
LEONARD FRANCIS

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PROFESSIONAL SUMMARY

Senior Project Manager (PMP, SAFe) with 20+ years' experience delivering Tier 1–3 banking and credit-card initiatives across POD structures. Expert in project governance, risk and dependency mapping, budget forecasting, and executive stakeholder management within Agile and Waterfall environments.

SKILLS

- Program Planning and Execution
- Agile / Scrum / SAFe / Kanban (Flow)
- Lean and Six Sigma principles
- Enterprise Technology Environments
- Experienced with Software development lifecycle
- JIRA / Confluence / MS Project
- Program Budgeting and Forecasting
- Risk & Dependencies management

WORK HISTORY

Senior Scrum Master, 02/2022 - Current

TD Bank Group – Toronto, ON

- Facilitated Scrum/SAFe ceremonies (sprint planning, backlog refinement, daily stand-ups, reviews, retrospectives) to ensure program governance and delivery consistency.
- Partnered with Product Owners and external partners to develop program roadmaps, release schedules, and dependency tracking, enabling on-time releases.
- Oversaw cross-functional coordination between development, QA, deployment, and support teams, improving release management efficiency and reducing defects.
- Enhanced throughput by 25% through improved sprint cadence and cross-functional collaboration across technology, operations, and business teams.

Project Manager / Scrum Master, 05/2018 - 02/2022

Canadian Imperial Bank of Commerce – Toronto, Canada

- Led three Agile PODs delivering credit-card and banking modernization projects under strict regulatory oversight, achieving 100% adherence to delivery timelines.
- Coached teams on Scrum and Kanban, increasing predictability and reducing sprint rollover by 30%.
- Managed Agile delivery lifecycle across PODs using Jira, MS Project, and Confluence to track financials, dependencies, and key milestones.
- Designed executive dashboards for leadership to track key project KPIs, improving strategic visibility.
- Supported budgeting and financial forecasting by aligning delivery capacity with program roadmaps, reducing forecast variance.

Advisory Application Developer, 08/2015 - 05/2018

CIBC – Toronto

- Collaborated with cross-bank teams on ECCO program to enable secure, large-scale data transfers, ensuring compliance with program governance and delivery quality standards.

Senior Business Analyst / Project Manager, 04/2015 - 08/2015

International Financial Data (IFDS) – Toronto

- Produced reusable program knowledge assets and reporting dashboards, improving executive-level program performance reporting and decision-making.

Senior Manager Business Analyst / Project Manager, 08/2004 - 09/2013

Mashreq Bank

- Directed multiple retail banking transformation projects improving customer acquisition by 25%.
- Embedded Lean Six Sigma methodologies across initiatives reducing operational waste by 15%.
- Acted as a Six Sigma Blue Belt driving key projects in regulatory compliance and risk management.

EDUCATION

Master of Science: Information Systems
University of Colorado - Boulder, Colorado

Diploma: Software Engineering
Canadian Business College - Toronto, ON

BBA: Commerce, 08/1998
Karachi University - Karachi, Pakistan

CERTIFICATIONS

- SAFe Advanced Scrum Master - Scaled Agile INC
- Certified Professional Scrum Master (PSM) Scrum.org
- Certified Pega Business System Architect v8.5 - 2021.
- Certificate in Advanced Data Science and Predictive Analytics: Data Science from York University - September 2020
- Certified Scrum Master from Scrum Alliance since 2018
- Certified Business Analysis Professional from the International Institute of Business Analysis (Membership ID 114178) - 2017
- Microsoft Certificate number F238-3215 Microsoft Certified Solutions Associate: SQL Server - 2015