



PROFILE

- Demonstrated experience translating complex technical theory into practical delivery milestones
- Extensive expertise in Enterprise Architecture, Solution Architecture, Application Performance Management (APM), Operations Excellence (OpXcel) and Continuous Delivery (CI), Development / Operations (DevOPS), ITIL/ITSM
- Extensive experience in Agile, Joint/Rapid/Xtreme-Application-Development (JAD/RAD/XAD)
- Specialized expertise in cloud-based architectures, IoT and event-driven messaging techniques
- Demonstrated expertise and deep operational understanding of new-dimension technologies such as Docker/Swarm, Kubernetes, Couchbase, Kafka, Elk, Rancher and VMWare

PROFESSIONAL ACHIEVEMENTS

Carnival Corporation

Dec/2018-Present: Senior Director, Operations and Engineering

Ocean/Trident Program – Global Experience Innovations

- Support Customer Experience Officer (CXO) to IT Operations to Ocean Program Delivery;
- Provided leadership of the innovation and continuous improvement program, including:
 - Service Recovery Program;
 - Responsiveness Program;
 - Enterprise Monitoring Program;
 - Performance Engineering Program;
 - Network Architecture and Operations Program;
 - DevOPS, Agile Release Stream (CI/CD) and ARA Program;
 - Control, monitor and action Cloud Architecture cost optimization efforts
 - Reduced annual spend by \$3M over 1 year for 2019
- Responsible for communicating the importance of the Operations Engineering Directorate with stakeholders and to ensure the operating effectiveness of the overall Ocean solution;
 - Demonstrated ability to quickly develop remediation plans
 - Marshaled the correct resources to address issues and concerns
 - Coordinated the delivery of the Recovery Services Program to address issues with minimal guest impact;
- Responsible for overall management, leadership and oversight of the broad range of support operations functions for the xiHub and downstream support organizations
- Responsible for the creation, maintenance and delivery of operational reporting to senior executives
- Provided coordination of institutional activities that cross directorate organizations by assuring these functions meet the programmatic requirements of the Ocean solution.
- Supported operations activities which encompass solution delivery; security operations; performance reporting; quality and risk management; and information resources which include information technology, workflows, ITIL processes, and release management activities.
- Lead and influenced broad, cross-functional teams, including IT and non-IT teams to resolve issues and restore service
- Lead the DevOPS practice
- Lead the Platform practice
- Lead the Networking practice
- Lead the Enterprise Architecture practice
- Conducted annual performance appraisals for direct reports, provided individual feedback to improve performance, and initiated corrective action in response to personnel problems;
- Identified training and developmental needs for multiple teams and provided support for professional and personal growth to staff

LMS Consulting

Jul/2018-Dec/2018: Executive Consultant IT Operations and Engineering

Ocean/Trident Program

- Lead and delivered the Ocean Program Enterprise Monitoring Solution portfolio. This included the successful delivery of various Ocean platform Application Performance Monitoring (APM) integration scenarios for all mission critical Ocean IT dependencies including Docker, Couchbase, and Kafka
- Streamlined the adoption of APM tooling across delivery teams to help triage issues and identify root-cause
- Work closely with delivery teams to deliver seamless integration of enterprise alerts into ServiceNow to streamline IT Operations
- Developed the overall IT platform strategic direction for Ocean and implemented numerous improvements to achieve an MTTR improvement of over 84%
- Implemented operational processes and procedures to support SI deliverables to improve efficiency and shorten lead-time to deliver same
- Worked closely with the xiHub to create a single-pane-of-glass to support key aspects of Experience Operations
- Supervised and lead multiple vendor and SI teams to achieve targeted objectives and timelines
- Developed, monitored and reported on multiple concurrent projects to the VP IT Operations and Engineering
- Developed KPIs to align ITIL operational metrics with known program drivers
- Created the strategic IT roadmap for ship-based deployments using a VMware Validated Design (VVD) to position cloud-centric provisioning models and capabilities to maximize investments in multiple virtualization models (cloud/on-prem/hybrid)
- Participated in the triage and resolution of multiple application issues across all aspects of the infrastructure stack (cloud, virtualized, containerized and legacy deployments)
- Lead the delivery of the DevOps, Agile Release Streams - CI/CD Automation initiatives
- Supported efforts to optimize the PMLC of the Ocean program and made strategic recommendations to improve product development
- Provided senior management with various artifacts for the delivery of ROI, RTO, RCA and OpXcel
- Assist in the planning and formulation of CAPEX/OPEX models and forecasts
- Developed and implemented Ocean-centric SLAs, KPIs and OLAs
- Delivered Dynatrace and Dynatrace/NAM implementation for Caribbean Princess and Regal Princess
- Delivered Dynatrace SaaS to AWS integration for multiple environments (Prod, QA, Perf, Stage, DevX)
- Implemented custom tags by vendor and Ocean Experience to streamline operational alerts and reporting
- Developed strategic roadmap for Ocean Operational Reporting
- Trained and mentored Carnival and SI resources to support various aspects of the overall technology landscape for the Ocean Program

