



Mr. Mike Giovinazzo

IT Related Experience	38 years
Security Clearance	Secret Clearance
Languages	Bilingual: French & English

PROFILE

Mr. Giovinazzo is a senior architect and seasoned professional with exceptional communication skills. Mike is fully dedicated to maintaining project integrity and the timely achievement of project goals and objectives.

Throughout his career, Mike has demonstrated a successful track record in the architecture, design, implementation and support of major systems and infrastructures. He currently provides direction and advice to clients in areas such as: Enterprise Architecture, Business Architecture, Electronic Commerce, Information Management and Emerging Technologies. In conjunction with this, Mike often provides hands-on expertise in the planning, control and implementation of large-scale projects. His extensive experience in architecture, e-Commerce and other emerging technologies is blended with a keen understanding of business imperatives.

In recent years, Mike has worked on a number of business transformation initiatives, many using the BTEP and GSRM models and methods promoted by Treasury Board Secretariat. This includes a key transformation role with the CIO branch at TBS, where he helped outline a strategy for the revitalization of a government wide Enterprise Architecture program. This significant initiative has tremendous potential to impact numerous management and governance processes throughout the many federal departments and agencies.

Mike has been involved as a senior consultant in several large mission critical government online (GoL) projects. Mike is currently the chief application architect for the Standard Payment System at Public Works and Government Services Canada where he is supporting the technical activities of this \$12 Million project. He was the lead architect in creating the initial architectures for the \$10 million Electronic Service Delivery project at PWGSC now called Government of Canada Marketplace as well as the Government Banking System (GBS) and Receiver General Buy Button (RBBB). In recent years he was also involved in helping the Federal Government web-enable their Pay and Pension systems as well as providing support and advice in numerous areas related to modernizing several Government systems.

For many of these mission critical initiatives, Mike not only defined the high level architecture and design strategy but also worked with management to help define multi-year implementation strategies considering how to best leverage past investments, "sun-setting" necessary systems, "evergreening" foundational systems, selecting fix/build/buy alternatives for new systems and evolving a multi-year IT plans complete with budgets, timelines and comprehensive impact assessments (e.g. skill gaps, SWOT analysis, infrastructure requirements, cultural realignment).

Mike Giovinazzo is also a well-published author & frequent lecturer on a wide range of topics including: Enterprise Architecture using the GSRM & BTEP, Web Technologies, Project Management and Information Management.

Currently Mike is the chief architect for the Bank of Canada, where he is overseeing the Enterprise Architecture department and guiding several critical initiatives.

PROFESSIONAL EXPERIENCE

Project 1

Bank of Canada - IT Transformation

Role: Enterprise Architecture Oversight

Date: Mar 2008 - present

Description of Project including scope and accomplishments:

While executive recruiters were seeking an appropriate candidate to manage the Bank's Enterprise Architecture group, Mike stepped in to provide this oversight and to lay an appropriate foundation for his successor. Reporting to the CIO, Mike took stock of the current state of EA and initiated the process of enhancing its maturity, while overseeing the EA team and stepping in as Chief Architect. The Bank then abandoned their search for an EA manager and enlisted Mike's assistance to build a succession plan and groom an internal candidate for the role.

In parallel with the fortification of the EA function, Mike had line responsibilities related to several multi-million dollar Bank wide initiatives. For these Mike directed the activities of his EA team as well as personally overseeing the development three Architecture Roadmaps dealing with Enterprise Security, System Management and Common Infrastructure.

Project 2

NRCan - EA Program Development

Role: Enterprise Architect

Date: Dec 2007 – Aug 2008

Description of Project including scope and accomplishments:

NRCan wished to strengthen the central IT function and ensure IT was better aligned with business strategy. This engagement laid the initial foundation for moving forward toward the evolution of an enterprise wide IT Architecture Program for all of NR Can. The result was a comprehensive action plan complete with initial EA program charter, plans for resourcing & communications, and the key touch points between EA and other parallel initiatives such as the new PMO, application portfolio and IT governance.

Working with IT and business executives, Mike helped coordinate a Gartner lead workshop to establish a baseline understanding of EA and its role. Drawing from industry best practices from Gartner, TOGAF, Zachman and GTEP, he then worked with various NRCan staff members to coach and support them in the development of an Enterprise Architecture Conceptual Framework, the Enterprise Architecture Program Scope and the creation of an Implementation and Rollout Strategy.

Project 3

LAC - EA Program Review

Role: Enterprise Architect

Date: Feb 2008 – Mar 2008

Description of Project including scope and accomplishments:

Provided a review of the existing EA Framework and recommended a process for the development and evolution of a more mature Enterprise Architecture Framework at LAC. This was a follow on engagement, to build on the IT governance foundation laid by Mike two years earlier.

As part of a two person team, Mike & another architect provided an initial EA maturity assessment, established a baseline definition of EA & did level-setting with the stakeholders. They then identified service delivery gaps, obtained an agreement on a TOGAF based target EA program design and created a multi-year roadmap to achieve the target results.

Project 4

PWGSC - RGSS

Role: Application Architect / Project Manager

Date: June 2006–Mar 2008

Description of Project including scope and accomplishments:

Building on his long term involvement with the PWGSC Standard Payment System, Mike was retained as the lead architect and project manager for a legislated requirement to re-align business processes and technologies. The catalyst was a new banking regulation called TECP (Truncation and Electronic Cheque Presentment). This necessitated a multi-million dollar effort taking almost two years to complete, using a range of technologies including IBM Mainframes, AIX & Windows servers plus some very specialized COTS tools. The solution was is a sophisticated document management and imaging solution to warehouse 25 terabytes of data related to 800 million government cheques.

