

## D. KEVIN ORR

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### PROFILE

Authoritative specialist with proven leadership in the execution of complex IT transformational initiatives and managed services. A self-motivated individual recognized for leading multifaceted programs with energy and optimism.

<i>Project Executive</i>	<i>Program Manager</i>	<i>Project Manager</i>
<i>Business Analyst</i>	<i>Transformational Architect</i>	<i>Enterprise Architect</i>

Has developed and managed the design, installation and commissioning of leading edge infrastructures and planned the transformation & consolidation of staff, technology and facilities for thousands of end user clients. Extremely resourceful. Has strong analytical and problem-solving abilities with exceptional attention to detail. Acknowledged excellence in customer service, sales & marketing, telecommunications, information technology, and program management.

Enjoys the dynamics and challenge of building and steering cross-functional teams. Excellent interpersonal skills dealing with team members, all levels of management, customers and end users alike. A trusted advisor and Certified Data Centre Management Professional (CDCMP)

### LANGUAGES

English (spoken, reading, comprehension and written)

French (spoken, reading and comprehension)

### SECURITY CLEARANCES

Canadian Industrial Security Directorate (CISD) - Secret Level II – File # 95281074; previously Top Secret cleared.

### ACCREDITATIONS / MEMBERSHIPS

#### Accreditations

CDCMP Certified Data Center Management Professional

DCEP DoE Data Center Energy Practitioner – Q1-19 target

VERTIV Authorized Solutions Partner –The Trellis™ platform (formally Emerson Network Power)

CRBP Certified Registered Business Partner – Aperture Technologies, Inc.

PRINCE2 Prince2 Practitioner – Q2-19 target

#### Memberships / Affiliations

BICSI – Building Industry Consulting Service International

Uptime Institute

PMI – Project Management Institute

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### BACKGROUNDER

Kevin is the Founder and President of ORION Cybernetics, a privately held boutique management consulting firm providing clientele with Client Advocacy, Strategic Blueprint, Program Surveillance and Governance services across a broad range of technology and facilities initiatives. He is the principal managing director and has been engaged in all elements of ORION on a full-time basis since 1994.

Part of ORION Cybernetics' mission is to provide increased responsiveness to the end Customer and simplified operation for the information technology / facility manager. By involving and educating client personnel, our objective is to create environments tailored to the specific corporate cultures and needs of our clients.

For the last twenty-five+ years, he has program managed large scale high-technology projects within the high technology, government, educational, financial management and health care industry segments.

Kevin is a Certified Data Centre Management Professional (CDCMP).

**APPLIED RISK, CHANGE & PROGRAM GOVERNANCE METHODOLOGY**

*Issue(s) -> Map to a Risk(s) -> Mitigated by an Action(s) -> Resulting in a Decision(s)*

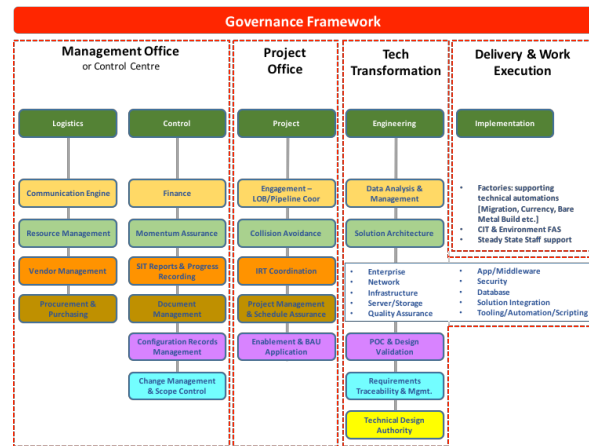
Over the past twenty-five (25) years Kevin as employed and adhered to a stringent Program Governance model and embedded Risk Management Strategy across all of his engagements. It imposes stringent checks and balances throughout the phased delivery of the project and the business relationship evolution. By establishing, authorizing and communicating the key strategic milestones, technical and administrative benchmarks are cast and require signed authorization prior to advancement through the next gate/phase.

