

## Profile

My primary focus is helping teams to deliver software-based solutions aligned with organization strategy and goals. I have applied a business and user-focused approach in combination with extensive technical experience to deliver solutions to a broad range of clients and organizations. Within software development I am passionate about building strong teams, agility, pragmatic design, continuous learning, aligning business opportunities with innovative software technologies and methods, delivering early and often and providing a good user experience. I have also enjoyed helping organizations improve their software project capabilities.

My project experience covers a broad range of client organizations and industries including Energy (Pipelines/Midstream, Exploration), Customer Experience Measurement, Public Sector (Justice, Health, Municipal, Transportation), Utilities (Power, Gas) and Financial. I have also led software delivery organizations, responsible for staffing, methods & practices, financials and overall delivery quality.

## Skills

**Software Development and System Implementation.** I have experience in many aspects of software development and system implementation, from technical strategy development, application and system architecture planning and 'hands-on' development work with a broad range of technologies from high volume, transactional web environments to rich object models supporting complex business processes.

**Team Development, Coaching and Mentoring.** I'm experienced in building and leading both in-house and mixed-vendor implementation team, including recruiting, career mentoring and performance management. I have also had direct responsibility for developing and promoting delivery methods and best practices in multiple organizations.

**Project Management.** I have performed project management on many projects, managing implementation teams on complex implementation projects including activity planning, scheduling, stakeholder reporting and financial tracking. I am an advocate of agile estimating and planning. I have also performed project chartering, mid-project reviews, and post-project retrospectives.

**Business and Technology Alignment.** I have experience in both leading and assisting in the development of business/technology strategies for businesses and government organizations. I am also experienced in business process analysis, business case development and organizational aspects of technology implementation.

## Technical Expertise

Enterprise software development tools, methods/practices, design.

Object-oriented software development, including Domain Driven Design

Java web and enterprise applications (Spring, Hibernate, J2EE, JSP/Servlet, JMS, XML/Web services)

Microsoft .NET enterprise applications (.NET/C#, MSMQ, COM+, NHibernate, SQL Server)

Google App Engine (Python)



Open source web development (Apache, Perl, PHP)  
Microsoft web development (IIS, ASP, Site Server)  
RDMBS (Oracle, DB2, SQL Server, PostgreSQL)  
GIS (MapGuide)  
Directory services /LDAP  
System Security  
LAN/WAN design & management  
Server (Windows, Linux, OS/2)  
Midrange (AS/400, VMS)  
Mainframe (MVS, VM, JCL, ACF2)

## Education

Bachelor of Engineering from the Department of Electrical Engineering, Ryerson Polytechnic University, Toronto

## Experience

### Independent Consultant

*Gibson Energy, Shipper Services Detailed Planning, July 2008-*

Led the detailed analysis and planning for a new scheduling system for Gibson Energy Shipper Services. Shipper Services is responsible for liquid pipeline and terminal scheduling, including forecasting, production and volumetric accounting. The approach included a review and refinement of existing requirements, documenting an extensive catalog of system functionality and prototyping key user interactions. An agile approach was used to allow flexibility during implementation. The final deliverables included a detailed estimate for system implementation, project plan, budget along with design recommendations (.NET).

*GAE Web Publishing (Open Source Project), 2009*

Developed an application framework to host editorial-focused websites on Google's 'cloud' infrastructure - Google App Engine (GAE). The framework is written in Python and supports publishing of articles and documents, membership registration and discussions/forums. The project is hosted at: <http://code.google.com/p/gaepublisher/>

*Video Library for HTPC (Open Source Project) , Winter 2008*

Developed a video library solution for Home Theater PC (HTPC) applications. Provides catalog, browse, search, IMDB lookup and playback capabilities for video content stored on a home network. Solution is implemented in Java/Swing, and supports Windows/Mac/Linux. The project is hosted at: <http://code.google.com/p/videobrain/>

## Senior Solution Architect, Online Business Systems 2005 - 2008

### *Application Development Practice Lead 2006-2008*

Responsible to establish and grow an application development practice for Online Business Systems. This part-time role involved the gathering and promotion of development best practices across the organization, representing the organizational competency in key development bids, conducting project reviews and retrospectives, team building and staff mentoring.

