# KRISHAN KUMAR CHUGH

**CAREER SUMMARY:**

* Senior Executive with over 25 years of experience, of which more than 12 years in Financial Industry in areas of Project Mgmt, Technology / Business Risk, IT Governance, Transformation, Process Compliance, Audits, Change Management, Regulatory Advisory/ Reporting
* Leadership - Played key leadership roles over 15+ years such as Regulatory Advisory/ Compliance (CRS /AEOI/ FATCA/ MAS TRM), led Engineering Process, Change Management, Total Customer Experience/Quality, led cross-functional diverse SG/ MY/ India teams
* Thought leader – Setup end to end Engineering Process & IT PMO, driven process/change

improvements together with stake holders leading to improved quality and timeliness of delivery

**CORE COMPETENCY:**

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| Leadership:   * Excellent Senior Stakeholder management of HODs and "C" level executives * Excellent Project Management and Delivery * Fronted Regulators (MAS) for Inspection * Fronted KPMG/Group Audit for Projects * End to End Process Transformation (Planning, budgeting, Roadmap, Execution) * IT Governance, End to End Vendor Delivery * Go to person for Process /Change Leader * Volunteer in Community (10+ years) | Process, Methodologies and Tools:   * Process Compliance, Knowledge Management * FATCA and CRS/AEOI Regulations/Processes * MAS and HKMA - FATCA and OECD CRS/AEOI Regulations/Processes * SDLC Waterfall and Agile methodologies * MAS Technology Risk Management Guidelines * HP Contact Centre Processes / Six Sigma * Process advisor to OCBC entities (OBMB, NISP, Bank Ningbo, China IT) * Tools: JIRA, Share point, MS Project, Visio, PPT, Clarity PPM, CBD Methodology, CMMI |

**ACHIEVEMENTS**

* Successfully delivered Unified Communications Telesales and Collection (Inbound and Outbound capabilities) Project for UOB Thailand
* Successfully delivered Digital Bank - Digital Servicing (Live Chat, Click-2-Call) for UOB Thailand
* Successfully delivered CRS/AEOI for Individual/Legal Entity on-boarding, Diligent Reviews (DR), the CRS requirements for MAS/IRAS and HKMA/IRD reporting for Bank Julius Baer
* Successfully delivered the MAS (IB&TRM) Secure Code Review (SCR) changes, FATCA (Foreign Account Tax Compliance Act, USA) on-boarding Business Process Changes, with budget of 4.171M for OCBC SG & Int’l Branches, with 33% savings in budget, 8 weeks savings
* Successfully implemented Process Transformation in OCBC Stage 2 (leading to accuracy of timeliness in project delivery) and Stage 1 (leading to reduction in defects in production)
* Awarded Excellence Service Award EXSA (STAR for 2015, Gold for 2014) by ABS Singapore
* Awarded "Spot on" Award in 2013 in OCBC for restructuring the entire SDLC
* Successfully led 2 Six Sigma Projects, leading to annualized saving of US$2.4M (using DMAIC)

**CERTIFICATIONS**

* Certified IT Project Manager (CITPM) by SCS and IDA Singapore, equivalent to PMP by PMI
* Certified Information Systems Auditor (CISA), ISACA USA - Cert No. 0651922 since 9 Nov 2006
* Trained as Six Sigma BLACK Belt (Sigma+ by HP)

**WORK EXPERIENCE**

**UOB Bank, Singapore** – May'18 - till date

**Senior Project Manager, Business and Technology Operations Management (BTOM)**

* Currently working on Pre-Project (Scope, Solution, Securing budget and Planning) for Unified Communications Project, UOB Malaysia
* Successfully delivered inbound and outbound capabilities for UOB Thailand (Telesales and Collections) Unified Communications Project in Sep 2019 (Requirements, planning, tracking, reporting, UAT and vendor mgmt). Resolved post implementation issues from Oct to Dec 2019
  + Avaya's Proactive Outreach Manager (POM) - automated outbound campaign management (to deliver automated voice, email, SMS messages) allowing users to choose a self service option or interact with a live agent
  + Tetherfi Multimedia Agent Client (TMAC) / Omni Channel Management (OCM) thin client - using single unified CTI desktop and servicing voice, email, SMS
* Delivery Manager, for the Digital Bank Unified Communication - Digital Servicing Stream for Digital Bank UOB Thailand
  + Delivered end to end from User requirements, planning, vendor management (Avaya/ Tetherfi) - Chat Bot, Live Chat and Click-2-Call capabilities for On-boarding, Anticipate and Converse, Transact and Serve, Digital Servicing streams, in Nov 2018
  + Project executed using AGILE and role equivalent to Squad leader

