

Saket Singh, MBA, CSM®

Sr. Technical Program Manager

[linkedin.com/in/saket-singh-csm-37968020](https://www.linkedin.com/in/saket-singh-csm-37968020)

Email: singsaket@gmail.com

Mobile: +1 437-990-7759

GTA, Canada

Career Summary:

- Seasoned Technical Program Manager with 18 years of experience leading **large-scale modernization, transformation, and application delivery programs** across Banking, Financial Services, and Retail technologies.
- Proven ability to **drive business transformation objectives under aggressive timelines**, ensuring structured execution while balancing scope, budget integrity, and resource efficiency.
- Experienced in **release planning, deployment, and cutover strategy**, with strong focus on risk, dependency, and issue management (RAID) to safeguard seamless delivery and operational continuity.
- Skilled in managing **hybrid delivery approaches (Agile + Waterfall)**, aligning project execution with business transformation goals and enterprise governance standards.
- Proficient in leading **cloud-native projects** across AWS, Azure, and GCP, driving **platform modernization** and migration initiatives that deliver measurable business value.
- Adept at **resource management**—leading and coaching **cross-functional teams of 100+** across IT and Business units to achieve transformation objectives.
- Strong track record of **change management and business readiness enablement**, ensuring stakeholder alignment and smooth adoption of enterprise-wide solutions.
- Expertise in **executive reporting and governance**, delivering data-driven insights and actionable updates to Program Leadership and C-suite stakeholders (CIO, CTO, CFO, CSO).
- Experienced in budgeting, forecasting, compliance, and **governance frameworks** to maintain delivery excellence and meet industry standards.
- Recognized for **strategic problem-solving, decision-making, and communication skills**, enabling teams to overcome challenges and deliver high-impact outcomes.
- GenAI & Agentic Orchestration**: Actively researching and exploring enterprise use cases and transformation opportunities leveraging Generative AI and multi-agent orchestration frameworks

Competencies:

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|-----------------------------------|--------------------------------------------|----------------------------------|
| ○ Agile Delivery & Implementation | ○ Cloud Migration & Tech Integrations | ○ Cross-Functional Leadership |
| ○ Financial & Risk Management | ○ Change Management & Process Optimization | ○ Coaching & Mentorship |
| ○ Stakeholder & Client Engagement | ○ Budgeting & Forecasting | ○ Strategic Planning & Execution |
| ○ Customer Success | ○ Digital Banking Transformation | ○ Partnerships |

Delivery Experience:

PC Bank (Loblaw Enterprise)

Jan'24 – Jul'25

Sr. Technical Program Manager

Jan 2024 – Jul 2025

GTA

- Leading a portfolio of **scrum Agile** initiatives across business and technology at President's Choice Bank, including **Product launches, Service Optimization, Platform Reimagination, and Integrations**, while coordinating across teams to enhance products and services.
- Led cross-functional teams in Agile environments**, facilitating sprint planning, daily stand-ups, and retrospectives to deliver high-quality software increments with increased velocity and alignment to business goals.
- Managing interrelated projects with competing priorities, overseeing all project lifecycle phases, including POCs, stakeholder engagement, conflict resolution, risk monitoring, delivery team guidance, and project financial management

High profile Initiatives Delivered (and In-Flight)

- ✓ **High Interest Savings Account** – Launched a block-buster savings product implementing a popular COTS core banking solution. Enabling PC Bank to attract and retain a broader customer base. *Increase in Deposit inflows – **\$10 Mn (Year 1), \$700 Mn (Year 2)**
- ✓ **Treasury Function Automation**: Replacing manual core treasury functions with a comprehensive automated solution hosted on Google Cloud Platform (BigQuery). *Cost Savings of **C\$400,000 annual**. Productivity Improvement – **35%**
- ✓ **Data Centre Exit Program – Massive Program** aimed at **migrating and modernizing** all Applications, Infrastructure Assets, Files and Network Connectivity out of physical Data centers to **multi-Cloud Environments** (GCP, Azure, Equinix). *Net Annual Savings of **C\$1.5 Mn**
- ✓ **Reimaging Promo codes**: Aimed at rebuilding the campaigns and offer management system
- ✓ **Public Site Redesign**: Redesigning of the PC Bank public site enhancing the customer experience

Key Responsibilities

Program Initiation & Business Alignment

- ✓ Partnered with Executive Sponsors to formalize business cases and ensure strategic alignment.