### *Gibson Energy, Moose Jaw Refinery System Implementation September 2007 – May 2008*

Led the project to implement a new business system for the Moose Jaw Refinery, responsible for project management, team leadership and technical architecture. Project scope included business processes for sales management, shipments and logistics, and financial management. The delivery of the system was based on agile methods with three-week iterations, continuous user feedback and a focus on domain-driven design. The technical platform was based on .NET/C#, Windows Forms, remote application server (web services) and NHibernate.

### *Gibson Energy Moose Jaw Refinery Detailed Planning, April – June 2007*

Led a project to conduct detailed planning for the replacement of the primary business critical application at the refinery. The approach included a review and refinement of the conceptual domain model, development of an activity model (activities, roles and task profiles) and user interaction design, and documenting an extensive catalog of system functionality. An agile approach was used to allow flexibility during implementation. Collaboration in the project involved various business stakeholders, along with head office IT stakeholders. The final deliverable included a detailed estimate for system implementation along with recommendations and planning considerations for technical implementation.

### *Gibson Energy Shipper Services Conceptual Design, February – May 2007*

Collaborated with client senior business analyst to complete a high level design for a new shipper services system. Shipper Services is responsible for liquid pipeline and terminal scheduling, including forecasting, production and volumetric accounting. The approach to this project involved extensive business collaboration to confirm system requirements and business rules. Elements of domain driven design and SOA were adopted to deliver a services model, a detailed conceptual domain model and system interfaces.

### *Travel Alberta, February – March 2007*

Travel Alberta engaged Online to facilitate the creation of a Service Oriented Architecture (SOA) eStrategy Blueprint. I co-led the delivery of the blueprint based on an agile and collaborative approach to defining and prioritizing strategic business requirements and an analysis of the existing IT environment. Collaboration and building consensus across stakeholder groups were key aspects of the project approach.

Strategic themes were identified and detailed in areas such as content management, 'silo' solutions, data access, data categorization/taxonomy, metrics, navigation and usability. Future needs analysis and SOA orientation led to the identification and prioritization of a catalog of services to be implemented on a new business enabling platform.

A number of strategic recommendations were also detailed and delivered in areas such as technology strategy, staffing and resources, technology implementation, governance and collaboration. The final blueprint included a 2 year roadmap detailing the initiatives required to realize the future state vision.

*Faculty of Medicine Admissions, Fall 2006 – January 2007*

Led a project to deliver a new admissions system for faculties of medicine. This internal project developed a product for Online Business Systems, which has subsequently been marketed to potential clients as a replacement for their existing admissions systems. This project involved a small development team working in a highly agile process with weekly iterations.

The new system, INFoMAS, is a Java application utilizing the Spring and Hibernate application frameworks. INFoMAS also supports a rich web user interface. I was responsible for managing requirements, leading the team, guiding the architecture, design and technical implementation.

*Husky Energy, IPS Discovery Phase, November 2005 – August 2006*

Led the initial (discovery) phase of the IPS (Integrated Pipeline System) project. This phase involved project initiation, definition and initial development. Husky was replacing several legacy applications with a single integrated system to support their Midstream Pipeline Operations business. IPS was a .NET-based application with a Windows Forms user interface, Oracle database and web services integration with other corporate systems.

This phase of the project focused on building the project team, establishing the iterative methodology with the business team, capturing the system requirements, establishing a combined development methodology, developing the technical architecture, standards and guidelines, implementing a functional prototype, and developing an estimate and plan for implementation of the full IPS system.

Key responsibilities and deliverables included Project Management (task planning, scheduling, financials), implementing a combined Development Methodology (based on Test Driven Development, Continuous Integration and automated acceptance testing with FIT), Architecture Planning and leadership of the Online team, development of User Interface Guidelines and the final implementation estimate.

*Terasen Gas, WINS 2K6 Enhancements, February - October 2006*

Provided project planning and delivery oversight to a small team implementing several major enhancements to WINS, including replacement of an applet-based nominations interface with a rich Web-based user interface, integration of the Vancouver Island nominations process and enhanced user and system event logging.

*Terasen Gas, WINS II, May - October 2005*

Led the final implementation phase of WINS (Web Information Nomination System) for Terasen Gas. Terasen Gas is based in Vancouver, BC. WINS supports gas management processes at Terasen Gas including web based nominations, gas allocation, XML interfaces to billing and gas measurement and EDI-based interfaces to connecting pipelines. WINS is a J2EE-based application with web-based user interface and an Oracle database.

This phase of the WINS implementation focused on implementation of sales gas allocation processes, gas allocation exception handling, data administration, reporting framework, underlying platform upgrades and an updated user interaction design based on a formal usability study. The successful rollout involved the decommissioning of the legacy gas management system at Terasen Gas.

Key responsibilities included Project Management, Business Analysis, Architecture Planning and overall leadership of the delivery team. Coordinated all activity between the Vancouver-based client and Calgary-based delivery team.



## Director and Vice President, Information Services, Service Intelligence 2003 - 2005

Based in Calgary, Service Intelligence is the leading provider of mystery shopping services in North America. Typical clients include Fortune 500 brands in retail and quick service restaurants. Service Intelligence business runs on a proprietary collection of web-based applications for shopper management, data collection, data quality assurance and data presentation. Originally recruited as application architect, I was asked to assume leadership of the Information Services (IS) team upon joining the company. My mandate in this role encompassed re-engineering all aspects of the department, from staffing, roles and process to core system technology as well as liaison with clients, the executive team and board of directors. Key projects included the following:

Design and implementation of a 'next-generation' reporting system for clients, totaling over 20,000 users. This included migration from Perl/ Apache to a J2EE platform. Crystal Enterprise was integrated to provide online dynamic reports. A custom ETL/DSS data management solution was implemented for maximum scalability and flexibility. Included the implementation of a rich Web user interface.

Design and implementation of a new shopper web site to service over 20,000 active mystery shoppers. Again this included migration from Perl/ Apache to a J2EE platform and the implementation of a rich Web user interface.

Design and implementation of an automated quality framework. This message queuing J2EE-based application was integrated with our legacy applications to support modular, scalable 'real-time' defect detection for mystery shopping data, leading to reduction in client-facing issues.

Maintenance and support of 'legacy' proprietary applications. A collection of web based Perl/ Apache applications that have over 8 years with 30+ person years of development. This included implementation of a structured development and testing process.

Key achievements and responsibilities included:

Developed an overall 'next-generation' application architecture for Service Intelligence online applications, leveraging primarily open-source platform technologies.

Implemented a formal web application usability process and discipline and the interface redesign for all external web-based applications.

Led the ongoing expansion and enhancement of the network infrastructure including hardware standardization and enhanced database management.

Led the migration from onsite production server hosting to a co-location facility (Q9 Networks).

Implemented a revised organizational model including development, testing, support and network operations teams. This included a full staff review, outplacement and subsequent recruiting.

Strategic planning for technology platform enhancements, including business prioritization and budget allocation.

Management of all department financials including operations and capital expenditures.

Ongoing reporting to both CEO and board of directors.

Implemented performance management and professional development programs for the department.

Planned and managed all software development projects and budgets.

Sales support through external product demonstrations.

Maintained user support service levels for external customers.

Migrated a portion of the software development capacity to an offshore (India-based) development provider.

### Manager, Software Development & Support, Seitel Solutions Canada Ltd 2001 - 2003

As a subsidiary of a large seismic data brokerage (Seitel, Inc.) Seitel Solutions was founded in early 2001 to develop and deliver data management products and services for the Oil & Gas exploration data industry. Originally recruited as a Java Architect, I was asked to assume the role of Manager Software Development and Support responsible for organizing and managing all product design, development and support efforts. Software development activity was broken down as follows:

Design and development of a web/GIS front end interface to allow the querying, ordering and viewing of both online and physical data assets. This component-based VB/COM+/Oracle application featured integration with the 'legacy' software, centralized LDAP security model and GIS and object storage engines. GIS integration was based on both Autodesk Mapguide and browser-based Vector Markup Language (VML) support.

Design and development of an object-based enterprise storage system supporting both Unix (AIX) and Windows environments. This J2EE/Oracle-based application leveraged LDAP and SAN integration to serve as the foundation Seitel's data management solution. A SOAP/XML web services interface allowed integration with other subsystems while a JMS workload manager provides scalability.

Maintenance and support of a 'legacy' exploration data management suite of products that Seitel Solutions acquired. A collection of client/server VB/Oracle applications that had evolved over a decade with over 20+ man years of development. This software was moved into a structured development process, upgraded and integrated with the new online data management solution.

Design and development of a centralized administrative interface allowing the management and configuration of all subsystems. This J2EE-based application used LDAP along with direct subsystem interfaces to provide a centralized 'control panel'.

Enhancement and support of seismic transcription software that Seitel Solutions acquired. A DOS/C application capable of copying, archiving and reformatting seismic data at the media level. This software was moved into a structured development process, fully ported to Windows 2000 (via Visual C++) and enhanced to provide broader support to Seitel's data fulfillment business.

