

ERIC UKOBA, MBA, PMP®, SAFE® 6.0 SPC, PROSCI®, CISM

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Director, PMO and Digital Transformation

Profile

Executive PMO and transformation leader with 17+ years directing enterprise technology programs for Fortune 500 and regulated operators. Lead portfolios spanning cloud modernization, ERP and workforce platforms, cybersecurity and compliance, and post-merger integration. Build and run PMO operating models, governance standards, and performance controls across \$55M to \$150M+ portfolios. Advise executives with board-ready reporting, risk-based escalation, and disciplined financial management, while scaling delivery organizations to improve predictability and business outcomes.

Capabilities

- Architect enterprise PMOs, define operating model, stage gates, RACI, decision forums, and portfolio cadence.
- Shape portfolio strategy and sequencing, lead discovery, target state alignment, and investment prioritization.
- Build multi-year transformation roadmaps and steady-state operating models aligned to enterprise goals.
- Govern integrated delivery plans, dependencies, RAID, and change control across complex programs.
- Own portfolio financials, budgets, forecasts, cost controls, WIP and backlog validation, and benefits tracking.
- Establish audit-ready delivery controls and evidence logs for SOC 2, PCI DSS, and SOX-aligned programs.
- Lead executive governance, SteerCos, QBRs, and decision-grade dashboards for leadership and boards.
- Build and develop senior delivery leaders, capacity models, performance management, and execution discipline.

Achievements

- Owned forecast and outlook for a \$150M portfolio, driving 10% YoY margin improvement and 86% forecast accuracy.
- Advised COO and CIO on portfolio tradeoffs and sequencing, protecting \$25M+ in benefits and improving time-to-value by 20%.
- Established an execution maturity model and scorecard, reducing decision latency by 30% and lifting on-time milestones to 90%+.
- Led governance for a \$55M+ portfolio, improving forecast accuracy to 73% and utilization from 40% to 88% through standardized controls.
- Directed CPKC post merger integration PMO across 8 programs and 64 projects, sustaining 80%+ on-time, on-scope delivery.
- Delivered critical infrastructure for integration, building 3 data centers in 24 months across North America to strengthen resilience and continuity.
- Led Active Directory migration and email rewrite for NewCo, delivering \$0.5M savings versus plan through scope optimization and vendor negotiation.
- Scaled delivery capacity from 8 to 46 FTE in 11 months by building delivery pods and a leadership bench to increase throughput.
- Governed 300+ annual incidents and 1,000+ tickets with under 2% change-related incidents, reducing MTTR by 25% through triage and release controls.

Industry Expertise

- Management Consulting
- SaaS and Digital Platforms
- Enterprise Technology and Infrastructure
- Rail and Aviation Critical Infrastructure

Specializations

- Enterprise PMO and portfolio governance
- IT strategy, roadmaps, operating model design
- Digital transformation and enterprise modernization
- M&A integration
- Portfolio financials, budgets, and cost control
- Vendor governance, contracts, SLAs, QBRs
- Change and adoption of governance

Tools & Software

- **Business Apps:** ServiceNow, Salesforce, Microsoft Dynamics 365, NetSuite
- **Reporting:** Power BI, Tableau, data conversion, and migration
- **Delivery:** Jira, Confluence, MS Project, Smartsheet
- **Methods:** SDLC, Agile / SAFe, Waterfall, ADKAR, SOX, and GDPR

Education

- Master of Business Administration (MBA) - University Canada West, 2023
- Bachelor of Engineering (Chemical Engineering), 2008

Certifications

- PMP® | Project Management Institute
- SAFe® 6.0 SPC | Scaled Agile
- Prosci® Certified Change Practitioner
- CISM | ISACA

Experience

CGI Consulting Services | Senior Project Director, Enterprise PMO, Digital Transformation and HR Technology Portfolio

Feb 2023 – Present | Remote, North America | Portfolios: \$55M+ | 5,000+ employees | 48 unions | 123+ apps

- Built and ran the PMO operating model across North America and cross-geo delivery pods, put stage gates, executive dashboards, and escalation paths in place for 13+ concurrent portfolios, cut decision latency by 30%, lifted on-time milestones to 90%+.
- Partnered with Finance and executive sponsors on portfolio funding and controls across \$55M+ scope, standardized baselines, forecasting, WIP and backlog validation, and change control, improved forecast accuracy to 80%+, reduced cost-to-serve by \$2.5M run-rate.
- Led a 6-month HRIS and business apps diagnostic and reset, defined target state priorities and sequencing, delivered 6-month, 2-year, and 5-year roadmaps plus the steady-state operating model, reduced intake-to-start by 25%, protected \$15M+ in benefits at risk.
- Improved service delivery performance through tighter governance and cadence, moved SLA attainment from 85% to 97%+, reduced escalations by 40%, delivered Dayforce Canada go-live (2024), mapped the US phased rollout (2025).
- Drove portfolio rationalization, launched One Swissport App, retired 6 communication channels, decommissioned 4 applications, removed \$2M in annual renewals.
- Strengthened risk and audit readiness with evidence logs and escalation protocols, cut critical audit findings by 50%, reduced operational risk exposure by \$10M+ equivalent, increased throughput by 25% by redesigning intake, triage, and workflow ownership.

Canadian Pacific Railway (CP-KCS) | Senior Program Manager, Enterprise Transformation and Merger Integration

Jul 2021 – Feb 2023 | Calgary, AB

- Led cross-workstream governance for Day 1 merger readiness across Canada, the US, and Mexico.
- Managed the overall infrastructure and IT portfolio, including Microsoft 365 migration, CRM consolidation, and standing up 3 dedicated data centers across three regions.
- Directed enterprise platform workstreams, including SAP Finance, SAP Ariba, ServiceNow ITSM, identity, and endpoint standardization.
- Owned RAID and escalation cadence, avoiding \$18M+ in delay-related penalties through early intervention and alignment.
- Authored cutover runbooks, rollback plans, and validation checklists, reducing unplanned disruption by 20% to 30%.

Vision33 | Project Manager, ERP and SaaS Implementations

Jun 2020 – Jul 2021 | Canada

- Delivered multi-client ERP and SaaS implementations from discovery through hypercare, owning scope, schedule, and risk controls.
- Standardized delivery playbooks and governance cadence, reducing delivery cost by 21% and improving predictability.

Baker Hughes (GE) | Program Manager, Digital Transformation and Operations Performance

Nov 2018 – Jun 2020 | Canada and US

- Owned delivery of a \$6M portfolio across modernization, ERP readiness, reporting, and service readiness.
- Led audits and mitigation plans that cut costs by 32% through vendor optimization and tighter governance controls.
- Set up performance governance, reporting, and analytics for a \$200M operations program, driving measurable cost and operational gains.
- Built interface tracking and Power BI dashboards to improve dependency visibility and cut escalation-to-resolution time by 25%.
- Standardized governance artifacts (RAID, decision logs, executive packs) for a 3-year, \$2.2M infrastructure program, improving review discipline and reporting consistency.
- Improved post go-live adoption through role-based enablement and targeted change support.

Baker Hughes (GE) | Account Manager, Services and Customer Success

Feb 2012 – Nov 2018 | Canada and US

- Owned an \$18M annual services portfolio, led forecasting, renewals, escalations, and executive reviews, sustaining churn below 8%.
- Expanded revenue from \$3M to \$9M+ through adoption growth and value realization governance.