

# TIM PENNER

Content Strategy and Knowledge Management  
Technical, Project and Business Leadership  
20 Years Technical Communication  
Software Development Background  
Extensive Business Process Experience

December 2024

*Making information technology serve in numerous contexts has dominated my career, from researching and preparing business requirements, developing custom applications and engineering software products, to documenting hardware and software solutions. With decades of technical, business and organizational experience, and postgraduate qualifications in professional communication, I am uniquely qualified to interpret work cultures, analyse and document business requirements and processes, produce information solutions and contribute significantly in operational service environments.*

*Please visit [timpenner.ca](http://timpenner.ca) for information about my professional interests.*

## **FORMAL EDUCATION:**

Master of Arts (Professional Communication), 2008, Royal Roads University, Victoria, B.C.

Honours, Computer Science Technology – Algonquin College of Applied Arts and Technology, 1974 (electronics, mathematics, programming, systems analysis, development process)

## **LANGUAGE PROFICIENCY:**

English – native and primary language for graduate degree and professional communication

## **RECENT TRAINING:**

Advanced group facilitation, Intersol.

OwnIt, TELUS

## **CLEARANCE:**

Secret

## **CONTACT:**

[trp@timpenner.ca](mailto:trp@timpenner.ca)

613.791.9236

**SHARED SERVICES CANADA****OCTOBER 2024 TO PRESENT**

As Process Consultant, I use my years of experience as a Business Request Intake Analyst (2018 to 2024) assigned to Public Services and Procurement Canada (PSPC), to solve costing and pricing problems with challenging requests presented to the Service Management team. My work involves researching historical records of previous service implementations and working with the various service teams, both technical and administrative, to gather information for preparing new and renewed service agreements with PSPC. I also develop process documents to provide continuing guidance to the Service Management team.

**SHARED SERVICES CANADA****MAY 2024 TO SEPTEMBER 2024**

As Business Intake Requirements Analyst for the Chief Information Office, I interpret client requirements for customer solutions to enable decision-making and technical implementations. The work demands an understanding of business problems experienced by SSC service teams and the ability to create useful written explanations of those problems. Solutions are implemented using Microsoft's Power Platform and Dataverse frameworks with extensions into the Azure ecosystem.

**SHARED SERVICES CANADA****JANUARY 2018 TO MARCH 2024**

As Business Request Intake Analyst for the Enterprise Business Intake and Demand Management directorate, I coordinate the inception of new business service requests and deliver evidenced pricing information for service clients and partners to consider. The work demands a high level of personal organization, focused attention to myriad details and process facilitation skills. We use spreadsheets for costing and task management, plus an array of in-house tools to track and document business requests.

**TELUS HEALTH SOLUTIONS****APRIL 2013 TO DECEMBER 2017**

As Product Knowledge Manager and Senior Technical Writer, I served in four capacities: I developed highly-technical documentation for clinical information systems, I led documentation development and knowledge management projects, I facilitated collaborative needs analysis and documentation, and I led employee engagement initiatives. The working environment was a product management and software engineering group using Sharepoint, Office, Adobe Technical Documentation Suite, Madcap Flare, Bugzilla, Confluence, Jira.

**TELUS HEALTH SOLUTIONS****OCTOBER 2011 TO APRIL 2013**

As a Senior Technical Writer, I developed technical and user documentation for clinical information systems and worked as a member of release project teams to define and estimate documentation requirements for new features. The working environment included the use of MS Sharepoint, MS Office, Adobe Technical Documentation Suite, Bugzilla, and MS Project.

**ROYAL ROADS UNIVERSITY****AUGUST 2011 TO NOVEMBER 2017**

As an Associate Faculty Member, I instructed in Organizational Communication for the B.A. in Professional Communication program of the School of Communication and Culture. I attended to typical instructor duties, such as: guide the distance learning experience of learner teams, devise and oversee the application of curriculum, mediate in learner communication, and grade papers. The working environment included the use of Moodle, MS Office and Blackboard Collaborate. I also served as a TA in the masters program in professional communication.

**WIND RIVER****FEBRUARY 2011 TO MAY 2011**

I worked under contract as Staff Technical Writer, upgrading documentation for Wind River Linux software for embedded systems development. Workaday tools included MS Office for business communication, Clearquest, SVN and CVS, Linux virtual machines under VMWare, Wind River embedded Linux development tools, Framemaker and XML tools (such as oXygen-XML for

authoring and XSLT-driven conversion) using Wind River's highly customized publishing infrastructure.

**KLOCWORK INC****AUGUST 2010 TO NOVEMBER 2010**

I worked as a Product Documentation Strategist and Writer, advising on and renovating the structure and flow of online documentation. The work involved developing new landing pages and synthesizing persona-based routes through complex material that describes a complex software development tool suite. The environment was based on Mediawiki with numerous add-ins, using custom HTML and CSS.