Key achievements and responsibilities included:

Developed an overall component-based software architecture for Seitel's data management system to allow web and GIS integration, integration of 'legacy' software, support for the Public Petroleum Data Model (PPDM), cross-platform enterprise storage support and a centralized security and administration model.

Developed an organization model for and recruited and assembled a development group consisting of development, testing and user support teams.



Implemented a structured approach to software development leveraging the Microsoft Solution Framework (MSF) and incorporating best practices from current development methodologies.

Led a strategic planning exercise to identify short and longer-term objectives and milestones for the new company.

Co-authored a strategic whitepaper positioning Seitel Solutions within the industry.

Developed and implemented performance management and professional development programs for the development group.

Worked with key stakeholders to design an online seismic data management system, including requirements gathering and conceptual design.

Planned and managed all software development projects and budgets.

Delivered both internal and external product demonstrations.

Maintained user support service levels for external customers.

#### Managing Partner, WestZone Online Ventures Inc 2000 - 2001

Co-founded an E-Business consulting service providing solutions targeted at small and mid-sized businesses in Saskatchewan. Key highlights of this experience include:

Design and implementation of an E-Business hosting infrastructure and web development environment based on Open Source technologies such as Linux, Apache, PHP, Perl and PostgreSQL.

Leading a small development team through design and development of several database-driven web solutions.

Service offering development. Designed and packaged services to make high-end E-Business consulting available to smaller clients.

Delivery of E-Business strategies and implementation of accompanying solutions for small and mid-sized businesses. Including scoping, project management, application development and testing.

Planning, development and operation of a popular online directory service

#### Managing Consultant, EDS Systemhouse - E.Solutions 1999 - 2000

##### *Saskatchewan Liquor and Gaming: E-Business Strategy*

Co-led the development of an E-Business strategy for this government agency. This included facilitated planning sessions with senior executives, key stakeholder interviews, an architectural assessment, and development and presentation of the final deliverable.

##### *SaskPower: Security Framework*

Participated in the development of the SaskPower Security Framework. This initiative was established to help ensure that all security-related projects at SaskPower take place within a consistent

framework. Key areas of investigation included PKI, Directory Services, and strong authentication via Smart Cards.

*SaskEnergy: Internet Content Management Architecture*

Delivered the architectural design of the system and was responsible for project management and leading the development team through the implementation.

The goal of this project was to design and implement an Enterprise Content Management system for SaskEnergy. This system forms the foundation of both external web sites, as well as the Intranet. Another goal of the system was to build awareness within SaskEnergy and TransGas of the Internet/ Intranet as a communication medium.

The system allows the separation the creation of content from the management of Web site style, layout, and navigation. Achieving this separation greatly maximizes the maintainability of the web site. This separation also enables the content to be delivered to any number of targets, such as various browsers, direct mail, or handheld devices. Key technologies used included LDAP, XML, and XSLT.

*EDS Systemhouse: Product Management*

As a member of the global Internet Practice product management team I was responsible for the service development (service design, packaging and sales support) for web-based order processing solutions. Also responsible for leading the development of a Microsoft competency within the Internet Practice.

Senior Consultant and Senior Architecture Planning Analyst, EDS Systemhouse  
1996 - 1999

*Chevron (California): E-Business Technical Briefing*

Co-delivered an extensive E-Business Technical Briefing Workshop to Chevron's E-Commerce team in San Ramon, California. The workshop focused on the deployment of a 3-tier Microsoft-based E-Business Platform to support strategic Internet services.

*SaskEnergy: Internet Architecture Implementation*

Led the team that implemented a scalable 3-tier Internet Architecture based on Microsoft DNA technologies, including detailed design of a Firewall Subnet, Web Application Infrastructure and the creation of a comprehensive Systems Development Environment (SDE). The project also included the adoption and rollout of revised approaches to teaming and system development for SaskEnergy (specific approaches included the Microsoft Solutions Framework, or MSF). Together, these components provide a platform that SaskEnergy will use to implement E-Business Services for customers. Key Microsoft technologies included Site Server, SQL Server, MTS, MSMQ, COM/DCOM, IIS, ASP and Visual Studio.

*General Motors (Michigan)*

Participated on the EDS team that developed and presented a successful E-Business strategic vision for General Motors multiple operating units. This process led to the creation of the new eGM unit.