First Horizon National / First Tennessee Bank:

Jan/2014-Jul/2018: 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, OutSystems, Mendix, etc)
- Advise and lead solutions which leverage IoT and Cloud-Fabric in support of NeoBanking (Financial Technology Transformation)
- Provide technical leadership and guidance to the application development teams for RAD/ReST implementations, DevOPS/Agile, CI/CD 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 Agile Release Streams, 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, and best practices that support an optimized Services-Centric environment. Implement FHN Integration Intranet tools for rapid collaboration using IBM BPM, ODM, API/M and WSRR.
- Keep current with industry trends and development for technologies and assist in evaluating and developing plans for keeping applications current, chair Architectural Review Board (ARB)
- 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, and technology operations
- 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 business-centric dashboards for mission critical applications to measure SLAs, OLAs and KPIs.
- 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
- Conducted multiple Proof-of-Concepts as required for:
 - Software Configuration Management / Continuous Integration
 - Network Integration for Service End-point Security (SES)

- Application Performance Monitoring (APM)
- 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)
- Architected VMWare Virtualization Roadmap for the NGE program
- Implemented Performance Engineering Landscape (APM Optimization)
- Design and implement Project Wiki for the IT Infrastructure in support of NGE

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.

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
- 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

IT/Net Consulting Group

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

Multiple Projects (EA and Solutions Centric)

- Developed change management plans for multiple departments (Six Sigma)
- Established focus groups and identified improvements for DevOPS/Agile/SDLC processes
- Developed the framework to support multiple solution architectures and technical designs
- Designed the EA / SOA operating model for GC Shared Services (Secure Channel)
- Developed the solutions architecture for the GC Enterprise Search Services Framework
- 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
- Analyzed critical KPI's and goals of major projects to ensure alignment and fit to the EA
- Designed and developed architectures, frameworks and strategies to meet strategic business transformation requirements
- Conducted JAD sessions, workshops and brainstorming sessions (Six Sigma)
- Implemented social media technologies to facilitate information exchange across CIO's within the GC, agencies and partners

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

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)
- 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

NCR Canada

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

Saudi-Aramco Oil Company (IBM/SBM)

Apr/1994-Apr/1996: Application Architect

Revenue Canada – Customs and Excise

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

American Express

Oct/1990-Dec/1990: Developer

National Personnel System

Aug/1988-Jul/1989: Developer

Department of Fisheries and Oceans

Apr/1988-Jul/1989: Developer

ACO Group Enterprises

Feb/1986-Jun/1987: Operations Management

Supply and Services Canada

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

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- AWS Cloud Architect – Udacity Nonodegree (2020)
 - AWS Cloud Foundation Certification (2020)
 - Six Sigma Green Belt Certification (2010)
 - ITIL Foundations (2013)
 - TOGAF Certified (2006)

- *Accelerated/SAP – ASAP (2005)*
- *SAP Implementation and Modeling (2000)*
- *Bachelor of Computer Science (Completed 2 years, 1981)*
University of Victoria