

Digital technologies have continued to evolve over the years, supporting and complicating our delivery mechanisms at the same time. My experience within the Ontario Public Service has provided me with a front row seat to observe and implement digital products and strategies to better serve the people of Ontario. I have led large digital teams and projects, developed strategies to adapt to changing behaviours online, supported large marketing campaigns and piloted many innovative tools using the latest technology. I pride myself as being a strong leader, strategic thinker and innovator. Currently, I am an Assistant Director for our digital department at Cabinet Office, which coordinates the program and policy development and service delivery for the Government of Ontario. I was brought on board to support several modernization initiatives, including the integration of artificial intelligence into our customer service workflows and enhancing our digital portfolio to coincide with the changes in our online audience behaviours. My work has focused on shifting digital development within the Ontario Public Service into a more agile and user centric approach. In addition to my regular duties, I teach a course on effective social media communications and present across the government on topics ranging from building strong technical teams to digital disruption.

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. During my time as their senior manager of digital communications, the Ministry of the Environment and Climate Change saw a significant expansion into the digital space and continues to find opportunities to grow the community, test new mediums and maximize the ministry's reach online. Social media has played a key role in the Ministry's communications mix, with an emphasis on improving customer service through strong community management and engaging storytelling. Under my leadership, the Ministry has seen a significant increase in our follower base (added 20K on our Facebook and Twitter accounts) and the number of videos produced to help tell our stories. I introduced several video series into the market (e.g. Hack to Basics, We Asked Our Scientists) and pushed the boundaries of our video delivery with projects focusing on augmented reality, isometric animation and 360 elements. Under my watch, the ministry increased the usage of digital marketing to help expand our reach further. I also managed and coordinated several marketing campaigns in partnership with Cabinet Office that saw our metrics for both our social media and digital properties grow.

I have developed extensive knowledge in web design and communications theory, software development cycles, project management methodologies, event planning and various management practices. 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 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 the senior manager for the Public and Stakeholder Engagement Unit at the Ministry of the Environment and Climate Change, I was responsible for developing and maintaining partnerships with key ministry stakeholders and event management. 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 and provided stakeholders an opportunity to engage and collaborate on an important government priority. 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.

Over the years, I have been directly involved with the government's move towards data transparency and access. We have streamlined how we gather and publish our vast and complex data collection. Our focus has turned towards leveraging enterprise geographic information systems and business intelligence infrastructure and the development of low-cost web services. This technology made it possible for the government to successfully launch its [ontario.ca/fishguide](https://ontario.ca/fishguide) as a google enabled interactive map, making sophisticated scientific information more accessible to the general public. As a direct result of my leadership and project management, the project was awarded Cabinet Office Communication's 2012 Spotlight Award for Digital Communications.

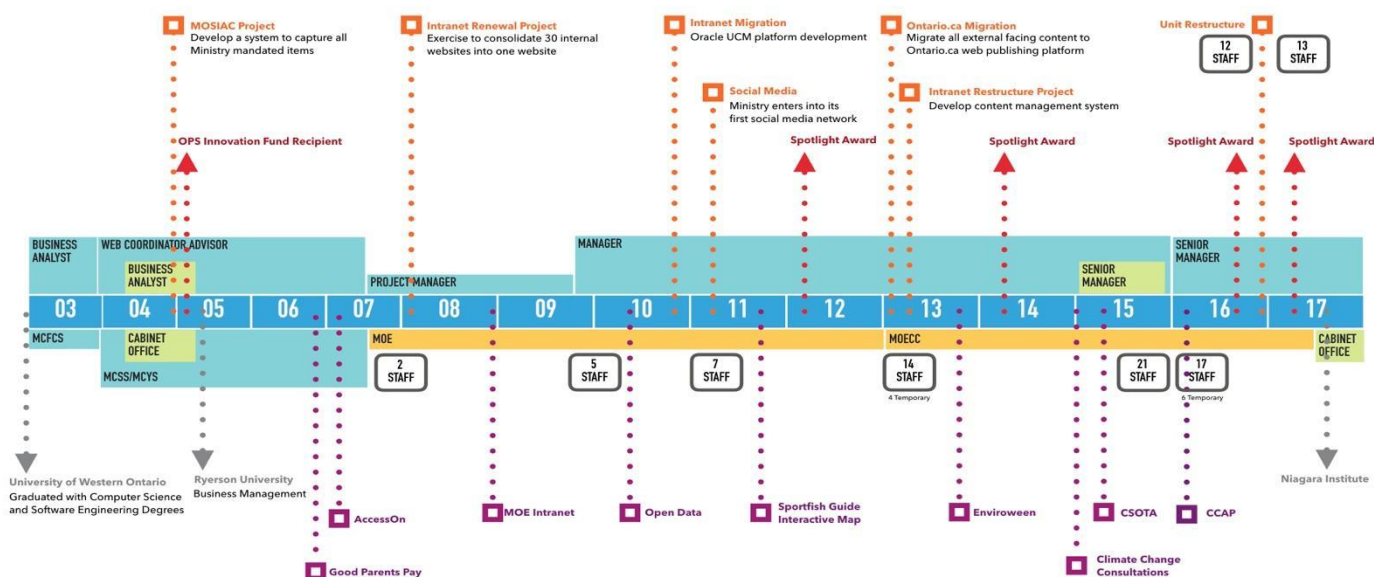
I am confident that my leadership, digital and communication skills and experience in the private and public sectors would allow me to successfully drive innovative digital and technology strategies for the Royal Ontario Museum. Please find enclosed my resume for your review. I would like to take this opportunity to thank you in advance for your time in considering my application.

I have also enclosed my digital portfolio ([christopher-punzalan.github.io](https://christopher-punzalan.github.io)) for additional insight into my qualifications for this challenging position. Please contact me at your convenience at 437-925-7814 and I look forward to hearing from you.

Sincerely,

**Chris Punzalan**

Assistant Director - Digital Communications, Planning and Projects  
Cabinet Office, Ontario Public Service



## CAREER HISTORY

### Assistant Director

#### Digital Communications, Planning and Projects

Cabinet Office (Secondment) | October 2017 – Present

- Provide technical expertise, advice and recommendations to senior management and staff on strategies to develop and implement digital communications priorities.
- Manage 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
- Develop and coordinate 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.
- 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.

### 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 (Secondment) | 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 (Secondment) | 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.
- Enhanced web site features by consulting with users, improving function and accessibility, and modifying web site contents and features using appropriate authoring tools.

### **Business Analyst**

#### **Information Management Group, Executive Council Office**

Cabinet Office (Secondment) | February 2005 – October 2005

- Developed MOSAIC system which was released OPS-wide to aid in tracking of cabinet submissions.
- Provided technical development and support to corporate Intranet websites and client side applications e.g. analyzing and designing new products for clients, developing web applications, web content, writing technical documentation, monitoring server and applications performance.
- Provided web services and windows development to internal clients by designing, developing and implementing custom applications that met client business requirements.

## VOLUNTEER HISTORY

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### Course Lecturer

#### Cabinet Office – Training and Outreach

Ontario Public Service | November 2016 – Present

- 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, ASP, ASP.NET, IDOC Scripting, Javascript, VBScript, HTML, HTML5, CSS
  - 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