Starting with an industry scan of best practices, Mike defined the overall imaging solution, outlined the procurement strategy, wrote the RFP, selected IBM as the prime bidder, managed the IBM consortium and delivered the final project ready for the Inter-FI test among all Canadian Banks. Some of the banks subsequently declared they were not ready to meet the schedule; Mike worked with PWGSC to evolve a contingency plan that mitigated the key business and technology impacts.

Project 5

LAC - Establish Architecture Review Board

Role: Business Transformation Architect

Date: Apr 2004 – Mar 2005

Description of Project including scope and accomplishments:

Library and Archives required the support of a seasoned architect to assist with two parallel initiatives. The first was to help define and establish a formal IT architecture governance body. The second was to prepare the procurement strategy for a federated search engine.

Mike met with project executives on several occasions to determine the requirements, outline possible scenarios. Pros and Cons for the alternatives were prepared and Mike provided executive presentations to the appropriate steering bodies, resulting in the recommendations being adopted.

Project 6

TBS - TBS EAP Transformation

Role: Business Transformation Architect

Date: Jan 2005 – June 2006

Description of Project including scope and accomplishments:

TBS was seeking to transform the existing Enterprise Architecture program. The existing FAP (Federated Architecture Program) and its Architecture Review Board (ARB) were becoming non-functional. Using the BTEP

methodology Mike and a team mate (reporting to a project manager) were commissioned to undertake a transformation initiative to define a new vision for a revitalised and effective government wide EA program. In parallel, Mike was commissioned to help define the TBS position on SOA. The result was two documents in the Service Oriented Architecture Series, published on the CIO site. The first is the Statement of Direction; the second is an SOA Primer.

As part of a two person team, Mike shared equally in the responsibilities of planning the project, preparing the charter, outlining the problem scope, planning and conducting various workshops, articulating the problems, conducting SWOT analysis, proposing and analysing design alternatives, documenting the target design using GSRM constructs and notation, defining the target vision and obtaining consensus from numerous stakeholders.

Project 7

PWGSC - Public Accounts of Canada

Role: Business Transformation Architect

Date: Dec 2004 – Mar 2005

Description of Project including scope and accomplishments:

The Public Accounts of Canada came under criticism from the Auditor General regarding several factors in its creation and publication. This project undertook a comprehensive review of the existing production systems and all associated business flows. The study resulted in a series of 15 focused recommendations, complete with preliminary costs, implementation considerations and a roadmap for several implementation strategies.

Mike was the technical lead and responsible for defining the overall context/objectives for this modernization effort, as well as coaching PWGSC staff in examining the current system & processes, facilitating all working sessions and JADs needed to validate requirements and business alternatives, conducting a SWOT analysis, contributed industry experience and insights into the creation and examination of alternatives, making all executive presentations and obtaining final approvals.

Project 8

Transportation Safety Board - TIIMS Application Architecture

Role: Application Architect / Business Analyst

Date: May 2004 – Dec 2004

Description of Project including scope and accomplishments:

Transport Safety Board undertook a strategic review of their services using the BTEP (Business Transformation Enablement Program) methodology. They created a high level Reference Model using the GSRM (Government of Canada Strategic Reference Model) service definitions and spawned from this several key IT initiatives. Central to these was a multi-phase project known as TSB Investigation and Information Management Systems Project (TIIMS). This was a sophisticated on-line collaboration environment ultimately implemented in Microsoft SharePoint using a variety of web services to provide a rich experience and end-to-end integration.

Mike's role consisted of transforming the high level GSRM service definitions into more details business requirements and aligning the work of several business teams. In Zachman terms, this is the row 2 to row 3 transformations; ensuring the business and system designs were integrated, consistently documented and aligned to the TSB Reference Model. Mike also delivered a number of executive presentations and provided support in the areas of Quality Assurance, Information Management, online prototype development and workshop facilitation.

Project 9

TBS - Information Management Program Design

Role: Business Transformation Architect

Date: Feb 2004 – March 2004

Description of Project including scope and accomplishments:

The project objective was to develop an initial Business Model in support of a common Information Management framework. Deliverables included: Information Model, Program Logic Model, SIAM and executive presentations. The models were developed using the TBS BTEP methodology and mapped to the GSRM top model.

Using the IM capacity check as a basis for the identification of generic IM support services, Mike prepared a valuable set of service maps. Together they serve as the foundational elements in the evolution of a government wide set of e-enablers for Information Management. He also contributed towards the semantic model, and was also deeply involved in the creation of the executive presentations and final report.

Project 10

Justice - LIMS Business Architecture

Role: Business Transformation Architect

Date: Dec 2003 – March 2004

Description of Project including scope and accomplishments:

The Legal Information Management System (LIMS) project objective was to develop a collaborative Information Management environment. Justice and each of its stakeholders needed a Business Model for a common Regulation drafting framework using the BTEP methodology.

Mike had to create several artifacts mapped to the GSRM and obtain the consensus of the multi-departmental project team. As one of the Business Architects on this senior engagement, Mike provided the client and numerous stakeholders from other departments with a clear understanding of BTEP and the GSRM. He led several bilingual workshops and working sessions as well prepared the workshop preparation materials and most of the executive presentations. The final report clearly outlined the plan of action, needed to implement the recommendations and all anticipated costs.

Project 11

National Library and Archives - Business Architecture

Role: Project Director

Date: May 2003 – June 2003

Description of Project including scope and accomplishments:

This project was a service mapping effort needed to support the amalgamation of the two organizations (National Archive and National Library). It consisted of a business modeling exercise to do a high level mapping of the service types and process types, the creation of semantic models and defined an initial set of end-to-end scenarios. The final report outlined a series of next steps to extend the business architecture work to align it to the overall business transformation agenda.