**RAILWAY MUSEUM OF EASTERN ONTARIO****JULY 2010 TO 2013**

I worked as Communication Facilitator and advisor, and web consultant. Besides facilitating strategic planning sessions, I provided general business experience and organizational process advice and leadership to this non-profit organization that assures continuing public interest in our vibrant Canadian railway heritage.

**IBM CANADA****MAY 2008 TO MARCH 2010**

I worked as a Communication Facilitator for the Business Intelligence and Performance Management segment among product architects, engineers and senior managers. I influenced knowledge management in design policy and governance, devised communication process infrastructure in technical communities of practice, and supported engineering process efficiency through communication practices. Some of my additional activities included orchestrating cross-disciplinary talks, facilitating group decision-making and editing R&D tax credit submissions and technical policy documents.

**COGNOS INCORPORATED****NOVEMBER 2007 TO MAY 2008**

As a Senior Technical Writer for the SDK documentation Team in Ottawa, I authored and updated complex engineering documentation for the Cognos 8 SDK. Tasks included re-organizing, editing and re-writing existing documents and authoring new material based on inputs from product engineers in a highly structured enterprise product company.

**CRC FOR SUSTAINABLE COMMUNITIES****DECEMBER 2007 TO MAY 2008**

As a Social Science Graduate Student, reporting to Dr. Ann Dale, Canada Research Chair for Sustainable Communities, I worked on an SSHRC-funded project to measure the potential of on-line tools for transdisciplinary research collaboration. Tasks included developing a survey questionnaire for research subjects, collaborating with professors and researchers in Sustainable Communities, contributing to articles for publication in a peer-reviewed journal, and participating as a panel member at a social science conference.

**CRC FOR SUSTAINABLE COMMUNITIES****APRIL 2006 TO NOVEMBER 2006**

As a Senior Information Analyst reporting to Dr. Ann Dale, Canada Research Chair for Sustainable Communities, I was engaged in a part time contract to guide the development of the web presence of the Canada Research Chair's research projects. This work involved site design, tools and alternatives analysis, site governance and project accountability framework development.

**AUTODESK, INC****MARCH 2006 TO NOVEMBER 2007**

As a Senior Technical Writer for the Media and Entertainment division in Montreal and California, I re-organized and updated the technical documentation for a complex software development kit (SDK) associated with the 3DS Max product. Tasks included re-organizing, editing and re-writing existing documents, designing and implementing a new documentation build process, refining generated reference material, and authoring new material based on inputs from product engineers.

**NATURAL RESOURCES CANADA****FEBRUARY 2006 TO MARCH 2006**

As a Senior Technical Writer for the Communications Branch, I prepared a User Guide and online help for a Web-based application. I also researched and documented new requirements for the next phase of their information system development plan.

**IDT CANADA INC.****JULY 2005 TO JANUARY 2006**

As a Senior Technical Writer, I prepared customer documentation for programmable integrated circuit devices used in telecommunications products for the IC Co-processor Division in Ottawa. These documents described the functionality and use of network search engines and packet classification devices. Tasks included document planning, adaptation of specifications into customer-facing materials, authoring of new materials based on technical inputs and subject matter expert interviews, creation of original graphics, creation and modification of document templates, electronic publishing of document sets, editing, and cooperating in detailed reviews. Technical subject matter included details about chip level queuing, multi-processing, datapath and memory management, and proprietary programming language construction and specification.

**ADOBE SYSTEMS INC.****APRIL 2005 TO JANUARY 2006**

As a Senior Technical Writer for the “Adobe Enterprise Developer Relations” group of Adobe Systems Inc. in Ottawa, I investigated and wrote marketing collateral for publication on Adobe’s Enterprise Developer Program web site. Tasks included document planning and proposals, research and analysis of commercial and academic materials and websites for style and material examples, authoring of new material based on technical inputs, creation of original graphics, editing, interviewing subject matter experts.

**CARLETON UNIVERSITY****DECEMBER 2004 TO APRIL 2005**

As Business Analyst and Maintenance Coordinator, I prepared user requirements and project plans, and coordinated the efforts of software developers. I investigated and authored documents on such subjects as campus email standards, fault-tracking software problems, and new on-campus housing requirements.

**INDEPENDENT CONSULTANT****OCTOBER 2003 TO DECEMBER 2004**

As a Web Software Developer, I created web-based applications and wrote on-line help and documentation for amateur team sports associations in Ottawa.

As a Technical Writer, I edited and prepared technical documentation including technical papers, product descriptions and user documentation for information technology.

**PROGESTIC INTERNATIONAL INC.****AUGUST 2002 TO OCTOBER 2003**

As Senior Consultant and Director of Consulting Services, I worked on a wide variety of analytical, development and management tasks, all requiring the production of written reports. As a senior manager and director of 40 employees and contractors, I led and authored proposals, allocated resources, and developed work strategies and processes.

