

PROFILE

- A dynamic and effective team builder/leader; with extensive experience translating complex technical theory into practical delivery milestones.
- Demonstrated ability to empower and motivate technical resources
- A “Visionary” architect with extensive business transformation experience
- Hands-on experience in the development, facilitation, planning and implementation of technology roadmaps and blueprints
- Extensive expertise in Application Performance Management (APM) , Operations Excellence (OpXcel) and Development / Operations (DevOPS)
- Extensive experience in Agile, Joint/Rapid/Xtreme-Application-Development (JAD/RAD/XAD), Rational Unified Process (RUP), Microsoft Software Framework (MSF), IBM BWL, BPM, ODM
- Specialized expertise in Software Configuration Management (SCM) and Continuous Integration (CI) and Release Management

PROFESSIONAL ACHIEVEMENTS

First Horizon National / First Tennessee Bank:

Jan/2014-Present: Lead Enterprise / Solutions Architect – Rapid Innovations Team

Enterprise Technology Team

- Lead Enterprise Architect on the Rapid Development and Innovations Team, delivering new methods to engage with both Retail and Commercial customers using state of the art Rapid Application Development tools (Avoka, APEX/SF, Node.js, Loopback, Hipster, etc)
- Provide technical leadership and guidance to the application development teams for RAD/REST implementations, DevOPS and Operations Excellence (OpXcel)
- Manage, design, and help develop solutions following industry best practices and methodologies for system integration and application/hardware virtualization with a primary focus on OpXcel and DevOPS
- Develop DevOPS implementation landscape using Application Performance Monitoring (APM) and workflow orchestration tools in support of SCM/CI and ITIL operations.
- Develop, implement and champion the FHN Operations Excellence Framework using a variety of APM tools automation technologies (DynaTrace, DC-RUM, MS/Orchestrator, HP/SM, etc)
- Establish, adopt, communicate and enforce standards and policies for system documentation, best practices and policies that support an optimized SOA environment. Implement FHN Integration Intranet tools for rapid collaboration using IBM BPM, ODM, WSRR.
- Keep current with industry trends and development for technologies and assist in evaluating and developing plans for keeping SOA applications current.
- Research and share new trends and best practices within the industry/domain and identify ways to solve business problems. Train and share knowledge with development teams.
- Responsible for strategy & roadmap for application integration technology stack, with focus on runtime automation in support of DevOPS and OpXcel.
- Develop and implement Application Performance Monitoring dashboards for mission critical applications which leverage the SOA/ESB platform.
- Develop and implement a customized IFX canonical for the FHN Enterprise Messaging Model (EMM).
- Work closely with the Solution Architects in designing and building solutions that are reusable, quick to market, and provide an enhanced customer experience with a strong focus on Mobile frameworks and integration.

RTX Technology Partners

Sep/2013-Jan/2014: Senior Advisor, Technology Architect

- *As a principle solutions architect and lead enterprise architect, engage on multiple contacts in support of developing both the EA program for RTX in addition to delivering on strategic engagements for multiple clients.*

Telus Canada

- Consulting engagement to redefine the Telus business case pertaining to Application Release Automation (ARA).

- Performed assessment of current Delivery Automation Capabilities
- Defined Key Performance Indicators and Targeted Improvement Areas
- Developed revised ARA Implementation Business Case
- Delivered SCM/CI to ARA integration strategy
- Delivered ARA delivery roadmap aligned to industry benchmarks for SCM/CI/ARA.