- ✓ Built cross-functional teams (Business, Product, Engineering, Operations) and established governance, communication, and escalation frameworks.

Program Planning & Roadmap Definition

- ✓ Defined program scope, objectives, RACI, and secured alignment on comprehensive roadmaps with key milestones and dependencies.
- ✓ Designed and socialized release strategies, including deployment, cutover, fallback, switch, and PIV approaches.

Execution & Delivery Leadership

- ✓ Facilitated program kickoff sessions and aligned teams on objectives and timelines.
- ✓ Directed execution by tracking deliverables, publishing RAID logs, and proactively resolving risks and dependencies.
- ✓ Practiced servant leadership by removing blockers and negotiating resolutions across internal and external partners.

Governance, Reporting & Stakeholder Engagement

- ✓ Established program cadence for working groups and SteerCo, delivering clear reporting at all leadership levels.
- ✓ Ensured executive visibility into progress, risks, and dependencies through dashboards and structured escalations.

Release Management & Change Control

- ✓ Directed comprehensive release readiness by ensuring completion of all required documentation and approvals, including ServiceNow CRQs, release checklists, delivery letters, quality gates, and CAB approvals.
- ✓ Coordinated cross-functional release planning sessions with Product, Engineering, QA, and Operations to align on timelines, cutover activities, and contingency measures.
- ✓ Managed communication with Executive SteerCo and stakeholders during release windows to provide real-time visibility on progress, issues, and risks.
- ✓ Facilitated and chaired critical decision forums during releases, driving Go/No-Go calls, fallback strategy activation, and issue escalation to minimize risk to business operations.

Post-Implementation & Program Closure

- ✓ Led Post-Implementation Reviews (PIR), capturing lessons learned, technical debt, and improvement opportunities.
- ✓ Secured formal closure with stakeholder sign-offs and comprehensive program closure reporting.

BMO Financial Group

Jul'18 – Dec'23

Program Director – Engineering & Platforms – SRE

May 2022 to Dec 2023

GTA

Accountable for driving various **Technology Transformation** initiatives, including **Cloud Enablement**, **Site Reliability Engineering (SRE)**, and **M&A Tech Integration**, across the bank. Led strategic planning and execution to enhance operational efficiency, scalability, and business continuity. Partnered with cross-functional teams to ensure seamless adoption of new technologies while mitigating risks and optimizing costs

High profile Initiatives delivered:

- ✓ **Bank of the West Acquisition (FY23):** Successfully led and delivered massive **technology integration**, **data conversion** and **application performance management** as part of this massive acquisition in 2023.
- ✓ **SRE Enablement – Reduced MTTR from 2 hours for 90 mins for CDB.** Tangible impact on **revenue retention and brand reputation**. **50–70% reduction** in manual toil.

Key Responsibilities

- ✓ Directed enterprise-scale **technology transformation** initiatives across **SRE** and **Performance Engineering**, enhancing operational resilience, scalability, and business continuity.
- ✓ Accountable for managing a critical portion of the **Bank of the West Acquisition (FY23)**, leading **Data Conversion** and **Enterprise-wide Performance Engineering & Certification** to ensure platform stability and readiness for integration.
- ✓ Built and scaled the **SRE enablement program** by driving adoption of observability frameworks, Chaos Engineering Automated incident response, and reliability playbooks—resulting in reduced **MTTR** and a **50–70%** reduction in manual toil across critical banking platforms.
- ✓ Partnered with business, product, and engineering leaders to define **program scope**, **governance**, and **roadmaps** with clear **milestones**, **dependencies**, and **risk mitigation strategies**.
- ✓ Established **release and change governance** frameworks to ensure stability during complex enterprise deployments.
- ✓ Empowered engineering teams by removing systemic blockers, and cultivating a culture of continuous improvement in reliability and performance.
- ✓ Instituted **structured reporting** and **SteerCo forums (C-Suite)**, providing executive visibility into progress, risks, dependencies, and cost optimization opportunities.
- ✓ Led **post-implementation reviews at Executive level** to capture lessons learned, address technical debt, and institutionalize best practices across SRE and platform engineering functions.

