

# RESUME WORLD INC.

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## CAREER PROFILE

A **Senior Executive** with over 15 years of progressive experience within the Insurance/Fund Industry, with specific expertise in **Investment/Life Operations, Back Office Administration, Technology Acquisition and Implementation, Consolidation/Integration of Business Processes and the Design/Implementation of Security, Audit and Control** procedures to improve transactional efficiency and the flow of money. Proven performance in linking corporate vision with the delivery of desired results through empowerment, development and utilization of people, process and technology.

A strong motivator and team player with effective leadership, communication, decision making, problem solving and interpersonal skills, together with a corporate focus and a results-driven attitude.

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## BUSINESS EXPERIENCE

LEADING U.S. INSURANCE COMPANY, Toronto & New York

**Jan 2001 – Present**

**Senior Vice President of Operations – Investment Products**, May 2005 – Present

- Responsible for the Investment Products area and the back-end support services and administrative functions, supporting over \$12 billion in investment, 220 segregated funds, and a distribution network of 150,000 independent brokers
- Leverage leading-edge technology to deliver transactional capabilities and superior client service thereby enabling the company to become the segregated fund leader in USA marketplace
- Lead and motivate key management teams to peak levels of performance, as well as consistently develop their skills in coaching, leading and appreciating staff contributions, thereby improving morale, the quality of client service and overall productivity level
- Manage a technology and operations budget of \$20 million and coordinate the efforts of 310 staff members through three management teams
- Consult regularly with the executive committee and other senior management teams to discuss, evaluate and plan corporate-wide strategies and organizational initiatives

### ***Key Accomplishments:***

- Successfully spearheaded the massive undertaking of consolidating and integrating the product lines, administration systems and distribution network of NN Life
- Managed and oversaw the implementation of the UNITRAX System which provides a single record-keeping system for the company's entire segregated fund product portfolio
- Developed back office administration, processes and controls for the launch of several segregated funds for four top mutual fund companies – TD Asset Management, CI Funds, AIC Limited and BPI
- Implemented processes and controls to deliver efficient transactional services for all Investment Products, including SPIA's, GIA/DIA, Segregated Funds and other future offerings
- Conducted Due Diligence on six companies back-end operations for acquisition purpose
- Saved the company approximately \$7 million in lost revenue by implementing proper audit and control processes which rectified delays in transaction processing time
- Converted 50% of paper to wire business by maximizing electronic links to independent dealers
- Headed the amalgamation of Money Concepts dealership network
- Upgraded product suite to include a new segregated fund product in time for year-end amalgamation and 2007 RRSP season, thereby expanding product offering and revenue base for the company
- Consistently received full bonus compensation based on individual and area performance

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**AVP, Strategic Initiatives, Oct 2003 – Oct 2005**

- Responsible for setting up the Dealer Service area and implementing strategic initiatives and priorities to expand product offerings, strengthen business retention, improve customer satisfaction ratings and enhance operational efficiency
- Developed back office procedural controls and systems for the launch of all new third party products, funds and product initiatives
- Provided system infrastructure to meet same day service on all trades and handle queries promptly
- Redesigned and implemented process control tools (tracking system for Call Centre) resulting in improved business control, quality audits, analysis, and timely response to queries

**Key Accomplishments:**

- Successfully rolled out the segregated fund dealership program, which provided higher penetration, wider product portfolio and linkage to FundServ Network. This initiative substantially maximized wire trade and reduced overall unit costs
- Headed the development and implemented a \$5 million Optical Imaging System that converted over 400,000 paper policy files to an electronic format. This initiative significantly improved audit and control procedures and internal and regulatory reporting guidelines
- Managed the workflow and policy integration of alliance partners and ensured full consistency across all IP product lines through back office integration and workflow rewrite
- Optimized business processes and transactional capabilities by encouraging the migration of existing producers to the FundServ wire trade network
- Mandated as one of a seven-member SWAT team to develop a Customer Service Strategy to improve corporate-wide service structure & service efficiencies for both policyholders and distributors

**AVP, Agency and Policy Service, Sep 2002 – Oct 2003**

- Responsible for managing front-line operations and administrative functions for 12,000 licensed sales professionals, including setting up processes and controls for accessing policy information and processing claims

**Key Accomplishments:**

- Enhanced Call Centre operations through the implementation of enhanced technologies, advanced process methodologies, better management of resources and training of staff which resulted in improved customer retention and satisfaction
- Delivered first quality training and support to internal staff to encourage professional development and service excellence

**Manager, Field Administrative Support/Training, Nov 2001 – Sep 2002**

- Responsible for providing professional, full product knowledge and functional training (electronic and web-enabled access) to the Support and Management Staff in over 100 Independent General Agencies

**Key Accomplishments:**

- Provided the necessary training and capabilities which enabled agents through their support and management staff to deliver better service to their clients (i.e. underwriting and policy status, activity, policy values, delivery dates and investment fund values, etc.)