As Project Director, Mike oversaw all aspects of the project, including staffing & plans. He provided senior client liaison throughout the project and overall project quality assurance on the BTEP/GSRM models and the Final report. Mike also prepared and delivered all executive level presentations.

Project 12**PWGSC - GEDIS Review**

Role: Technology Architect / Business Architect

Date: Jan 2003 – Mar 2003

Description of Project including scope and accomplishments:

GEDIS (Government of Canada Electronic Data Interchange Service) is an existing middleware service that brokers financial transactions between external trading partners and financial institutions and the Receiver General. The key focus of this assignment was to recast GEDIS from a business perspective to support the identification of opportunities for extending its client base, developing its value propositions and to align its technology investments with its larger business context. The work was done using a GSRM / BTEP approach to develop GEDIS strawdog models.

Mike contributed to all deliverables and was personally responsible for reviewing the SIAM and other models plus recommending all the GTIS technical architecture standards that were needed to reflect the new directions of GEDIS.

Project 13**Justice - Business Support Applications and Services Review**

Role: Project Director

Date: March 2003 – May 2003

Description of Project including scope and accomplishments:

This high level assessment identified the problems associated with the diversity of the information technology tools used in support of Law Practice/Law Management and to make specific recommendations on strategic, tactical and operational directions to minimize their total cost of ownership. Chartwell produced a High-level Business Architecture based on the GSRM & BTEP approach, and also documented the “as is” application and technology portfolios.

Using the technology assessment results, a number of potential strategies and solutions were proposed to help DoJ realize the full potential of its investment in technology, taking into consideration business imperatives, existing constraints, threats and opportunities (SWOT). Each alternative was evaluated using pros and cons and using the list of requirements. This resulted in one candidate alternative being selected for final approval. The final deliverable was a documented Plan of Action and costed implementation strategy.

Mike was the Project Director responsible for client liaison and all aspects of the project, including staffing, estimates & plans. He also contributed to most deliverables and supported the Quality Assurance.

Project 14**PWGSC - ABE Modernization**

Role: Technology Architect / Business Architect

Date: Jan 2003 – April 2003

Description of Project including scope and accomplishments:

Conducted a study to determine a clear and prudent direction plus an associated plan of action that addresses the short term needs relative to the support and maintenance of ABE (Automated Buyer Environment) while the organization formally considers longer term directions through a comprehensive make/buy analysis. This study considered the current state of organizational flux, highlighting special concerns, opportunities for quick fixes and possible implications of modernizing the current foundation.

Several options had to be considered - including:
Replace ABE – with new custom system or perhaps a COTS solution
Status Quo – current system and spending, only ongoing maintenance
Refurbish ABE – current system plus a major redesign effort
Included in this assessment was a preliminary assessment of the costs for each.

Mike conducted most of the interviews, drafted many aspects of the final report, helped formulate final recommendations and provided the alignment review of the target services to the GSRM based reference model prepared for the Supply Sector. He also handled all executive presentations, final report handover and all signoffs.

Project 15

PWGSC - Compensation Modernization Planning and Business Case

Role: Application Architect / Technology Architect

Date: Aug 2000 – July 2002

Description of Project including scope and accomplishments:

Mike was the lead architect for this Technology Modernization Study, where a 5 person team developed a comprehensive migration plan that provided a phased approach with manageable deliverables for the implementation of modernized technology infrastructure to support the Compensation Sector's services. This included the entire federal civil service payroll managed by PWGSC as well as the pension systems supporting the PSSA (Public Service SuperAnnuation) plan.

The requirement for more modern technology supporting these complex business services had to be carefully balanced with a phased implementation of new technology by leveraging existing business processes. The result was a well-crafted migration plan complete with cost estimates in excess of \$40 million. One critical factor in the business case was an iterative plan that did not disrupt the ongoing Compensation business.

Mike handled all aspects of the architecture, reviewing all models and personally drafted all key recommendations. He conducted several industry scans for best practices, COTS capabilities and possible IDMS migration tools. In parallel with this, Mike was also the chief facilitator for the project running each brainstorming session, all workshops and conducting executive interviews. All executive briefing and presentations were delivered by Mike.

Project 16

PWGSC - Compensation Modernization Advisory Services

Role: Technology Architect / Application Architect

Date: Oct 2001 – March 2003

Description of Project including scope and accomplishments:

As part of Compensation Modernization several short term initiatives were launched in parallel. This included putting Employee Pension Benefit Statements online, putting pay stubs on the web, identifying synergy with the DND pension systems, reviewing security or privacy concerns and helping with the evolution of the business case/treasury board submission.

Mike provided a wide range of follow on work focused on providing ongoing technical advice and guidance to the management team in a multitude of related areas such as overseeing initial modernization efforts, ensuring alignment across projects and facilitating workshops between PWGSC and DND stakeholders.

Project 17**PWGSC / Treasury Board - Government Travel Modernization Project**

Role: Technology Architect / Business Architect

Date: Sept 2001 – Jan 2003

Description of Project including scope and accomplishments:

Travel Modernization was a whole-of-government transformation to the way all public sector travel requirements were addressed. The goal was to move forcefully to modernize government travel policies and seek innovative ways to further automate, simplify, streamline and improve the efficiency, economy and convenience of the total travel experience, from the trip planning stage through to the expense reporting, reconciliation, settlement and data analysis and reporting.