Functional Area	Status	RYG Definitions
Overall	Green	All flags are Green. Or one flag is Yellow
	Yellow	Two or more flags are Yellow. Or, one flag is Red
	Red	Two or more flags are Red
Schedule	Green	Current schedule baseline will be met and all critical milestones will complete on time.
	Yellow	Current Estimated Finish date is not more than 7 days of the Current Baseline Finish, or one or more critical milestones will not be completed on time.
	Red	Current Estimated Finish date is more than 7 days of the Current Baseline Finish, or one or more critical milestones will not be completed on time.
Resource	Green	Resources (people, assets) are committed and meet requirements.
	Yellow	Resources at risk, lack of resources, not committed or may not meet requirements. No impact to current baseline finish date.
	Red	Resources are causing negative impact and a corrective action plan is either not in place or not effective. Current baseline finish date is being delayed.
Scope	Green	Project Scope and Charter are documented and agreed upon by all relevant stakeholders. Documented Change Control process is signed upon and implemented
	Yellow	Scope is under discussion, or is not documented, or is not agreed upon by the relevant stakeholders. Expect resolution in less than 14 days.
	Red	Scope is under discussion, or is not documented, or is not agreed upon by the relevant stakeholders. Expect resolution in more than 14 days.
Financial	Green	Estimate at Completion is less than 100% of the Current Baseline Cost.
	Yellow	Estimate at Completion is between 100% and 105% of the Current Baseline Cost.
	Red	Estimate at Completion is greater than 105% of the Current Baseline Cost.
Client Experience	Green	Client expectations are aligned to contractual agreements and ORION has effective working relationships with the client management
	Yellow	Client expectations are believed to differ from the contractual agreements, or the current contractual agreements only cover a portion of the customer requirements; or ORION lacks effective working relationships with the client management.
	Red	There are no contractual agreements, or there is breach of contract or a material contractual dispute, or there is a breakdown in relationships with the client.

Risk	Green	A Project Risk Management Plan is in place. The Risk Management Plan is monitored and actively managed on a regular basis. The Risk Log is not growing and all High or Very High risks have response plans in place.
	Yellow	A Project Risk Management Plan is in place. The Risk Management Plan is monitored and actively managed on a regular basis. There are 3 or more high impact risks active or one or more risks are 1 to 10 days past their target resolution date.
	Red	A Project Risk Management Plan is not in place, or the Risk Management Plan is not monitored and actively managed on a regular basis, or there are more than 5 high impact risks active, or one or more risks are greater than 10 days past their target resolution date.
Issue	Green	A Project Issue Management Plan is in place. All issues have clear actions to address, a person assigned and reasonable deadlines. No issues are past target resolution date.
	Yellow	A Project Issue Management Plan is in place. The Issue Management Plan is monitored and actively managed on a regular basis. There are 3 or more high impact issues active or one or more issues are 1 to 10 days past their target resolution date.
	Red	A Project Issue Management Plan is not in place, or the Issue Management Plan is not monitored and actively managed on a regular basis, or there are more than 5 high impact issues active, or one or more issues are greater than 10 days past their target resolution date.

**Representative Projects & Its Application**

- Project #29 - Vigilant: Compliance Simplified, Inc.
- Project #28 - Infinida Inc.
- Project #27 - MD Financial Management Inc.
- Project #26 - MD Physician Services Inc.
- Project #24 - Bank of Canada
- Project #21 - Environment Canada
- Project #20 - Environment Canada
- Project #16 - Fisheries and Oceans, Canada
- Project #15 - The Canadian Firearms Centre
- Project #13 - GoC's Shared Travel Services Initiative
- Project #10 - Nortel Networks
- Project # 8 - Stentor Canadian Network Management
- Project # 6 - Metropolitan Life Insurance Company
- Project # 4 - Perley & Rideau Veterans' Health Centre



**CLIENT ACCOUNTABILITIES**

- ❑ Work to identify business requirements, develop the proposal and translate customer requirements into formal agreements and plans to culminate in customer acceptance of results, while meeting business objectives;
- ❑ Responsible for organizing and leading cross-functional teams in developing and implementing project deliverables;
- ❑ Manage multiple projects simultaneously; responsible for performance, cost, scope, schedule, quality, and appropriate business measurements of these projects;
- ❑ Assure that all project work packages and tasks are properly and realistically estimated, scheduled and tracked;
- ❑ Convey to all team members a full understanding of the customer requirements of the project;
- ❑ Work with project team members and external customers to identify and resolve issues in a timely and professional manner;
- ❑ Assure that deliverables are met with customer acceptance/satisfaction and within contractual obligations of the statement of work within, or attached to, the work order;
- ❑ Manage relationships between customer, suppliers and trades to deliver solutions meeting customers' needs;

- ❑ Ensure internal staff and customers are provided with timely and accurate project information and status updates;
- ❑ Understand the technology and how it can answer customers' needs and identify appropriate solutions;
- ❑ Evaluate projects via post-mortem process, and teamwork performance in respect to performance management and career development;
- ❑ Document and report on project performance utilizing 'earned value' techniques; and
- ❑ Apply and integrate the Agile/Scrum framework and the traditional (PMBOK) project management methodologies, while respecting and integrating Treasury Board Gating Process (Gates1-7) guidelines and templates, as appropriate; and
- ❑ Coach-mentor throughout the knowledge transfer and lessons learned phases as it applies to the above processes and activities.

With years of proven hands-on experience and a practical approach and methodology that embraces industry best practices, Kevin has worked internationally providing clients with:

- ❑ data centre optimization, migration, relocation and consolidation;
- ❑ compliance and auditing (standards, legislation, code-of-conduct, performance, PUE, DCiE, RCI, RTI) ;
- ❑ data centre facilities and real property assessments;
- ❑ conceptual blocking and order-of-magnitude costing;
- ❑ integrated logistical task/schedule modeling;
- ