

To whom it may concern,

I was introduced to Richard's work while at Canada Post in 1998 as the General Manager Project Delivery Office and Systems Integration. At that time he was the principal solution architect for the Canada Post Retail Point Of Sale (RPOS) initiative. He was responsible for the design of the retail operations application integration architecture working directly for the Project Delivery Office as consultant.

Richard's deliverables, professionalism and dedication earned him a full-time salaried position as the Director of Technology Architecture and Planning in 1999. Richard and his team developed the Canada Post Enterprise Application System Engineering (EASE) methodology which formed the basis for all subsequent major IT initiatives within the corporation. EASE, was later adopted by other postal organizations around the world, including the Australian and New Zealand governments as well.

Richard was subsequently named as the technology lead for the largest SAP implementation in Canada where he reported jointly to the CIO and the VP of Business Transformation. His role was transitioned into the Chief Technology Architect (CTA) for the corporation.

As CTA, he delivered the integration architecture for the business transformation project. He established various governance bodies, such as the Technology Review Management Committee and the Corporate Solutions Room. The business transformation project was delivered on time, on budget and exceeded all business expectations.

While performing the role of CIO for Citizenship and Immigration Canada (CIC) in 2006, I retained Richard's services to help shape the departments Enterprise Architecture program and to deliver the CIC Technology Architect Blueprint and Roadmap. His work established a baseline for technology reference modeling, and has been used extensively across the federal government.

As CEO for the IT Shared-Services Organization (\$650M revenue) at Public Works and Government Services Canada in 2008, I awarded a contract to Richard to develop, implement and promote a new vision for shared IT delivery across the federal government – a potential \$3B opportunity.

Richard was tasked with supporting the delivery of a newly formed CTO organization – which would set the direction and technology standards for all government branches and departments.

Much of his work was also adopted by the Treasury Board Secretariat of Canada, responsible for Federal IT policy, where he was recognized as a leader in technology architecture, solution design and service-orientation.

Richard has the gift of using and understanding technology at the “one foot level”, but he is also able to work with executives at the “50,000 foot level” – and anywhere in between! Richard is highly energetic and innovative and grasps the potential business application of technology in any situation quickly.

Innovative thinking is perhaps one of his greatest assets. He understands the balance between innovation and real-world practical adoption when it comes to IT – he is extremely delivery focused.

His experience, professionalism and willingness to work as a team member have made him a highly sought after technical resource. I would not hesitate to hire him in the future and highly recommend him for any position for which he is being considered.

Sincerely,



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