Provided architecture support for a complex procurement initiative that would reengineer the entire federal government travel process. Working as part of a multi-disciplinary team Mike provided help on an as-required basis to help refine the overall approach, provide technical guidance, conduct related research, and in general support the evolution of the RFP being produced as well as participate in the bid evaluation process. In addition to supporting the overall requirements definitions the RFP process, and participate in the evaluations and contract definition, there was a need to maintain continuity to ensure proposed solutions were consistent with the original architecture and vision of the project. As a result Mike maintained his involvement over an extended period.

Project 18**PWGSC - Government Banking System**

Role: Technology Architect / Application Architect

Date: Sept 2000 - Dec 2003

Description of Project including scope and accomplishments:

Mike was the Lead Architect for this very visible federal government project. This application supports the day-to-day cash management of the entire federal government, as well as contracting and tendering activities for all banking services. Billions of dollars flow through the system daily and the various bank accounts arranged by Public Works and Government Services (PWGSC). The funds are managed on the behalf of all other government departments (OGDs) with the Bank of Canada (BoC) or any financial institutions (FIs).

Mike prepared the initial estimates and feasibility study, defined the technical architecture, identified necessary prototypes, contributed to budgets, financial projections and plans, clarified roles for many stakeholders, helped define projects standards, (this was one of PWGSC's first projects to use RUP), ensured consistency with other projects such as the SPS, guided the procurement process and supported the project's evolution to ensure full benefits realization.

Project 19**PWGSC - E- Marketplace Logical Design Standards Definition (Zachman Row 3 Design Handbook)**

Role: Application Architect

Date: Dec. 2001 – June 2002

Description of Project including scope and accomplishments:

To support a soon to be released RFP for the e-marketplace, PWGSC required clear guidelines and appendices to guide the bidders in how to demonstrate alignment with the Supply Sectors GSRM Reference model. In that regard,

PWGSC wanted to outline how Logical Models (Zachman row 3) should be presented such that they could be provably aligned to the Row 2 artifacts.

Mike wrote all the specification of candidate artifacts, using the Zachman Enterprise Architecture Framework principles, for both UML-based as well as “traditional” artifacts. The assignment required the team to ensure that artifact specifications include guidelines for alignment with the Business Architecture components of the Program framework (Contextual and Conceptual views).

Project 20

PWGSC - RGBB (Receiver General Buy Button)

Role: Technology Architect / Application Architect

Date: Jan 2002 – Sept 2002 & Oct 2003 – Jan 2004

Description of Project including scope and accomplishments:

Mike was the senior architect for the creation and evolution of the Receiver General Buy Button (RGBB). This utility was conceived to facilitate the acceptance of internet payments for departments by simplifying the departmental implementation process; insulating departments to changes in the interface to credit card suppliers (or third party service providers) and to changes in contractual agreements with financial institutions; and eliminating the need for each department to develop and maintain support for the secure storage of credit card information. PWGSC then wanted to expand the use of the RGBB beyond just Credit cards and review service delivery approaches to the RGBB, in particular examine the role of the Secure Channel.

Mike prepared the concept of operations, provided advice and guidance in its evolution, helped conduct software/hardware evaluations, liaised with NCS and AMS on integration issues, supported the procurement, contributed towards the TRA, worked towards the initial pilot and prototypes, then helped guide its evolution and integration into the Secure Channel.

Mike introduced the use of a PSAM to define to boundaries of the offering as well as a SIAM for this Secure Channel offering to explore various service delivery options and governance alternatives.

Project 21

Lee Valley - On-Line CRM Study

Role: Application Architect

Date: Sept-2000 to Oct-2000

Description of Project including scope and accomplishments:

As part of an initiative by Lee Valley to enhance their web presence and expand to a full on-line store front Mike Giovinazzo reviewed Lee Valley's Customer Services Procedures. This CRM (Customer Relationship Management) based study was primary focused on streamlining the handling and distribution of e-mail messages from clients and prospects. Given the anticipated growth in on-line queries that were anticipated from their new initiatives, coupled with the pending Christmas rush, Lee Valley wanted to be proactive in ensuring their CRM practices were streamlined and effective.

Mike provided a number of recommendations included manual workflow, new software tools and several planning considerations to lay a strong foundation for future business growth.

Project 22

PWGSC - Standard Payment System

Role: Technology Architect / Application Architect

Date: Aug 1993 – June 2006

Description of Project including scope and accomplishments:

This mission critical system is responsible for the issuance of 200 million payments per year across Canada including EDI and Direct Deposit. A vital project, SPS used strict QA processes and risk mitigation strategies as well as adhering to formal SDLC (initially DMR P+ and then added elements of RUP).

The SPS project was also pioneered to leverage the concepts that led to the development and adoption of the federal government PKI (Public Key Infrastructure).

More recently SPS had to undergo significant change to deal with a new Foreign Payments initiative that involved outsourcing critical elements of all international payment to the Bank of America.

Mike acted as the lead architect for this complex project and evolved a sophisticated multi-layer architecture to support peer to peer interfaces for multi-departmental on-line updates, as well as a client/server presentation layer. The design necessitated peak transaction volumes of 300/second against a 200 gigabyte DB2 database with an additional terabyte of near-line storage. Stringent requirements for security, integrity and reliability also added significantly to the challenge of this unique project.

Mike's work also oversaw the creation of the SPS Web interface which pioneered many of the web development infrastructure and standards at PWGSC. Throughout the project many specialized tools and methods were also introduced and numerous management reports and studies were conducted including an ever-greening strategy related to Java & web services, plus various application optimization strategies.

Over the years Mike acted as the primary architect and a senior project advisor for SPS. He frequently handled client liaison on the behalf of PWGSC, facilitated meetings and workshops, provided ADM briefing notes and executive level presentations.

As an executive advisor to the senior management team Mike handled a broad range of requirements including: aligning IT initiatives with Business imperatives, forecasting technology impacts, preparing multi-year plans and estimates, business process redesign, exploring service delivery alternatives, addressing governance issues, plus many troubleshooting activities and liaison with numerous stakeholders.

Among these many roles over his multi-year involvement, Mike has also provided procurement support to PWGSC for 7 different SPS related contracts. These have ranged from \$25,000 to \$15 million. He has handled all elements of the process starting with the initial procurement strategy and statement of requirements, through to evaluation criteria and leadership of the evaluation team. Mike has also had to manage the resulting vendor relationship ensuring they delivered on the promises outlined in their proposals.

Project 23

PWGSC - EPTS (Electronic Procurement Through to Settlement)

Now called GOC Marketplace

Role: Business Architect / Application Architect

Date: June 1999 - April 2000

Description of Project including scope and accomplishments:

EPTS was targeted as a Government Pathfinder Project and one of the first initiatives to leverage the Secure Channel. The project was conceived as a \$12 million initiative but the scope involved many different groups within PWGSC and no strong unifying architecture was in place. This was preventing the project from getting formally initiated. After a year of meeting and informal papers the project still had no formal status.

Mike was asked to personally evolve a high level business architecture which demonstrated to each of the ADMs a clear target architecture and a migration path for getting there. He populated the Rows 1 & 2 of the Zachman framework with the application, information and technology views and also delivered various implementation and

rollout scenarios for the ADM steering committee. As a result the project got formal approval to proceed in Sept 1999. A project office was created and Mike stayed on as a key advisor and one of several architects. Since that time he has defined the technical components of architecture as well as all EPTS interfaces. Both of these were vital in the preparation of the RFP, which PWGSC released under the heading of Government of Canada Marketplace (also known as the ESC - Electronic Supply Chain).

Project 24

Industry Canada - Strategis Development Software Evaluation

Role: Technology Architect

Date: Feb 2000 – March 2000

Description of Project including scope and accomplishments:

Mike was the technical lead for this architectural review and analysis of Web Development Software for the ongoing evolution of the Strategis site. This project, based on CGI's WebCommerce framework and included :

- High level Gap Analysis – Contrasting Strategis with industry best- practices.
- Tool Selection Process Guide to provide Industry Canada web-based applications that are secure, reliable, scalable, secure and maintainable.
- An assessment of the Development Software best suited for the ongoing development and maintenance of Strategis; and
- A requirement/evaluation grid for the selection of Web Development Software in a form suitable to be included as part of an RFP
- Vendor Certification process - To ensure that suitable staffing and skills are effectively deployed

Mike handled much of the technical research and oversaw the evolution of all deliverables. He oversaw all aspects of the project, including staffing, estimates and budgets. He did QA the final report and handled all presentations to the executives and steering committees.

Project 25

PWGSC - EPBS (Employee Pension Benefit Statement) on the Web

Role: Technology Architect / Application Architect

Date: Oct 2000 to March 2002

Description of Project including scope and accomplishments:

As part of its commitment to Government Online, PWGSC wanted to make pension and compensation information more accessible to public servants. The Employee Pension Benefit Statement (EPBS) was one of the first initiatives. The large potential client base for the EPBS made application scalability a vital concern. Equally important was that the technical design and architecture blend with the overall security architecture and privacy set at the departmental and project level.

In the role of Architect, Mike had the responsibility to guide this project from a technical and architecture perspective while considering Information Management maturity, performance, cultural concerns and future directions. He guided the initial prototypes and the pilot, followed by a whole of government roll-out. Since EPBS was also being developed in the backdrop of Compensation's long-term modernization program, Mike had to take into account these long-term goals and design EPBS in a fashion that minimized impact to this initiative. In addition, PWGSC was just getting started with web based technologies and introducing formal Information Management practices. Roles and responsibilities for many new functions had to be defined and/or clarified. There was a need to ensure commonality across the many other web-based projects underway at PWGSC.

Project 26**CIPO - EFT (Electronic Funds Transfer)**

Role: Technology Architect / Application Architect

Date: Aug 2000 – Feb 2001

Description of Project including scope and accomplishments:

Many of CIPO's Branches require that clients pay fees for services, or specific goods. Payments were handled using a combination of physical payment (mailing in cheques) and partially with electronic payment.

Mike provided technical support and guidance to a team of CGI consultants who had the responsibility to do an EFT Assessment which identified the tasks, as well as the level of effort, required to implement end-to-end electronic payments (EFT) for CIPO's branches.

Project 27**PWGSC - Common Messaging Infrastructure Services**

Role: Technology Architect / Application Architect

Date: May-2000 to Feb-2001

Description of Project including scope and accomplishments:

Under the direction of Treasury Board, as part of the SII (Strategic Infrastructure Initiative), PWGSC undertook to define the requirements for set of Common Messaging Infrastructure Services (CMIS).

This infrastructure would enable government departments, citizens and business to communicate with GoL government applications in a secure, consistent and efficient manner.

Mike Giovinazzo was the lead architect for a small team which reviewed a cross section of Government on-line (GoL) applications and synthesized a set of common requirements which could be provided through common messaging services.

The initial findings concluded that there was indeed a requirement for shared services that would better message-enable government applications in a consistent and secure manner. The requirements for such a service were well received by Treasury Board and follow-on work was then requested to identify suitable Pilot applications.

Project 28**Tax Court of Canada - ASP (Appeals system Plus)**

Role: Project Director

Date: Jan 98 – Sept 99

Description of Project including scope and accomplishments:

A enterprise wide business transformation initiative which significantly changed major work flows and introduced a modern Case Management System built in an OO (object oriented) client server environment for this national appeals court.

Mike was the Project Director but also provided QA support for key deliverables and personally guided the technical architecture activities including the online Web Delivery and E-payment components of the project. He also handled most executive presentations and client liaison.

Project 29**Bank of Canada - Internet Strategy**

Role: Technology Architect / Application Architect

Date: Jan 1999 – Feb 1999

Description of Project including scope and accomplishments:

The Bank of Canada was seeking to increase their investment in web based technologies. After some early initiatives, they wanted to take stock of their progress.

Reviewed existing Web based applications, tools and platforms, which were not developed/acquired with a particular framework or approach in mind. Then contrasted this with industry "best practices" and developed an architecture guides and facilitates the development / implementation of future Web applications.

Project 30**CIDA - Remote Access Study**

Role: Technology Architect

Date: April 1999 – June 1999

Description of Project including scope and accomplishments:

CIDA invests millions annually to support missions and staff abroad. They were seeking a review of their infrastructure with emphasis on a full review of their remote access facility, an evaluation of the current implementation, an analysis of all access logs & documentation, plus an assessment of concerns and perceptions related to remote access. The work was to be conducted via executive interviews, plus formal staff survey & questionnaires.

Mike prepared a cost and benefits analysis of the remote access facilities at CIDA in an effort to allow CIDA to make appropriate decisions regarding the facility's future.

He also identify & documented resource elements pertaining to the upgrade of the remote access facility to Metaframe and MS Exchange, calculated cost/benefit ratios for both Winframe and Metaframe scenarios for a period of one year for each case and identified which costs could be segregated for cost-recovery action.

Project 31**AAFC – Agriculture & Agri-food Canada - Data Warehouse Implementation**

Role: Project Manager / Application Architect

Date: Aug 1998 – Jan 1999

Description of Project including scope and accomplishments:

AAFC was moving to SAP for their accounting and wanted to ensure that it could obtain the needed reporting and analysis via a warehouse as well as link its contents with a number of other feeder systems.

The project also required the new warehouse to integrate with Peoplesoft.

Mike provided initial project management support and strategic direction for this large Data Warehouse reengineering initiative, as this Federal Department migrated to SAP. He managed a team of 5 consulting staff and provided the overall architecture.

Project 32**Citizenship and Immigration Canada - Data Warehouse Strategy**

Role: Information Architect / Application Architect

Date: Feb 1998 – Apr 1998

Description of Project including scope and accomplishments:

This large Canadian Federal Department found their efforts faltering after having invested over \$7 Million in a Data warehouse strategy. They wanted a comprehensive review and an action plan to get things back on track.

As part of a high powered team, Mike prepared a Rejuvenation Strategy for the Data Warehousing initiatives of this department. Mike handled the application architecture aspects of the project i.e. the ETL (Extract, Transform & Load) as well as all the information models.

Project 33**National Parole Board - IT infrastructure review**

Role: Business Transformation Architect

Date: Feb 98 – June 98

Description of Project including scope and accomplishments:

NPB was highly depended on CSC for its IT infrastructure. It also had undergone some evolution suggesting the dated technology coupled with lack of autonomy was seriously impacting productivity. They were seeking new standards, directions and different relationship with CSC.

Mike reviewed the NPB IT infrastructure (hardware, software, networks) with an emphasis on adequacy, levels of support and dependency on Correctional Services Canada (CSC). He provided a series of recommendations which were well received by both NPB & CSC.

Project 34**Bank of Canada - E-Commerce Feasibility**

Role: Business Transformation Architect / Application Architect

Date: Apr 97 – June 97

Description of Project including scope and accomplishments:

The Bank of Canada was exploring the potential of selling Savings Bonds and other retail debt instruments over the net. This was early days and many issues related to security, PKI and the like had yet to be ironed out.

Mike prepared an Electronic Commerce Feasibility Study for the Bank with regard to conducting business using Web technology. Recommendations suggested various foundational prerequisites and a plan to evolve towards the goal by starting via an Extranet solution, which would involve large payroll providers and the sale of Bonds via payroll deduction programs.

Project 35**Customs & Excise - GST Expert Systems Application Architecture**

Role: Project Manager/ Business Transformation Architect

Date: Apr 1990 - May 1992

Description of Project including scope and accomplishments:

To address the special needs of the GST program Customs and Excise sought to augment traditional systems automation with the introduction of Expert Systems Tools. The goal was to capture corporate knowledge and automate critical decisions such that they were more accurate, timely and consistent.

Working with the Canadian Federal Government for over 2 years in the capacity of Manager, Expert Systems and Special Projects, Mike introduced Expert Systems, created a support infrastructure, created business cases for several initiatives including and provided additional services including:

- Executive Seminars on the impact of Knowledge Based Systems (KBS).
- Selecting appropriate applications and prototypes for KBS implementation.
- Performing (and training others in) Knowledge Elicitation.
- Defining standards and methodologies for the proper integration of KBS and traditional systems SDLC.
- Managing the development of KBS application projects.
- Tuning and Optimisation of KBMS/DB2 applications.

Selecting other AI tools as appropriate to address specific business (i.e.: Neural Networks, Case Base Reasoning, Rule Induction, or existing shells) Range of AI applications included:

- System Recovery Advisor
- DASD Placement Optimiser
- Audit Case Selection
- Pre-Payment Audit
- Computer Help Desk

Project 36**Customs & Excise - GST End User Reporting / Data Warehousing**

Role: Information Architect / Project Manager

Date: Aug. 1990 -Sept 1991

Description of Project including scope and accomplishments:

With the introduction of the GST and the vast amounts of newly collected data many ad-hoc requests arose. Customs & Excise sought to create a means to handle a large number of specialised queries. The challenge was that the physical data structures were very complex and required specialists to do Ad-hoc reporting.

Mike established an end-user support environment for the Federal Government's GST tax program. He started with the selection and evaluation of End User Query products and Data Warehousing tools. Defined all procedures, services levels and took care of initial staffing.

This precursor to data warehousing relied on a denormalised data base environment refreshed using the production database's backup tapes to maximize online production availability. Warehouse size was over 150 gigs and implemented using DB2.

Project 37**Customs & Excise - GST Information Architecture**

Role: Information Architect / Project Manager

Date: Sept 1989 -Aug. 1990

Description of Project including scope and accomplishments:

The GST application was a complex and time critical implementation. The data consisted of several hundred tables, with millions of rows. Initial DB2 production tables were in excess of 50 gigabytes, with an expected plateau at 200 gigabytes.

Mike had full responsibility for the detailed logical data modeling of the Federal Government's GST tax program. Mike and his team provided liaison between the DB2 Dabs and all the application teams to ensure effective use of the DB2 facilities while balancing application performance and design flexibility.

Project 38**Revenue Canada - Architecture of TARP Control Systems**

Role: Application Architect

Date: Mar 93 – June 93

Description of Project including scope and accomplishments:

As part of the T1 Application Re-engineering Project (TARP) Mike was engaged to conduct the preliminary architecture phase (DMR P+ PA) for the project's control systems. The resulting recommendations provided the architectural foundations needed to ensure strong data integrity across many interrelated system components and the means to recover from un-forecasted failures in any given subsystem even if a portion of the data had been corrupted.

Mike was the lead architect for this effort and was responsible for identifying possible points of failure or loss of integrity and recommending the means necessary to mitigate these occurrences as well as enable a successful recovery.

Project 39**Customs & Excise - Apprenticeship Program**

Role: Lead Trainer

Date: May 92 - Feb 93

Description of Project including scope and accomplishments:

In 1992 Customs & Excise was embarking on the transition from DOS to Windows 3.1. This involved the roll-out of 7000 new desktops across the country. The initiative included a massive training effort where Mike was responsible for a nation-wide training program.

One aspect of that was a special train-the trainer program entitled the “apprenticeship program”. Its purpose was to take operational field staff who understood the day-to-day needs of their peers but were not necessarily PC giants. By putting them in an immersion course and providing them with the in-depth skills, they could go back and not only support their colleagues but enhance their productivity by creating templates and productivity aids based on the new windows product suite. The program was not only very successful but won an award for innovation at GTEC.

In this program, not only did Mike work to create the curriculum but he was one of the initial instructors. The program flourished as Mike’s students propagated the program in each of their home regions. The camaraderie build throughout the 7 week program resulted in a coast-to-coast network of friends that staying in touch for years after the initial program started.

Project 40**International Data Group (IDG) - Online Research and Data Warehousing**

Role: Project Director

Date: May 1987 – Oct 1988

Description of Project including scope and accomplishments:

Project Director for the development of a sophisticated on-line query software product, custom developed for a major international research and publishing firm in Boston. The key intent was to bring on-line a huge collection of market research information ion.

As Project Director, Mike was the executive liaison with the client and managed all aspects of the projects staffing and the project budget. When the client underwent a huge restructuring they claimed they were no longer bound by the contracts signed by the previous administration and wanted to take the project in a whole new direction. Mike was the consulting company's key point of continuity for a drawn out litigation that was settled out of court.

Project 41**J.T.Hepburn - IMS (Integrated Manufacturing System)**Role: Technology Architect/ Information Architect/
Application Architect

Date: May 1980 –Oct 1981 and June 1982 – Jan 1984

Description of Project including scope and accomplishments:

Overall systems architect and data base design for integrated \$10+ Million Manufacturing Requirement Planning (MRP) system encompassing:

- job costing
- bill of materials
- labour reporting
- purchasing
- shop floor control
- human resources

Mike outlined all system and technical requirements, generating DFDs using Ganes and Sarson as well as the logical data models and Pseudo-Code. The system was then developed using a high level 4GL called MIMS (manufacturing Information Management System). The final system embraced all aspects of the organization's Information Management automating all paper except the engineering draws which moved to CAD/CAM in subsequent years.

Project 42**Ontario Ministry of Government Services - CHRIS (Corp. Human Resources System)**

Role: Data Base Administrator

Date: Jan 1982 – June 1982

Description of Project including scope and accomplishments:

This major Government Ministry was seeking to replace their corporate human resources system encompassing:

- Payroll
- Human resources
- Pension
- Attendance

The project was in the early stages and wanted to determine if a custom solution or COTS would be the best direction.

Mike created the logical data models needed to assess the overall information requirements needed to evaluate possible COTS products or lay the foundation for project development.

Project 43

Eaton Bay Financial - Corp. Cross-Selling Initiative

Role: Information Architect

Date: Jan 1980 – May 1980

Description of Project including scope and accomplishments:

Eaton Bay Financial wanted to integrate their product lines and provide clients with a portfolio perspective (rather than a savings account, checking account, mortgage, car loan...).

Quality assurance of logical data base design for "integrated client prospecting and customer service database" on the behalf of a major financial planning organization.

Project 44

Ontario Ministry of Revenue - Property Assessment, redesign

Role: Information Architect / Business Transformation Architect

Date: June 1978 - Nov 1979

Description of Project including scope and accomplishments:

With an aging population of professional appraisers, the Ministry of Revenue was seeking innovative ways to capture knowledge and fulfill their mandate.

Mike was the data modeler for a province-wide land registry and property value assessment system. He reverse engineered all the current DBMS designs; including access path analysis for a 7 gigabyte data base.

