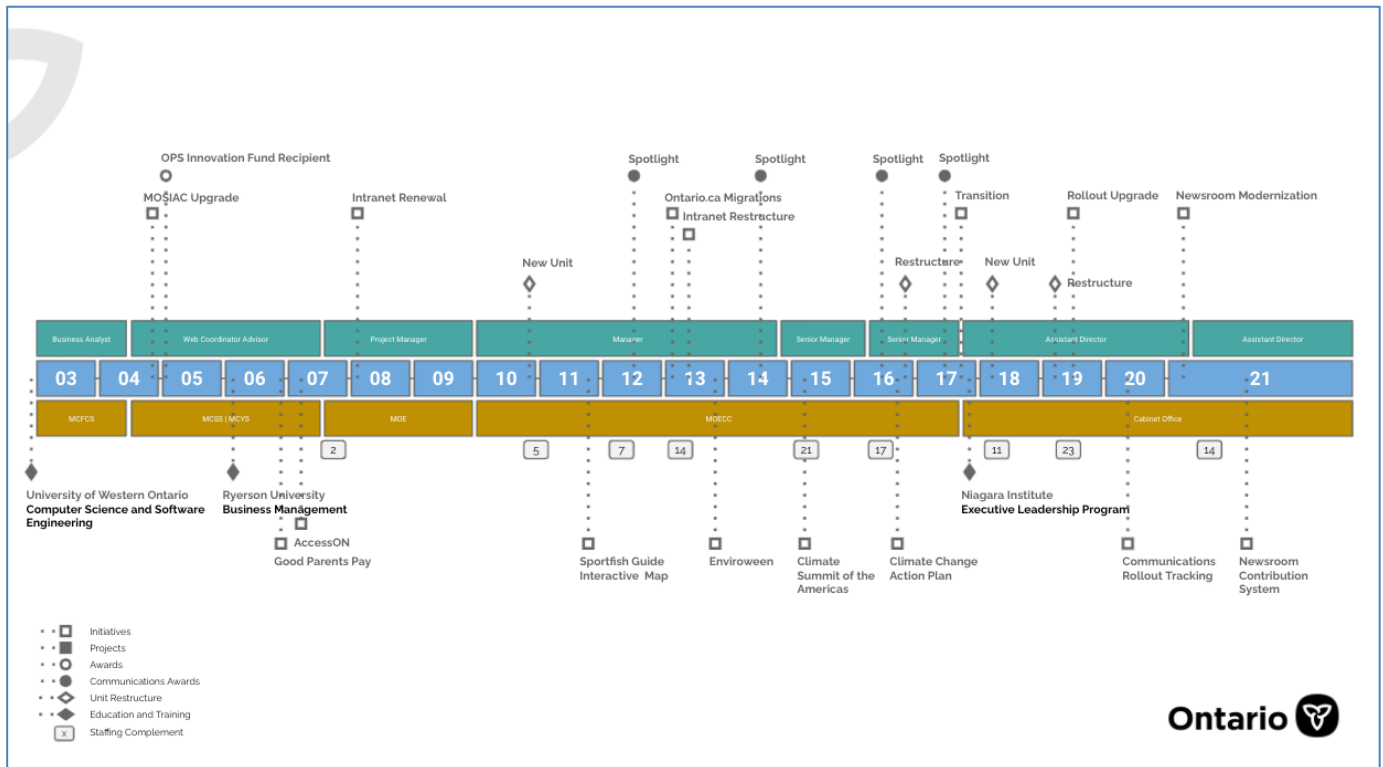
Please find enclosed my resume for your review. I have also included my digital portfolio (<https://christopher-punzalan.github.io>) for additional insight into my qualifications for this challenging position. I would like to take this opportunity to thank you in advance for your time in considering my application. Please contact me at your convenience at 437-925-7814. I look forward to hearing from you.

Sincerely,



**Chris Punzalan**

Assistant Director – Enterprise Capacity Building  
Cabinet Office, Ontario Public Service



## CAREER HISTORY

### Assistant Director Technology and Delivery, Enterprise Capacity Building Cabinet Office | April 2021 - Present

- Develop and implement an enterprise Cabinet Office Communication IT Roadmap, which includes elements to support enterprise marketing, a data management platform and transition to common IT platforms.
- Coordinate all division work efforts with Central Agency Cluster and Infrastructure Technology Services.
- Centralize, analyze and activate insights from various communication datasets, both internal and external.
- Lead teams in the development, implementation and maintenance of cost-effective digital solutions.
- Provide systems development, programming and consulting expertise to clients related to the use of open source web technology solutions using agile development methodology to meet business/program goals.

### Assistant Director Digital Projects and Delivery, Marketing and Digital Strategy Cabinet Office | October 2017 – April 2021

- Provided technical expertise, advice and recommendations to senior management and staff on strategies to develop and implement digital communications priorities.
- Managed the development of a strategic communications framework for the development and implementation of technical builds, digital products and services directed to public and stakeholder audiences, including leading-edge strategies, plans and provision of services, and support for e-government initiatives and electronic service delivery
- Developed and coordinated digital systems and processes that are consistent with corporate communications policy, I&IT direction, and web standards.
- Lead teams in the development, implementation and maintenance of cost-effective digital solutions.
- Provided systems development, programming and consulting expertise to clients related to the use of open source web technology solutions using agile development methodology to meet business/program goals.

### Senior Manager

#### Digital and Creative Services Unit, Communications Branch

Ministry of the Environment and Climate Change | November 2009 – October 2017

- Developed and coordinated digital systems and processes to be consistent with OPS corporate communications policy, I&IT direction as well as Cabinet Office and Ministry of Government and Consumer Services' web standards.
- Established and maintained effective working relationships and partnerships with IT and other corporate departments involved in supporting the ministry's enterprise web publishing infrastructure and social media properties (Facebook, Twitter, Instagram, LinkedIn and YouTube).
- Managed staff and provided ongoing leadership on all related digital activities and HR issues such as recruitment, training and staff development, delegating work, setting direction and performance standards, managing HR relations matters and creating performance development plans.
- Managed several functional units including digital asset development, video production services, social media community management, marketing, print collateral and web maintenance.
- Managed deployment of digital advertisement in support of priority communications initiatives.
- Supported data collection, visualization, cataloguing and other activities around Open Government initiatives.
- Coordinated project management activities often involving the management of external contractors including selection of the contractors through RFP/RFB process, proposal evaluations, and negotiation of contracts.

### Senior Manager

#### Public and Stakeholder Engagement, Communications Branch

Ministry of the Environment and Climate Change | January 2015 – December 2015

- Responsible for logistics and operations for all key ministry events
- Developed and implemented communications strategies and provided strategic advice and input to the ongoing development and planning of the ministry's corporate communications agenda.
- Responsible for developing and maintaining partnerships with key stakeholders in promoting the ministry's public outreach programs and stakeholder engagement activities.
- Identified, monitored and analyzed public, stakeholder and community attitudes and issues, to provide the best possible strategic advice and insights into public attitudes on various policy initiatives and changes.

### Project Manager

#### Director's Office, Communications Branch

Ministry of the Environment | September 2007 – October 2009

- Developed a strategic plan for internal web communications, which led to the successful completion of the Intranet Renewal and Redesign Project.
- Engaged in consultation and communications with program senior staff, client managers and senior management to ensure both corporate and program internal communication needs were addressed.
- Provided leadership to project team of branch staff, divisional content providers, IT partners, and external contractors engaged in content development, enhancement and technical redesign of the site.
- Intranet Working Group chair; managed all meeting materials and communications.

### Web Coordinator Advisor

#### Creative Services and Technology Unit, Communications and Marketing Branch

Ministry of Community and Social Services | Ministry of Children and Youth Services

October 2003 – September 2007

- Effectively managed competing priorities as webmaster for two ministries with a wide diversity of requirements and as webmaster for the Ontario Early Years Centres.
- Led team in design and timely implementation of the ministry public and corporate Intranet web sites.
- Oversaw and coordinated the design, development and implementation of custom web site applications to meet client business requirements and to support ministry initiatives.
- Improved the ministry's website by developing new and revised enhancements and guidelines for public web applications and implementing security controls.
- Improved the ministry's business procedures by analyzing and advising on technical approaches/solutions and designing new products, including standards and guidelines for applications.

## VOLUNTEER HISTORY

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### Course Lecturer

#### Cabinet Office – Training and Outreach

Ontario Public Service | November 2016 – June 2018

- Responsible for material and staff development workshops (Effective Social Media Use for Government)

### Manager and Head Coach

#### Scarborough Royals Softball Competitive Program

Scarborough Softball | September 2004 – September 2010

- NCCP Coaching Level 1 and 2
- Responsible for team operations, event logistics, team budget and scheduling, player selection

### Chair of IT Development Committee

#### Tomorrow's Ontario Public Service

Ministry of Government Services | February 2005 – January 2007

- Managed a development team consisting of members dispersed throughout the province that was tasked with upgrading the IT platform needed for membership communication

## QUALIFICATIONS AND ACHIEVEMENTS

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- Proficient in the following digital technologies:
  - Mobile Development (jQuery Mobile, XCode)
  - PHP, .NET, IDOC Scripting, Javascript, VBScript, HTML, HTML5, CSS, Vue, Node
  - Java Programming, J2EE, C/C++ Programming, VB.NET, C# .NET
  - Microsoft SQL Server, Oracle, DB2, Microsoft Access, MySQL
  - Microsoft Content Management Server, Microsoft Sharepoint, Oracle UCM
  - Windows Server Application, Unix Server, Windows Server
  - Adobe Creative Suite (Dreamweaver, InDesign, Photoshop, Premiere)
- Cabinet Office Communication's Spotlight Award for Events (2017)
- Niagara Institute – Executive Leadership Program (2017)
- Cabinet Office Communication's Spotlight Award for Digital Communications (2016)
- Climate Summit of the Americas (2015)
- Cabinet Office Communication's Spotlight Award for Internal Communications (2014)
- Cabinet Office Communication's Spotlight Award for Digital Communications (2012)
- OPS Innovation Fund Recipient for MOSAIC Project (2005)
- Computer Science Department Robotics Competition – First Place (2003)
- Student Emergency First Aid Response Team (2003)

## EDUCATION HISTORY

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### The Conference Board of Canada - Niagara Institute (2017)

Executive Leadership Program

### Ryerson University (2005)

Certificate in Business Management

### University of Western Ontario (1999-2003)

BSch Computer Science and Software Engineering

Dean's List 2000-2001, 1999-2000 (Science)

### St. Michael's College School (1994-1999)

Ontario Secondary School Diploma | Graduate M Recipient, Ontario Scholar 1999