Walt Disney Parks and Resorts:

Sep/2011-Sep/2013: Principal Technology Architect

Next Generation Experience (NGE) Project

- Working as part of team to architect the program IT infrastructure landscape.
- Obtain stakeholder buy-in on challenging designs, making recommendations, validating requirements & ratify solution architectures across lines of business and IT partners (Global Business Technology Systems - GBTS)
- Architected the program's data replication, high-availability and virtualization strategies partnering with key stakeholders.
- Consult with other service towers on available infrastructure solutions and advanced service product options available to meet business units' requirements.
- Collaborate with peers during standards / product development.
- Manage vendor relationships
- Maintain knowledge of emerging trends in the industry through participation in user groups, and disciplined monitoring of periodicals, research groups (ex. Gartner, Forester, Burton).
- Mentor program resources on enterprise architecture, six-sigma and business transformation.
- Design customized solutions as required to support business objectives and goals for multiple program development initiatives.
 - Guaranteed eXperience Program
 - eXperience Pass processing – FastPass
 - Great Food Fast (GFF)
 - eXperience Bands (Magic Bands)
 - Strategic Functionality - One View / Real Time Interface
- Conduct multiple Proof-of-Concepts as required for:
 - Software Configuration Management / Continuous Integration
 - Network Integration for Service End-point Security (SES)
- Deliver ARA/SCM/CI solutions
- Deliver HA/DR (High Availability / Disaster Recovery)
- Design and build numerous virtual environments in support of the program delivery
- Design and deliver multiple Application Infrastructure Diagrams (AIDs)
- Architect VMWare Virtualization Roadmap for the NGE program
- Implement Performance Engineering Landscape (APM tooling for performance optimization)
- Design and implement Project Wiki online presence for the IT Infrastructure team

Concertia Technologies:

Jul/2011-Sep/2011: Enterprise Transformation Architect, Lead Enterprise Architect

- *As a senior advisor and Enterprise Architect, consulted on multiple engagements and worked closely with the executive team to deliver on strategic initiatives.*

Atlantic Lottery Corporation

- Conducted an assessment as to current state of the EA program and rank the level of maturity against known EA methodologies
- Develop the EA Value Chain, make recommendations as to how to improve the current EA program
- Deliver a discussion paper on the establishment of a Solutions Room and EA Governance Model
- Develop to-be EA program operating vision
- Conduct brainstorming sessions using a Six Sigma approach to pin-point focus areas for the EA team, review the alignment of the EA program to the ALC PDLC
- Developed proposed EA gating processes and matrix-oriented operating model
- Prepare action plan and EA roadmap
- Mentor EA management on establishing a TRM/SRM

Maplesoft Consulting Group:

Dec/2009-Jul/2011: Senior Management Advisor / Enterprise (Solutions) Architect

Multiple Projects and Engagements (Solutions Centric)

- Performed assessment of the current and proposed Java application development landscape
- Examined proposed J2EE technology stack and made recommendations as required to improve productivity
- Performed a comparison between delivery efficiencies between .NET and J2EE
- Analyzed development coding, build, testing and deployment processes, tools and technologies
- Facilitated the adoption of Spring and the migration of existing Struts applications to Spring
- Examined change management processes and made recommendation on optimization of same
- Performed an assessment of development team dynamics and the relationship of the development organization to the project management office (PMO)
- Examined use of Oracle middleware and made strategic recommendations to improve productivity
- Make several recommendations to implement Spring Aspect Oriented Programming (AOP)
- Performed a comparison between web service messaging patterns and application architecture styles (SOAP / REST)
- Developed Proof-Of-Proposal for the technical components of the proposed solution
- Delivered templates for EA collaboration portals using WordPress, Joomla and MediaWiki to drive development standards and best practices
- Advised the executive as to technology options and defined risk mitigation strategy

Multiple Projects (EA Centeric)

