



STEPHEN (STEVE) WAKEN

Steve retired from AT&T as Assistant Vice President for its PS-PREP™/ISO27001-certified *Business Continuity Management Program*. His teams worked across the global footprint to prepare the business to respond to any type of disaster, local, regional, or global.

As Principal for Waken Resources, Steve works with clients to increase their organizational resilience through development of BC/DR strategies, plans, software tools, training, and exercises. Our approach works to create crisis management teams focused on likely threats, with skills to respond to the unexpected as well.

Steve is a skilled Team Leader and large Project Manager. He can work with you to create programs that quickly produce positive results, gaining executive support and broad awareness. We have found that prioritization and focus will enable you to create a solid BCM program that does not require massive overhead resources.

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WORK HISTORY

Principal, Waken Resources

Oct, 2015 – Present

Works with Clients to develop Business Continuity, Disaster Recovery and Incident Management programs. Identifies needs, writes plans, recommends initiatives, and sets priorities to increase operational resiliency. Leads implementation teams through development of milestone plans, budgets, training, simulations, certification, and audits, developing Team skills and ensuring new processes are sustainable.

Asst VP - AT&T Business Continuity (SBC/AT&T)

Aug, 2005 – Sep, 2015

Established and managed AT&T's *Business Continuity Management Program*, directing 1,000 planners and achieving significant and operational expense savings. Applied *BS25999*, *ISO22301*, *NFPA 1600*, *FEMA/NIMS*, *DRI Professional Practices*, and Virtual's *BC Maturity Model®* to achieve PS-PREPsm certification status. Implemented *Everbridge*, *NC-4*, *Fusion Framework™* and other BC/DR applications. Designed the processes currently in place to perform corporate-level crisis management, and used them for multiple hurricanes and tornadoes; communicable disease, civil unrest, nuclear accident, data center failure, union strikes and other events. Established a *BC Plan Testing Center of Excellence* to improve training and responder skills.

Asst VP - Operations Planning (SBC)

Aug, 1997 – Aug, 2005

Developed and implemented strategies for SBC Operations Applications, Center Optimization and Business Process Modeling, transforming SBC to an IP-based communications company. Directed teams providing application and technical support for customer service systems, documentation and inventory management.

Director-Engineering (SBC Long Distance)

Aug, 1995 – July, 1997

Directed the Engineering Team responsible for building SBC's Long Distance Network and CRM Systems with a budget of \$87M. Led the Telegence LD development and implementation team, still being used to manage AT&T U-Versesm customers.

Director-Network Operations, (SBC Int'l)

Jan, 1991 – July, 1995

Ex-patriated to Mexico City and worked with *Teléfonos de México* Network Operations to implement management systems that prepared them for privatization. Led *TelCel* team to select a Billing and Customer Care application. Supported SBC M&A due diligence activities in Central, South America and Europe in the areas of capital investment, IT and Human Resources planning.

General Mgr-Technology Business Strategies

July, 1989 – Dec, 1990

Developed and supervised the development of business plans and technical requirements for mass-market ISDN, Electronic Yellow Pages, Voice Activated Custom Calling and Integrated Voice Response applications. Developed technical and strategic systems plans for integrated telephony and cable TV services for SBC's international operations in England and Mexico.

Various Engineering & Operations Management

Jan, 1980 – June, 1989

SKILLS

- ✓ Experience implementing Enterprise BC Programs, Risk Management, BIA, Plan Strategy/Development, Emergency Management, Responder Training, Exercises, Audits, Crisis Communications, IT and 3rd Party BC/RM
- ✓ Detailed understanding of Corporate Operations, Processes & IT Systems
- ✓ Experience in domestic and international Mergers & Acquisitions
- ✓ Skilled in leading large project implementation teams, including Needs Assessment, Business Application Requirements, Business Case (ROI) Analysis, Project Management, Performance, and Executive Reporting
- ✓ Advanced skills in MS-Excel, MS-Word, MS-PowerPoint, Windows, and other desktop/cloud applications

EDUCATION

Oklahoma State University, Stillwater, OK USA, BS Electrical Engineering

*** Detailed work history is available upon request**

Stephen J. Waken

Detailed Employment History

AT&T Operations, Inc, San Antonio/Dallas, TX USA
Asst Vice President – AT&T Business Continuity

06/2005 – 09/2015

Responsible for AT&T's overall Corporate Business Continuity Plan, Disaster Recovery and Emergency Preparedness Strategy. Develops Corporate Policy, Plan requirements and directs integration of plans across AT&T Affiliates. Manages Corporate-wide Disaster Events.