**Bank Julius Baer, Singapore** – Oct'16 - Mar'17, Rehired Sep - Dec'17

**Business Project Manager (CRS/AEOI and FATCA), Business Projects and Solutions, Asia**

* Led and guided the team on CRS/AEOI Regulations for Individual and Legal Entity on-boarding
* Delivered the CRS/AEOI Diligent Reviews (DR) approach for pre-existing accounts (and got buy-in from the Asia Advisory Board), detailed CRS/AEOI DR Business Process changes with Back end Accounts, Front Office RMs, Client communication (with Risk assessment with Legal/Compliance) for Individual and Legal Entity(LE) accounts for SG/HK)
* Led the closure/blocking of non-compliant FATCA LE DR accounts
* Original contract was 21 months, but due to business priorities, was ended in Mar'17 by Zurich
* Rehired in Sep'17 - Delivered the CRS requirements for MAS/IRAS and HKMA/IRD reporting

**Steenbok Pte. Ltd., Singapore**– Apr 2017 to Sep 2017

**Consultant,** Testing and Release Management Process Improvement

* Worked on improvements in "Production Defects Management, RCA, Impact Analysis, Testing"
* Evaluated Test Automation Tools (Gather Requirements, Conduct POC, Evaluate Suitability)
* Left to re-join back Bank Julius Bear

**OCBC Bank Singapore** – Oct 2006 till Aug 2016

**Vice President, IT PMO**, **OCBC Bank,** Aug 2010 till Aug 2016

**Asst. Vice President Higher, CMMI Program, IT PMO**, **OCBC Bank,** Oct 2006 to July 2010

Jul 2014 to Aug 2016:

* Achievement: As Process Consultant, led Change Management/ Process Transformation initiative, Subsidiary process alignment (OCBC Wing Hang, Bank of Singapore) while keeping key controls and their effectiveness in place in SDLC+PM Processes (2012 to mid-2013, mid-2014 onwards), Readiness checks for projects by Process Compliance Audits, fronted MAS Inspections, KPMG and Group Internal Audit
* As part of PMO, monitored project delivery risks (budget, technology, schedule, security)
* Prepared and executed Process Compliance Audit Plan, Scope, resources
* Monitored Risk Control Self Assessment (RCSA based on COBIT framework), risk register, tracking, mitigation, closure), facilitated project change/risk review, follow up Audit closure
* Advised projects on readiness for Internal and External (KPMG, EY, MAS) Audits
* Achievement: Awarded Excellence Service Award EXSA (STAR '15, Gold '14) by ABS Singapore
* Left to join Bank Julius Bear, career prospects

Jan 2013 to June 2014:

* Achievement: As Project Manager, delivered FATCA (Foreign Account Tax Compliance Act, USA) on-boarding project, with budget of 4.171M for Business Process/System Changes in OCBC SG & International Branches, with 33% savings in budget, 8 weeks savings in timeline
* Successfully delivered new customers On-boarding functionality for SG and Int’l branches
* Led users and IT teams on the regulation interpretation and implementation for OCBC
* Achievement: Awarded "Spot on" Award in 2013 in OCBC
* For restructuring the SDLC, led the Engineering Process in IT PMO (for TRMG, SDLC, Software Quality Assurance SQA), for SDLC and PMO Process/ IT Governance/ Compliance
* Provided MAS TRMG advisory and delivered a comprehensive gap assessment of SDLC from PMO, SDLC and Security requirements points of view (2012 and 2013)

Aug 2010 to Dec 2012:

* Achievement: Successfully delivered the MAS Internet Banking & Technology Risk Management (IB&TRM) Secure Code Review (SCR) project, On schedule, within budget
* Provided MAS IB&TRM V3 SCR regulatory advise, led a cross functional project (Information Security, Risk & Prevention, PMO, Solutioning), did a comprehensive gap assessment and included security controls in SDLC (incorporated the IB&TRM V3 requirements) by Dec 2012
* Operationalized SCR Changes (incl. BAU TOM) for SG projects in 2011, MY Projects & SG/MY IT Enhancements in 2012
* Achievement: As Process/Change Consultant in Engineering Process Group (PMO), fronted MAS (Inspection 2011 for OCBC IT), got very good Audit rating and MAS commended the robustness of OCBC SDLC/PM Processes
* Enhanced Software Quality Assurance SQA across SG/MY, build team of 6 SG (2 MY) staff
* Strengthened Process Compliance / IT Governance Function
* Delivered and executed Process Compliance Audit Plan, Scope, resources
* Automated metrics for accuracy, less manual intervention and improved cycle time
* Simplified PM process, established project performance/process compliance dashboards
* Led Process Changes/Improvements while keeping key controls/their effectiveness (2010-12)
* Guided OCBC China on China SDLC compliance and enhancement

