

Charles E. (Chuck) Henry

Vice President, Solution and Pricing, Gartner Consulting

Chuck is a Vice President with Gartner Consulting with over 40 years of executive and consulting experience with both public and private sector organizations. He co-leads Gartner's public sector Solution Hub, which works with North American Public Sector Managing Partners to integrate our intellectual property and the skills and knowledge of our associates to maximize engagement value for our public sector clients.

In 2017, Chuck led Gartner's Consulting team supporting Public Safety and Justice in Canada. This includes engagements across Federal, Provincial and Municipal organizations in areas of Strategy, Benchmarking, Service Management, Sourcing including RMS, Cad and Data Analytics capabilities, Portfolio Management and Enterprise and Technology Architecture. Recent clients include Calgary 911, Calgary Fire, PrimeCorp, the Ottawa Police Service, the Toronto Police Service and the RCMP.

In 2016, Chuck was Vice President and led teams delivering consulting engagements organizations in the areas of Strategy, Benchmarking, Service Management, Sourcing, Portfolio Management and Enterprise and Technology Architecture.

Prior to moving to Kelowna, Chuck was the Senior Managing Partner responsible for Gartner's consulting relationship with the Canadian Federal Government and Crown Corporations. As the Managing Partner, Chuck developed the methodology to apply Gartner's intellectual property and consulting and benchmarking skills to client issues and then provided quality assurance of the engagements. These engagements included the development of the back office strategy for the Government of Canada, project reviews of Major Crown projects (i.e. over \$100 Million in spend), development of a digital maturity model for Service Canada and the development of the Government of Canada's Application Program management model (based on Gartner's T.I.M.E. methodology).

Prior to Gartner, Chuck spent 5 years in the Canadian Federal Government. The last 7 months were spent as the Interim CIO of Health Canada (600 staff, \$92 million budget) where he defined a strategy and developed funding and HR models to improve IT operations, reduce costs and expand development capabilities. He provide executive management and leadership of major projects including the migration to an updated email system and migrating onto an ERP for human capital management, replacing a home grown system.

Prior to Health, Chuck was the Chief Technology Officer (CTO) for Canada working for the CIO of Canada within Treasury Board Secretariat (TBS). Chuck provided management oversight for the approximately \$6 Billion per year of IT spend by the Government of Canada. His team also initiated the use of government wide collaboration (Web 2.0) technologies across the government with the creation of GCpedia (<http://en.wikipedia.org/wiki/GCPEDIA>).

Prior to the Government, Chuck spent 30 years at IBM where he delivered engagements covering IT Optimization, System Design and System implementation on multiple platforms (e.g. Mainframes, Unix, Windows) and delivery environments from SAP to custom development.

Selected Work Experience

Note – Projects overlap

1. Shared Services Canada External Review (August 2016 to January 2017)
2. Shared Services Canada (SSC) Cloud Broker Assessment (Jan to April 2016)
3. Government of Canada Managed Web Services Project review (Dec 2015 to March 2016)
4. Government of Canada Workstation Print RFP support (Sept 2015 to Dec 2015)
5. Government of Canada Cloud Strategy (Dec 2014 to July 2015)
6. Government of Canada Back Office Strategy (Dec 2013 to March 2016)
7. Canada Border Services Agency Organization and Capabilities Re-engineering (March 2014 to April 2016)
8. Health Canada Security Benchmark and Security program development (Aug 2016 to Jan 2016)
9. DND Security Assessment Nov 2012 to March 2013
10. AAFC and CFIA Application Portfolio Modernization (Jan 2012 – August 2012)
11. Statistics Canada ITSM Assessment and Benchmark (Dec 2013 – March 2014)
12. CIC – Client, Peripheral and Help Desk Assessment (Jan 2012 - May 2012)
13. PSP Investments Service Delivery Strategy (Jan 2012 - May 2012)
14. State of Kansas – Service Delivery Assessment. (Aug 2011 – Nov 2011)
15. IT Strategy for the County of Maui (at the request of the Mayor). (Nov 2012 – March 2013)
16. PRIMECorp strategy and risk assessment (June 2012 — March 2013)
17. PWGSC HR System (PeopleSoft) project review (June 2011 – Sept 2011)

Prior to Gartner

18. Interim CIO – Health Canada (August 2010 — March 2011)

Independent Consultant: Oct 2009 to August 2010

19. Industry Canada Enterprise Architecture (May 2010 — August 2010)
20. KPIs and Risk Management for OSFI (May 2010 — Mar 2011)
21. KPIs for the Government of Canada (February 2009 — May 2009)
22. Industry Canada Enterprise Architecture and Business Case (February 2009 — April 2009)
23. Environment Canada Data Center Consolidation Strategy (January 2009 — March 2009)

CTO Government of Canada Projects: October 2005 to October

Background: TBS (Treasury Board Secretariat) is the management board of the government of Canada. Chuck was Chief Technology Officer (CTO) responsible for creating, sustaining and implementing the management framework for IT in the Government of Canada from October 2005 to October 2009.

- IT Policy for the Government of Canada: Phase 1- IT Policy
 - Duration: October 2005 to July 2007
 - Number of Departments Engaged and Consulted: >100
- IT Policy for the Government of Canada: Phase II - IT Directive, Standards
 - Duration: August 2006 to May 2007
 - Number of Departments Engaged and Consulted: >100
 - KPIs developed for GC wide use
- IT Policy for the Government of Canada: Phase III- ERP and Interoperability Architecture Framework
 - Number departments consulted and engaged: >100

Additional Projects

24. April 2007 — October 2009

Working with the CIO of Canada and CIO Council, Chuck was project executive leading the team that created the technology architecture for the Government of Canada, starting with an ERP framework, followed by an SOA framework and a major guidance document defining the adoption of interoperability standards. This work was presented up to the EX5 level.