- Developed the technology architecture blueprint and roadmap for both private and public sector clients with a strong focus on developing targets and KPI's to drive improvements to their overall IT delivery capabilities while protecting their existing IT investments.
- Developed multiple portal-centric business applications, which were engineered to meet or exceed known performance indicators as outlined by senior management.
- Lead for the Technical Requirements of the Pay Modernization initiative
- Managed stakeholder expectations
- Mapped known business requirements to technology investments
- Analyzed workflow and process orchestration (Six Sigma)
- Worked closely with the Enterprise Architecture group across various IT departments to ensure project alignment to technology standards and roadmaps
- Performed the role of "Technical Liaison" between multiple projects and IT departments
- Conducted JAD sessions in the formulation of technical requirements
- Performed risk and change management assessments as required
- Defined technical criteria and developed the technical sections of multiple RFPs
- Developed Proof-Of-Proposal for the technical components of major investments across multiple departments.
- Participated in the formal RFP evaluation process
- Defined impacts to existing ERP solutions (PeopleSoft, SAP, Siebel and Legacy)
- Designed the Pay Modernization Solution Architecture using SOA modeling (TOGAF)
- Designed Integration Architecture for Siebel and PeopleSoft for external GC departments
- Conducted workshops and facilitated same
- Developed WBS for the technical aspects of the project plan
- Advised the executive as to technology options and defined risk mitigation strategy
- Developed executive level presentations, briefings, and discussion papers

IT/Net Consulting Group

Oct/2008-Dec/2009: Senior Advisor / Enterprise (Solution) Architect

Multiple Projects (EA and Solutions Centric)

- Developed application delivery framework for the multiple agencies and government departments using a wide range of EA principle and methodologies (TOGAF/Zachman)
- Prepared impact assessments and risk mitigation strategies (Six Sigma)
- Developed change management plans for multiple departments (Six Sigma)
- Conducted workshops, brainstorming sessions and facilitated same

- Established focus groups and identified improvements for DevOPS/SDLC processes
- Defined the evaluation criteria for successful solution delivery (TOGAF)
- Produced the Application Delivery Strategy and implemented same (DevOPS/OpXcel)
- Developed the framework to support multiple solution architectures and technical designs
- Prepared impact assessments and risk mitigation strategies (Six Sigma)
- Integrated numerous on-going development projects with the Trusted Digital Repository (TDR) business transformation initiative (Six Sigma / PM)
- Designed the EA / SOA operating model for GC Shared Services (Secure Channel)
- Developed the solutions architecture for the GC Enterprise Search Services Framework
- Developed and implemented the solutions architecture for Performance Measurement for System
- Obtained PPA and EPA approvals for investments with Treasury Board Canada
- Developed executive level presentations, briefings, and discussion papers

Joint Venture / EAC and IT/Net

- Developed business plans and concepts for Operations Excellence (OpXcel)
- Recruited technical contractors, IT vendors and other service providers
- Established teaming and agreements and partnerships with IT providers and suppliers
- Assisted clients in the formulation of solutions pertaining to social media, turn-key solutions and other related technology investments pertaining to BaaS, IaaS and SaaS
- Performed risk/impact assessments and developed risk mitigation strategies
- Developed executive level presentations, briefings, and discussion papers

Brainhunter Consulting

Nov/2004-Sep/2008 (3m): Enterprise (Solutions) Architect

Multiple Projects (EA / Solutions Centric)

- Appointed to the role of Chief Technology Architect for GC Shared Services
- Working with senior executives, translated business objectives and strategies into world-class IT solutions for over 20 federal government departments
- Responsible for the selection of technical resources, related technologies and vendor solutions in the delivery of projects in the \$5 million to \$300 million range
- Worked closely with the Enterprise Architecture group to develop the technology architecture blueprint and roadmap for the GC (multiple IT departments), using TOGAF/Zachman
- Analyzed critical KPI's and goals of major projects to ensure alignment and fit to the EA
- Delivered the architecture for a Single Window Reporting capability for the manufacturing sector to report on their metrics and measures in meeting Canadian Governmental Environmental Control Standards
- Performed skills transitioning to departmental resources on EA
- Worked with development teams to provide guidance as to SOA delivery patterns
- Designed and developed architectures, frameworks and strategies to meet strategic business transformation requirements
- Conducted JAD sessions, workshops and brainstorming sessions (Six Sigma)
- Developed the concept of operations for the GC Office of the CTO
- Developed and implemented the Technology Governance and Reference Model (TOGAF)
- Acted as an advisor on numerous cross-sector initiatives and business transformation projects
- Developed risk mitigation strategies and developed change management plans
- Developed and implemented the Enterprise Architecture model for shared services across the GC working closely with numerous stakeholders
- Implemented social media technologies to facilitate information exchange across CIO's within the GC, agencies and partners
- Collected, refined business requirements and developed the departmental information exchange architecture for the AgConnex project
- Developed the Information Integration e-Way using a multiple-hub service model for ETL, ESB and web services
- Worked closely with multiple GC/EA teams to ensure best fit and alignment with known information exchange mechanisms leveraging existing IT investments across multiple IT departments
- Responsible for the Enterprise Architecture program under the direction of the CIO

- Defined the business strategy, processes and related dependencies for the Global Case Management System (Siebel, SAP, PeopleSoft)
- Developed the departmental SOA model and implemented the same for CIC in support of Government On-Line, ePass, Secure Channel and other mission-critical initiatives
- Developed and implemented the Technology Architecture Blueprint and Roadmap for the GC
- Leveraged social media to implement CIC integration into the GC's Management Accountability Framework (MAF)
- Aligned the EA to the TBS Government Services Reference Model (GSRM/TOGAF)
- Performed liaison role between CIC and TBS in the development of the Business Transformation Enablement Program (BTEP)
- Conducted workshops, brainstorming sessions and facilitated JAD sessions
- Implemented the departmental EA portal (SharePoint and MediaWiki)
- Developed risk mitigation strategies and change management plans (Six Sigma)
- Designed and implemented the solutions architecture for the Integrated Case Management Systems (ASP.NET)
- Developed and implemented the SLDC for the project (MS/MSF)
- Developed the SOA model using web services and COTS connectors
- Designed application architecture using OMT, OAD and OOD (TOGAF)
- Developed release management plan, risk plan and change/impact assessments as required
- Integrated three COTS technologies (Bizflow, Hummingbird (OpenText), MS/CMS) to custom application (ICMS)

Avalon Works Corporation

Dec/2001-Oct/2004: CTO / Solutions Architect / Management Consultant

- As the CTO was accountable to the board of directors for the strategic planning of all technology investments, project delivery and risk mitigation strategy
- Developed IT strategy in accordance with corporate investment plan
- Responsible for hiring technology-related positions
- Developed training plans and monitored same
- Developed and implemented employee incentive programs
- Worked with the management team to develop new products and services (DMADV)
- Analyzed business requirements for multiple clients and formulated solutions to meet those requirements
- Established and staffed project teams of 20-200 resources
- Prepared project plans, change management plans and risk mitigation strategies
- Managed the contractual agreement of multiple IT suppliers
- Assessed the delivery capacity of the corporation in the tendering process for new projects
- Responsible for the technology integration of new corporate acquisitions (over 5 ISP companies over 2 years at the national level across Canada)
- Developed training plans, performed performance assessments and mentored staff in the delivery of corporate goals and related initiatives
- Prepared executive briefings and reports to the board of directors

Multiple Projects and Strategic Engagements

- Performed the role of project manager for the GC Real Property Financial Management System initiative (10 dedicated and 20 part-time resources)
- Developed the business case, charter, plan and detailed WBS
- Performed cost/benefit analysis and ROI for the client
- Performed liaison role between development organizations and the project
- Performed performance assessments on key resources
- Developed change management plan and risk mitigation strategies
- Developed a business case for the adoption of IP Telephony technology
- Developed a study to examine the effectiveness and other related capabilities of the Government Enquiry Centre (GEC) to ensure various aspects of the 1-800-O-Canada database
- Developed an impact assessment and a change management plan for the adoption of the recommendations put forward in the study

- Prepared a study to assess the development efficiencies of the current development landscape within multiple IT departments
- Developed a revised GC SDLC to improve delivery capacity based on study recommendations
- Developed a framework and triage process to optimize developer utilization

Canada Post – Business Transformation

Aug/1998-Nov/2001: Chief Technology Architect

- As Chief Technology Architect was responsible for the enterprise-wide technology landscape
- Developed the CPC Technology Architecture Blueprint/Roadmap
- Established the Technology Review Management Committee (TRMC)
- Managed 6 corporate directorates – network, application, integration, security, information and technology with a staff of over 200 resources.
- Planned IT operating budget for CIO/CFO
- Established a solutions room to map proposed projects to KPI's and related corporate goals to ensure alignment to the Business Transformation (BT) initiative
- Managed technology teams of 120-400 people, with a total project budget of \$80M for implementation and delivery of IT components.
- Defined business strategy and processes in support of transformation and change management activities, including change impact analysis and organizational re-structuring and realignment.
- Developed change transformation strategies and documented all assumptions, principles, statements and constraints.
- As the SAP technology team lead for BT, designed, architected and implemented SAP FI, HR, CO, APO, BBP and OTC
- Responsible for the design, delivery and implementation of over new 40 technologies in support of the Business Transformation project
- Responsible for the business case, technology plan and phased integration of Purolator acquisition into the BT initiative
- Defined business strategy and processes in support of transformation and change management activities, including change impact analysis and organizational re-structuring and realignment
- Implemented the Accenture Method Delivery Manager (MDM) project repository
- Developed e-Commerce capability as part of the BT initiative
- Prepared status reports, dashboard and executive briefings to the National Control Centre (NCC) to all VPs across all LOBs
- Performed the role of a risk mitigation specialist for the Project Delivery Office (PDO) within CPC
- Documented critical success factors, programs, services, and collaboration requirements, and performed cost/benefit analysis of implementing new processes and solutions
- Technical authority for numerous strategic projects
 - Territory Management Automation (TMA)
 - Retail Outlet Support System (ROSS)
 - Address Information and Interchange (All)
 - Integrated Point of Sale solutions (IPOS)
 - Time and Attendance (TA)

Informix Canada

Apr/1997-Sep/1998: Web Ambassador / Solutions Architect

- Performed the role of technical evangelist
- Developed client adoption strategies, architectures, frameworks, risk plans and impact assessments for major IT integration efforts using INFORMIX technologies
- Responsible for the promotion of the INFORMIX Universal WEB Architecture (UWA)
- Mentored clients on adopting Informix tools for the publishing content to the Internet
- Conducted JAD sessions and workshops
- Developed client demonstrations and PoCs
- Key Note speaker at CA World
- Assisted in take-to-market strategies

NCR Canada

May/1996-Mar/1997: Pre-Sales Solutions Architect

- Performed the role of pre-sales engineer
- Specialized in the X/Open TOPEND TPM for the development and deployment of large-scale enterprise-wide applications, which used NCR hardware platforms
- Responsible for the configuration of DCE/CORBA compliant NCR product offerings
- Assisted the sales team in the preparation of RFP responses as required
- Assisted NCR customers in the adoption of technical architectures for a wide range of business initiatives including WEB, Data Warehousing and X/Open transactional processing, IIOP, JDBC and EDI

Saudi-Aramco Oil Company (IBM/SBM)

Apr/1994-Apr/1996: Application Architect

- Performed the role of lead developer
- Lead of a team of fifteen developers through the design, testing and implemented of the Salary Planning and Administration (SPA) system
- Deployed the solution to 1,500 users across offices and production facilities around the world
- Published several documents including Strategy for Accessing Mainframe Based DataStore, Strategy for Distributing Applications, and various discussion papers on a variety of technical topics, including Interfaces to C++ Dynamic Link Libraries, Dynamic Data Exchange Techniques, HLLAPI Programming Techniques and Interfacing to the Microsoft Windows API.

Revenue Canada – Customs and Excise

Dec/1990-Jan/1993: Technology Architect / Developer

- Designed, prototyped, and implemented PC to mainframe interfaces using the aforementioned technologies.
- Developed stored-procedures, triggers and DB/2 (CICS) interfaces to control the flow of data across Wide Area Networks using Remote Procedure Calls and LAN-to-LAN SQL server named-pipes.
- Designed, developed and implemented PowerBuilder based DBA maintenance utilities to achieve application data location transparency across both LANs and WANs for various departmental clients, (Audit Selection, Enforcement and Investigations, Human Resources System, and the Interim Processing Centre)
- Provided technical support for all RCCE application developers using the KnowledgeWare Computer Aided Software Engineering (CASE) tools for the department.
- Designed the integration framework for analyzing and evaluating unit business requirements.
- Produced study papers on migrating from the DOS IEW CASE tool to the OS/2 CASE platform under the new ADW product.
- Prepared evaluation documents for third party software products such as Micro Focus COBOL, CICS/VS86, and DB.
- Installed, configured, tested and implemented selected CASE products or extensions (XDB) as required.
- Developed, tested and implemented the current CICS based ATS Problem. Tracking System using the ADW tools under OS/2 for unit testing and on-line mainframe applications on the PC.

American Express

Oct/1990-Dec/1990: Developer

Assisted design team in the conversion of the TableBase 4.2 software product from CICS to IDMS/DC for American Express in New York using non-standard assembler utilities to handle screen and memory utilization.

National Personnel System

Aug/1988-Jul/1989: Developer

Intermediate developer, analyzed critical success factors for business success and developed architecture requirements design for process development, process mapping and training.

Department of Fisheries and Oceans

Apr/1988-Jul/1989: Developer

Developer responsible for the design, implementation and testing of user specific modifications to an MSA/CICS financial system for the DFO. MSA modifications included the addition of new DCS screens, record types and data-elements common to the existing financial system.

ACO Group Enterprises

Feb/1986-Jun/1987: Operations Management

Junior manager of operations, performed operational impact analysis on a variety of computer architectures.

Supply and Services Canada

Nov/1984-Jan/1986: Developer / Systems Engineer

Systems engineer, performed application and software trouble shooting; parallel testing; operating system configuration and implementation on behalf of the department.

GENERAL INFORMATION

Green Card Holder – Exp: 90/06/23

**** *Written and oral references available upon request.***

EDUCATION

Bachelor of Computer Science (Completed 2 years, 1981)
University of Victoria

PROFESSIONAL DEVELOPMENT

Disney – Transition to Disney Leadership Program
Disney – TWDC Records and Information Management (RIM)
Disney – WDPR Creative Problem Solving
Disney – WDPR Feedback Essentials
Disney – TWDC Workplace Security
Disney – WDPR Disney Policies and Processes
Disney – TWDC Compliance - Preventing Harassment Enterprise
Disney – TWDC Compliance - Our Standards of Business Conduct
Disney – TWDC Compliance - Information Security and Privacy Awareness Enterprise
Disney – TWDC Compliance - Information Security and Privacy Awareness
Microsoft Certified Solutions Professional (MSCP) (2002, *not current*) – Ottawa, ON

- Developing Microsoft ASP.NET Web Applications Using Visual Studio .NET (2002)
- Programming with Microsoft Visual Basic .NET (2003)

Accelerated/SAP – ASAP (2005) – SAP Toronto, ON
SAP Implementation Modeling (2000) – SAP Toronto, ON
SAP Technical Overview and Concepts (1999) – SAP Toronto
IT Facilitator and Trainer - Friesen Kay (1995) – Ottawa, ON
JAD Certification: IBM/SBM Joint Application Development (1993) – London, UK
IBM JAD Certification for Business Transformation

CERTIFICATIONS

Six Sigma Green Belt Certification (2010)
ITIL Foundations (Disney)
TOGAF Certified (2006)
Accelerated/SAP – ASAP (2005)
SAP Implementation and Modeling (2000)
Accenture Method Delivery Manager Certified (1999)
DMR Macroscopic Certified (1997)
IT Facilitator and Trainer - Friesen Kay (1995)
IBM JAD Certification (1993)