Sr. Program Manager for Wealth Digital Transformation

Nov '19 to May 2022

GTA

Spearheaded a multi-Year **Digital Transformation Program** focused on building reusable/foundational capabilities, automating processes to drive efficiency, and delivering customer-centred journey on BMO InvestorLine and Private Client Division (BMO

Nesbitt Burns). Collaborated with Business/Technology Owners, stakeholders, and vendors to deliver various account types and features on the new digitized platform (myWealth) through **Agile Methodology**

High profile Initiatives delivered:

- ✓ Delivered several critical features on **InvestorLine Journeys and MyWealth Applications**
- ✓ **Wealth Management Common Services** – Led the migration of a suite of Wealth Management APIs to AWS, enhancing scalability, performance, and cloud-native integration
- ✓ **Self-serve funnel optimization:** UX enhancements that improved the user journey through the myWealth aD/SD application process and contributed to higher completion rates.
- ✓ **Remote E-Sign:** Digitally triggering an email to a client, and automatically uploading the signed document (via click to sign) back into myWealth as a part of the existing account open and account maintenance flow
- ✓ **ID Verification:** Use recognition software to verify a client and their Identification remotely
- ✓ **Margin accounts:** Added capability to open new Margin accounts through myWealth IL.
- ✓ **RIF accounts:** Added capability to open new RIF (Retirement Income Fund) accounts through myWealth IL.
- ✓ **Non-Personal Accounts Open:** Digitized the opening of Corporate accounts and Holding Companies
- ✓ **Enhanced email verification:** Integrated new e-mail validation capability that verifies e-mail addresses provided by applicants
- ✓ **Private Banking:** Enable BMO Private Banking clients to open new Self-Directed IL accounts that are automatically setup with BIL Self-Directed 5-star program benefits.

Business Benefits:

- Provide Customers with a Product & Channel Agnostic digital experience that is tailored to their individual needs
- Leverage technology to enable and enrich self-serve capabilities that is intuitive and user-friendly

Key Responsibilities

- ✓ Defined and implemented the **operating model and governance framework** for a multi-year Technology transformation program modernizing BMO InvestorLine (Self-Serve & Branch Assisted) and Nesbitt Burns (Private Client Division) Business.
- ✓ Partnered with business, product, and engineering leaders to align scope, priorities, and delivery roadmaps, ensuring seamless migration from legacy OLAP flows to the new myWealth digital onboarding platform.
- ✓ Coordinated **cross-functional Agile delivery teams** driving the adoption of microservices architecture, containerized applications, and API-first design, enabling scalability and performance improvements.
- ✓ Oversaw **vendor and stakeholder engagement** to deliver reusable foundational capabilities and enhanced analytics supporting customer insights and digital personalization.
- ✓ Established **program cadences** and reporting at **working group and SteerCo levels**, providing visibility into progress, risks, dependencies, and technology adoption challenges.
- ✓ Directed **release and change governance** across Wealth platforms, ensuring readiness through quality gates, CAB approvals, fallback strategies, and production certifications.
- ✓ Empowered engineering and business teams by removing delivery blockers, and fostering collaboration across internal and external stakeholders.

Senior Program Manager for BMO Online Banking for Business

Jul '18 - Oct '19

- Delivered several large bundle releases deploying several transformative features for Online Business Banking domain

Cognizant

Apr'09 – Jul'18

Program Manager for Banking and Insurance Customers across North America

India - NC (USA)

- Spearheaded client delivery programs, ensuring seamless onboarding, implementation, and modernization.
- Led Agile-driven projects to enhance **operational efficiency and service reliability**.

Polaris (Now Virtusa)

Jul'07 – Feb'09

Project Manager – Fintech Implementations

India

- Managed **end-to-end technology solutions** for global banking clients.
- Developed business cases, delivery plans, and risk mitigation frameworks.

Educational Qualification:

- **M.B.A. 2005 - 07** from ICFAI Business School, Hyderabad
- **Certified Scrum Master** – Scrum Alliance, License # 000761384
- **Generative AI Fundamentals** - Databricks
- **Google Cloud – Site Reliability Engineering**