25. April 2007 — October 2009

Chuck was the project executive, leading the team redefining the Common Look and Feel (CLF) Standard. CLF is Canada's standards for web accessibility, site style and navigation. These standards are now integrated into the IT management and governance process through the CIO Council and the framework was established to evolve them at a pace better suited to government and departmental implementation. This work was presented up to the DM level.

26. April 2007 — October 2007

Mr. Henry led the TBS team and liaised with 3 external advisors (all at the VP or higher level from Royal Bank, CIBC and IBM) that developed and wrote the external post mortem advising Canada Revenue Agency (CRA) on system and process changes in light of CRA's 10 day personal tax (T1) system outage of March of 2007.

27. September 2006 — October 2009

Mr. Henry initiated and led the first Web 2.0 (social networking) strategy and pilot for a pan government (all departments and agencies) in the world. At the time of writing, GCPEDIA has over 10,000 registered users from over 190 departments and agencies in

the Federal Government. Canada's use of Web 2.0 technology has been recognized as a leading practice for internal collaboration. This work was presented to the DM level.

28. October 2008 — October 2009

Mr. Henry was on the Board of Governors for GTEC (Government Technology Exhibit and Conference, see www.gtec.ca and presented awards at the GTEC Gala in October 2009.

29. October 2007 — May 2009

At the request of Microsoft, Chuck was a member of Microsoft's "Interoperability Executive Council" providing advice and guidance to Bob Muglia, President Server and Tools Business unit at Microsoft

Independent Consultant: June 2005 to October 2005

30. August 2005 — Sept 2005

Chuck led a consulting engagement to examine management and privacy aspects of a new web based service from Canada Post. The final presentation of this work was to Moira Green, then President of Canada Post.

31. September 2005 — October 2005

Chuck led a consulting engagement at TBS looking at the prospects for the IT policy that resulted in his coming to TBS on executive interchange as the Federal CTO.

IBM Canada – Executive Consultant: May 1975 to June 2005

32. May 2003 — February 2004

Chuck was the Project Leader and lead architect of a server consolidation study at DND. The study showed DND substantial ongoing capital and operational savings.

33. November 2002 — June 2003

Chuck was the Project Leader and lead architect of an environment simplification study at ICBC. The study showed ICBC \$5 Million a year in ongoing capital and operational savings.

34. November 2001 — June 2002

- Chuck was a consultant on a number of optimization studies in large Canadian financial and manufacturing institutions:
- Leadership of a server architecture rationalization study at large Canadian Bank
- Optimization consultant for a large study at another large Canadian Bank
- Solution architect Mainframe/Unix SAP R/3 deployment at major Aerospace firm.
- Numerous other server consolidation and architecture engagements include railroads, energy distribution and insurance companies across Canada.

35. January 2000 — December 2001

Chuck was a member of IBM's Virtualization Task Force led by Jim Rymarczyk, IBM Fellow and Chief Virtualization architect. Mr. Henry's focus was on customer requirements and implementation challenges.

36. January 1998 — December 1999

Chuck was team leader and solution architect for Department of National Defence (DND) when they initially implemented a large scale SAP R/3 system. The system is now a key element of the Canadian Forces and is consolidating over 1100 discrete material management systems into a UNIX and Mainframe complex at a central location and supporting departmental units around the world. It includes the remote access from PDA devices as well as deployment capability for ships and other units deployed in remote areas.

37. January 1996 — December 1997

Mr. Henry was lead architect and infrastructure team lead for DND's Data Centre Consolidation and Automation Project. This project created a 'World Class' Data Centre within the department and won an award from GTEC (www.gtec.ca).

May 1975 to June 2005 IBM Canada – (May 1975 to December 1992 – Systems Engineer (various levels) IBM Canada))

38. January 1990 — December 1992

Mr. Henry was the Systems Engineer for Canada Mortgage and Housing Corporation and consulted with CMHC in evaluating, architecting and installing advanced processor and storage technology. This resulted in the successful implementation of IBM Mainframe hardware and software that improved CMHC's storage utilization and system responsiveness.

39. January 1990 — December 1992

Mr. Henry also executed a tape management study at CMHC, and was project leader on the subsequent installation of the first Canadian Installation of an IBM 3495 tape library (1 of the first 6 in the world). This resulted in significantly reduced processing times as well as reduced manpower needs for CMHC.

40. January 1983 — December 1989

Mr. Henry was country support for IBM Mainframe hardware and software and worked with clients across the Country to architect and implement mainframe centric solutions. In addition, he worked on special projects for IBM Development laboratories. These projects included:

Working at the San Jose Programming Laboratory and writing the 'Enterprise Systems Managed Storage Presentation Guide' used to teach IBM and customer technical and management personnel around the world about upcoming distributed storage management announcements.

Working in the Poughkeepsie Programming Laboratory as a member of a 7-person council reporting directly to the laboratory director to validate IBM Mainframe Software design objectives and prepare sales and technical material.

Education & Certifications

Chuck holds a Bachelor of Engineering with Distinction (Electrical) from Carleton University. He and his wife reside in Kelowna British Columbia.