*SaskPower: Secure Internet Architecture*

Proposed, designed and led the implementation of a secured Internet architecture plan for this large crown corporation with 2200 users. The planning and implementation focused on information



security, Internet firewalls, audit processes, web application integration, messaging integration and Virtual Private Networking (VPN). I led the joint SHL/SaskPower implementation team from technology proving through to implementation. Key technologies included Microsoft Proxy Server, IIS and Secure Computing SecureZone.

*Canadian Cancer Society: Internet Enablement*

Designed and delivered an architecture plan for an Internet-based application to service the four national call centers of the Cancer Information Service.

*SaskEnergy: Internet Applications Architecture*

Delivered a conceptual Internet applications architecture plan for this large crown corporation with 1500 users. The planning focused on the implementation of a Microsoft distributed component-based application architecture to integrate Internet transactions with legacy systems (mainframe, AS/400). Much of the work involved a detailed study of COM vs CORBA and applicable considerations for SaskEnergy.

*Saskatchewan Liquor and Gaming: Enterprise and Internet Messaging*

Served as Senior Architecture Planner on the team that delivered an Enterprise and Internet Messaging architecture plan for Liquor and Gaming. The solution was built to accommodate their head office and 100 distributed store users. Key technologies included Microsoft IIS, Exchange Server and Proxy Server.

*City of Regina: Secure Internet Architecture*

Delivered a secured Internet architecture plan for this large municipal organization with 300 users. The planning and implementation focused on security, audit processes, web application integration, messaging integration and Virtual Private Networking (VPN).

*McCallum Hill Ltd.: Secure Internet Architecture*

Responsible for an architecture plan for supervising the implementation of secure Internet connectivity for a private sector holding company. The planning and implementation focused on security, audit processes, messaging integration and Virtual Private Networking (VPN).

*Saskatchewan Health: Business Process Improvement Study and Workflow Architecture*

Delivered a comprehensive Business Process Improvement study and accompanying workflow recommendations for the Vital Statistics branch. The study focused on increased efficiency and improved customer service through streamlined processes and the application of workflow technology. Final deliverable included a proposed workflow systems architecture based on Microsoft Exchange, MTS, SQL Server, Outlook and imaging technology.

*Kramer Tractor: LAN Architecture Plan*

Delivered a LAN architecture plan for this private sector equipment distributor. The architecture plan included LAN/WAN integration, host integration, messaging, network management, and Internet connectivity.

*Wascana Energy Incorporated: Intranet Pilot*

Responsible for the planning, design, and implementation of the Wascana Energy Intranet Pilot. The system provides an automated web-publishing model based on SQL Server that significantly reduces the Intranet administration requirements.



*Regina Health District: Enterprise and Internet Messaging*

Served as Team Leader for a team responsible for migrating the entire user base (500+ desktops) from cc:Mail to Exchange, in addition to the deployment of Internet mail and secured Internet access. Specific responsibilities included development and transition of administrative process, development of regular automated reporting, and Internet security management.

*Saskatchewan Highways and Transportation: EDM Business Case Analysis*

Performed detailed business case analysis for the deployment of Electronic Document Management within the department. The analysis included extensive end-user interviews and process modeling. The business case was delivered in two phases. The first deliverable concerned the requirements within the department while the second focused on the detailed Return On Investment for a selected subset of departmental processes.

*Saskatchewan Legislative Assembly: Enterprise and Internet Messaging*

Responsible for the planning and oversight on the implementation of a 70-user rollout of Microsoft Exchange and SMS.

Senior Network Analyst, Software 2000 Inc 1995 - 1996

*Saskatchewan Justice*

Responsible for team delivery of new LAN/WAN services on a 1800-user government network, including the following initiatives:

Remote network access for head office users.

Windows NT Server deployment.

Microsoft Exchange server deployment.

Network capacity expansion.

Internet mail service.

SQL Server-based data warehouse.

Windows 95 pilot project.

Intranet pilot.

Microsoft Exchange workflow pilot.

LAN Systems Engineer, Toronto Dominion Bank 1992 - 1995

Worked at the Toronto Dominion Bank Systems Operations Centre in the Information Systems Security group. I was responsible for the planning, implementation and operation of an OS/2-based LAN and integration with AS/400 and MVS environments.

I was also responsible for the planning, development and operation of client/server workflow systems to automate the administration of the Bank's new Information Security Program. These systems were built on a native OS/2 platform using C, OS/2 Presentation Manager and DB2. These systems included Electronic Signature Verification, Forms Tracking and Secure Passwords Tracking.