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INSURANCE COMPANY OF AMERICA, Toronto, Ontario

Jan 1992 – Jan 2001

**Senior Associate Manager, Agencies Administration**, Sep 1997 – Jan 2001

- Contributed to the growth and profitability of the company by effectively managing, developing and utilizing people, resources and technology to deliver desired business plan results
- Responsible for providing leadership coaching, selling skills, presentation techniques and product knowledge training to a team of 36 Administrative Managers across Canada, with an emphasis on growing the business at branch-level and delivering exceptional support to the agents
- Worked closely with senior management to formulate and execute strategies, initiatives and new processes and technologies to support business growth, improve customer satisfaction, enhance staff productivity and overall operational efficiency

**Key Accomplishments:**

- Significantly improved client service and satisfaction by shifting the Admin. Managers' focus from a purely clerical work environment to a proactive marketing focus environment, supporting 260 internal sales staff
- Developed a Customer Service Strategy, which was successful at penetrating an untapped customer base of 360,000 policies. This initiative not only improved customer service approval rating by 90%, but it also generated active sales leads for agents and significantly reduced customer loss
- Improved sales time for all agents by working closely with the Vice President of Regional Marketing to ensure that the sales force received appropriate and focused support from the administrative staff
- Headed a systems support team which rolled out a PC based platform to 80 offices worth \$2 million
- Introduced laptop technology to the administrative management team, improving their flexibility and productivity in multiple locations
- Redefined responsibilities for 260 support staff and developed new hiring practices, selection criteria and focused training programs which enhanced professionalism and product knowledge among the support staff, fostering a proactive sales culture
- Created a system support team from various departments to ensure that the branch office distribution network needs were met
- Successfully managed four Head Office support teams, ensuring that the branch offices received up-to-date training, procedures, systems, HR policies and communications

**Associate Manager, Special Marketing Experience Project**, Sep 1996 - Sep 1997

- Actively marketed life and property and casualty insurance, as well as investment products as part of a special project to provide Head Office managers with hands-on sales and service experience. The resulting process has proven to be invaluable in directing and focusing Head Office initiatives

**Associate Manager, Claim and Disbursement**, Jan – Aug 1996

- Led a supervisory team of three, ensuring excellence in productivity and services
- Implemented capability process tools resulting in improved quality, analysis and timeliness

**Supervisor, Investment Products**, Dec 1994 – Dec 1995

- Improved employee morale and attained major financial savings by restructuring the staffing approach used in our tax, accounting and new business areas during the busy RRSP season
- Implemented a case management system to ensure that all new business could be tracked to the minute using electronic wand technology resulting in improved new business control

**Individual Product Coordinator, Actuarial & Product Development**, Jul 1994 – Dec 1994

**Individual Product Technician, Actuarial & Product Development**, Oct 1992 – Jun 1993

**Actuarial Research Assistant, Research and Development**, Jan 1992 – Sep 1992

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**EDUCATION**

HARVARD UNIVERSITY, USA 1992  
**MBA Degree**

UNIVERSITY OF PHOENIX 1987  
**BA Degree**

**PROFESSIONAL DEVELOPMENT**

**American Investment Funds Course – Mutual Fund Licensed** 2004

**Other than Life Insurance License – Ontario Insurance Commission** 2003

**Life Insurance License, including Accident and Sickness OIC** 2002

**Life Office Management Association Inc.**

- Associate Insurance Agency Administration (AIAA) 1995 - 2001
- Associate Customer Service (ACS)
- Fellow Life Management Institute (FLMI)

**Tactics for Building Confidence & Teamwork in the Midst of Turmoil – IMS Seminar**

**Influence – Collaborating for Results – Forum**

**Managing Psychological Disabilities in the Workplace – The Canadian Institute**

**ASSOCIATIONS**

**Scout Leader, SCOUT USA – 392 SCOTEDALE SCOUT TROOP** 2004 – Present

**Advisory Council, YMCA, Phoenix** 1999 – Present

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