- Directed the *AT&T Business Continuity Program*, consisting of nearly 3000 organization plans across 140 Officer business units. Matrix managed through a network of 120 Compliance Directors and 450 BU Planners. Included directing the development of various scenario specific plans for Pandemic, IT Outages, Hurricane, Tornado, Civil Unrest, Nuclear Power Accident events for use across the AT&T Companies.
- Established and directed AT&T's *Global Emergency Management Center*, which assumes incident command for corporate-wide disaster events, including overall event status reporting, accounting for and communicating with employees, providing overall situation reports and access to corporate resources.
- *AT&T Corporate Incident Command* for many types of events, including hurricanes, tornadoes, civil unrest, wildfire, building explosions, communicable diseases, labor strikes, data center outages, nuclear power plant accidents.
- Established and managed AT&T's *Executive Command Center*, providing alternative physical spaces, procedures and training for senior leadership so they can manage a disaster that renders their regular locations unfeasible.
- Implemented Sungard's *Paragon BC Planning* tool in 2008, developing tools to extend its capabilities in planning and risk management. Replaced Paragon in 2014 with the *Fusion Framework Risk Management™* platform, creating a data driven model to significantly advance AT&T's planning and event management capabilities.
- Created and managed the *YesOkay Employee Program* that allows management to account for and communicate with all employees impacted by a disaster within 36 hours of the event. Coordinated HR, Labor, Legal, Corporate Real Estate, Public Affairs and Global Marketing to build the *YesOkay* brand- and using innovative training techniques, technical and collaborative solutions to better prepare employees to respond to disasters. Defined assistance programs and volunteer groups to help impacted employees and families get back on their feet.
- Created a *BC Plan Testing Center of Excellence* to train Black Belt Testers that can facilitate interesting and effective exercises- proving that continuity plans actually achieve results. Conducted annual Senior Leadership tabletops.
- Merged Business Continuity Policies and Plans across all business units, converting SBC, AT&T, BellSouth and Cingular practices to OneAT&T, training the entire base of 245,000 employees.
- Achieved *BS-25999 Certification* in 2012 and became the first company to be recognized by *Janet Napolitano, Secretary to the Department of Homeland Security*, as achieving the *Private Sector Preparedness Program (PS-PREP™)* certification. Re-qualified AT&T's BC management system under *ISO22301*, becoming the only communications company to hold this certificate.
- Partnership with DHS, FEMA, state and local agencies to participate in exercises and improve readiness. Customer education seminars to support their development of business continuity and network redundancy plans.
- Managed an annual *BCP Planning Lifecycle* to ensure AT&T's ongoing corporate readiness. "*State of the Union*" reports to Corporate Auditing, Leadership and the Board of Directors to demonstrate policy compliance.

SBC Operations, San Antonio, TX USA
Executive Director - Center/Process Strategy

04/2004 - 06/2005

Responsible for development of the integrated Network Operations Strategy and Plan for SBC Network Services, including current and future business processes, center organizational strategy and standardization across the regions.

- Responsible for development of Business Process Modeling tools, documentation and integration of activity-based cost metrics (Navigator) with detailed process flows (Casewise).
- Developed standards, process and strategies for center transformation, Lightspeed, new products and technologies, and implemented initiatives designed to minimize operational expenses in both current and future networks.
- Provided production technical support for network documentation, including the APEX system, Network M&P and all vendor technical documentation, currently used by 120,000 technical employees.
- Responsible for a standardized methodology that created standardized key performance indicators and end-to-end production metrics that baseline and quantify benefits received from operational initiatives.
- Used process modeling tools to create initiatives resulting in \$47M in process improvement savings.