**TRANSPORT CANADA****FEBRUARY 2002 TO JULY 2002**

As Application Designer and Project Leader, I led the integration of several similar applications into a single interface for the user community of Transport Dangerous Goods. I prepared all documentation for users, installers and developers.

**NORTEL NETWORKS****1997 TO 2001**

Working as an independent contractor, I worked for Nortel’s Passport division in many capacities, starting as Product Documentation Writer, then Engineering Team Writer, network management center Data Modeling Team Leader, and concluding as In-house Trainer and Course Developer. My

time at Nortel required both a general view of division business and detailed knowledge of products, systems, proprietary and standards-based communications protocols, and engineering process. My training work called upon numerous personal and technical communication skills while investigating technologies, interviewing subject matter experts, analyzing audience needs, and developing and delivering courses.

**FULCRUM TECHNOLOGIES****1993 TO 1997**

Working as a Product Engineer, Development Manager and Technical Instructor, I worked in Fulcrum's multi-platform research and development department upgrading product parts, porting servers and applications to new platforms, incorporating purchased parts, and developing database interface technology for their text-indexing products.

**OTTAWA TECHNOLOGY GROUP****1991 TO 1993**

Hired first as a Senior Developer and then quickly promoted to Project Engineer, I developed user interface and database software and specifications, staffed the team, and managed the project. I wrote the technical and user manuals for the Bell Operator's interface to Bell Canada's Personal Communications Services (PCS) field trial system.

**LABOUR CANADA****1990 TO 1991**

I was engaged as a Senior Data Modeler on an analysis team hired to define and implement a refined commitment management system. Working with experts of the department's financial management directorate, the team created comprehensive data and process models.

**PUBLIC WORKS CANADA****1988 TO 1990**

I served in several capacities including Project Technical Leader, Application Support Analyst, Enhancement Team Leader, and Data Modeler. Working on several systems, including SPEC and ARMS, I successfully implemented software, led development efforts and authored user and technical manuals.

**NATIONAL DENTAL EXAMINING BOARD (NDEB)****1990 TO 1998**

I was the NDEB's IT Advisor. I prepared RFPs based on my analysis of their needs and led the supplier evaluation and contracting processes.

**DEPT. OF SUPPLY AND SERVICES****1986**

As a Software Developer, I designed and wrote an original graphics driver library to create line and bar graphs on laser printers, then supervised the creation of the user application.

**DEPT. OF REGIONAL AND INDUSTRIAL EXPANSION****1984 TO 1992**

As Application Developer, I first implemented the Departmental Assets Management Information System (DAMIS). The design included the use of bar code technology to collect data on all departmental assets, from chairs to cars. After successfully completing the initial development and implementation of DAMIS in January 1986, writing the documentation and training the users, I was contracted as Support Analyst to provide support and enhancement services for six more years.

**COMPUCRAFT SYSTEMS LTD****1981 TO 1984**

As Senior Developer I designed and developed mini-computer-based applications for government and industry. Ultimately, as General Manager, I led a software development and computer service bureau business of twenty staff, bearing personal responsibility for all business matters. We were an HP3000 service organization providing computing and application software development resources for government and private industry.

**TOOLS AND SYSTEMS**

Technical Products Experience: Windows, UNIX and Linux, VMWare (running Windows and Linux), Oracle Virtual Box, MS Office (2010) including Visio, Various Databases (Oracle, MySQL, Postgres, Informix/Illustra, SQLServer), Various modeling tools (ERChen, Popkin System Architect, ERWin, BPWin, Visio, Poseidon), Sharepoint, Help Workshop tools, Open Office, Adobe Products (Acrobat, Framemaker, Framescript, Lightroom, Illustrator, Photoshop, Dreamweaver), Madcap Flare, Camtasia, MediaWiki, Confluence, Jira, Drupal, Eclipse, UltraStudio, UltraRecall, XML Spy, Stylus Studio, Oxygen, Doxygen, Perforce, CVS, SVN, Clearquest, Bugzilla, Canon EOS system, Olympus MFT system

Generic Tools/Languages Experience: XML and XSD, Docbook, Xquery & Xpath, XSL/XSLT, HTML/XHTML, CSS, Javascript, Business applications of UML

Style guides: Chicago, CP, APA, Canadian, Prentice-Hall, Sun Microsystems

**FIELDS AND INTERESTS**

Organizational Communication

Post-secondary education and instruction

Communities of practice

Group facilitation for decision-making, strategic planning and requirements discovery

Business process analysis

OnLine collaboration research, theory and systems

Systems and engineering culture, methods, knowledge management strategies and practice

Documentation planning and management

Technical communication & content strategy and practice

Media studies