Aug 2009 to Jul 2010:

* Achievement: Successfully established the Engineering Process Group (EPG), Process Compliance Function in IT PMO (while consolidating the benefits of Stage 1 & 2 Program)
* Established the Full Time Software Quality Assurance SQA, obtained funding for 3 staff, set up SQA processes, SQA Process Governance, SQA Best Practices /Knowledge Management
* Implemented PPQA (Product and Process Quality Assurance) by establishing the Project Compliance Framework and ensuring Process Compliance
* Continued conduct of mass training on CMMI, V&V, PP and PMC, Software Quality Assurance SQA Processes. Also conducted training for our 2 stages processes to OCBC-NISP
* Metrics (DRE SIT, DRE UAT, schedule variance, cost variance and IT internal effort variance) overall continued to maintain improvement trend

Aug 2008 to Jul 2009:

* Achievement: Successfully implemented Project Planning (PP), Monitoring and Control (PMC) Process Transformations in OCBC Stage 2 (led to accuracy of timeliness in project delivery)
* Led to tremendous improvement in visibility of the projects on dashboards, introduced early baselining. Schedule, cost and IT internal effort variance showed improvement
* Implemented end to end Stage 2 in Group Technology viz. conceptualization, budgeting, contracting, getting vendor consultant and delivery
* Set up IT PMO, IT Project Governance, Project Management Processes/ Best Practices /Knowledge Management, Project Tracking/Metrics via Clarity, Project Status via Sharepoint, Cost/Effort Forecasting, Re-baselining, Risk management, Contingency, Mitigation
* Led a team of 3 full timers and 8 part timers PM representatives
* Implemented SAM partially, M&A process areas to support PP and PMC
* Conducted mass training on CMMI, PP and PMC for the organization

Oct 2006 to Jul 2008:

* Achievement: Successfully implemented Verification and Validation (V&V) Process Transformations in OCBC Stage 1 (led to reduction in defects in production)
* Led to tremendous improvement in DRE SIT and UAT metrics
* Set up testing centre of excellence TCOE, Test process, Automation/ regression frameworks, Testing Governance, Test Best Practices / Knowledge Management
* Led a team of 14 part timers cross functional Reps, Implemented end to end CMMI Stage 1 in Group Technology, Conducted mass training on CMMI, V&V for the organization

**EARLY CAREER**

1. **Director (Independent Consulting), KK Consulting Bizness,** Singapore, Oct 2005 to Sep 2006
   * **Independent Consulting, Information System (IS) Audit for IBM/National Health, Call centre set up, Conducted Advance Project Management & IS Audit courses for eMBA (SP Jain Institute of Management Singapore and Dubai), conducted “CISA Review Course” for ISACA Singapore**
2. **Total Customer Experience & Quality Manager, Hewlett Packard**, Singapore, Jul 2003 to Sep 2005
   * Established Six-Sigma program, successfully led 2 DMAIC Projects (annualized Savings US$2.4M)
3. Assistant Manager (IT Quality Management), Singapore Airlines, Singapore, Feb 2001 to Jul 2003
4. Motorola Electronics, Singapore, Senior Engineer (S/w Quality & Process), Apr 2000 to Jan 2001
5. NIIT Asia Pacific, Singapore, Consultant (SEPG Head, CMMI Level 5, Sep'99), Aug 1995 to Mar 2000
6. Haryana State Electronics Development Corporation Ltd, India, Programmer, Mar 1993 to Aug 1995
7. Computronics India Pvt. Ltd, India, Software Engineer, Mar 1991 to Jan 1993

**EDUCATION**

* Masters of Technology Degree (Software Engineering), NUS Singapore, 2003
* Post Graduate Diploma (Computer Application), Alagappa University India, 1993
* Bachelor Degree in Engineering, Thapar Institute of Engg. & Technology India, 1990