Project 45

Nabisco Brands - Sales & Marketing System

Role: Information Architect

Date: Apr 1977 – Dec 1977

Description of Project including scope and accomplishments:

Recent acquisitions and product line integration necessitated the redesign of the sales and marketing system. Sophisticated pricing and discount structures serving the needs of many autonomous subsidiaries characterized this unique environment.

Mike provided a complete Data Base design of a corporate sales and marketing system for this major Canadian food conglomerate.

Project 46**Ontario Ministry of Housing - DBA / DA infrastructure review**

Role: Data Base Administrator

Date: Jan 1977 – Feb 1977

Description of Project including scope and accomplishments:

With a desire to mature their organizational IT practices this large Ontario Government Ministry wanted to establish Data Administration and Data Base Administration positions.

Mike reviewed the industry best practices and provided job descriptions, competencies, role responsibilities matrices etc for these positions and adjusted the same for other IT positions such that the new roles blended into the organization.

PUBLIC SPEAKING ENGAGEMENTS

- Practitioner's Guide to Applying Business Transformation via BTEP – DPI 2006
- The 7 Habits of Highly Successful Architects – Better Outcomes Conference Sept 2005
- Multi-jurisdictional collaboration Strategies – GTEC Oct 2004
- Modern Trends in Enterprise Architecture - SIMP Oct 2004
- The 7 Habits of Highly Successful Enterprise Architects – DPI, May 2004
- Aligning Business and IT Goals, Using Business Architecture – DPI, May 2003
- Government On-Line - The view from ground zero - Electronic Commerce Canada 2001
- Effective Architectural Foundations for E-Business – WebTek (Quebec) 2000
- Enabling E-Business in a Complex Enterprise - Electronic Commerce Canada 2000
- Building Interoperability across Government - GTEC 1999
- Year 2000: A springboard for Process Improvement – SPIN 1998
- Effective Government Partnering Strategies – Case Study - GTEC 1996
- Open Systems - Data Accessibility - Spring Comdex 1992
- End User Support in a Large DB2 Environment - Albany DB2 User Group, 1990
- CASE: Putting Productivity Into Perspective - IDMS User Group, 1989
- Reflecting Time & History in Data Modelling, Information Management - Conference, 1988
- Strategic Information Planning – DBAO (Data Base Association of Ontario)
- The Development Life-Cycle – Canadian Insurance Conference, 1987
- Effective On-line systems - Toronto CICS User Association
- Project Management - N.Y.S. Government Data, Processing Conference
- Information Engineering - Presented at the Model 204 User Conference
- Data Resource Management - Presented to Ontario System Council Strategies

EDUCATION

University of Toronto

Bachelor, Science (Major – Computer Science) 1977

Vainier College – Montreal CEGEP 1971

SELECTED PUBLICATIONS

- End User Training, Computing Canada, 4th Quarter 1993
- Client/Server Computing, Computing Canada, 2nd Quarter 1993
- Handling Systems Maintenance, Computing Canada, 4th Quarter 1991
- Referential Integrity, Computer World, 2nd Quarter 1989
- Relational Data Base Technology, Computing Canada, 1st Quarter 1986
- Effective use of EDP consulting, Computing Canada, 3rd Quarter 1985
- Selection/Evaluation of 4th Generation Languages, Computing Canada, 4th Quarter 1984
- PC Trends and Directions, Computing Canada, 3rd Quarter 1984

PROFESSIONAL ASSOCIATIONS

Mike is a founding member of the Association of Enterprise Architects (a|EA), Canadian Chapter and a moderator of an online EA forum. He is also a founding member for Ottawa DB2 User Group where he is currently the president. Mike has consistently been an active member of various other user groups (including ECC - Electronic Commerce Canada, M204, Toronto DB2/SQL, SYSTEM 2000, CINCOM and IDMS user groups as well as the Data Base Association of Ontario). Other professional groups have included the Technology Advisory Committee for Ryerson's Continuing Education Division, AAI, Ottawa Expert System User Group, and CIPS.

EMPLOYMENT HISTORY

We4C Solutions

Position President
Duration 8+ years (2001-present)

Independent Consultant specializing in business architecture and management consulting. As part of a 2 year engagement, Mike also started and managed the local Ottawa office for Chartwell achieving almost one million dollars of sales in the first year.

CGI Group (formerly DRT Systems & Polaris Consulting)

Position Principal
Duration 17 years (1984-2001)

Providing Management Consulting and Technical Architecture services to a wide range of large corporations and government organizations. Primarily focused on helping clients cope with leading edge technology, managing transition and systems architectures for mission critical systems. As part of DRT Systems, opened eight US based offices and managed their growth over several years culminating in over \$17 million of revenue annually.

Progressive Consulting Services

Position Independent Consultant
Duration 1½ years (1982-1984)

Ran a successful one man operation, specializing in 4GL and Information Resource Management consulting/education.

Datacrown

Position Data Base / Data Communications Consultant
Duration 5½ years (1977-1982)

Provided a large variety of consulting services to clients in order to maximize their data processing budgets in a service bureau environment. Key focus areas were Data Base systems and large online systems in an IBM mainframe environment.

Worker's Compensation Board of Ontario

Position Data Base Administrator
Duration 1 year (1976-1977)

Responsible for all data base design and tuning at WCB in addition to data dictionary support and data security.

Computer Sciences Canada

Position Data Base Product Manager
Duration 5½ years (1971-1976)

Moved quickly through many roles, ending with both Technical and Marketing responsibility for all four DBMS products in eight Canadian branches, in addition to all related liaison with the U.S. parent company.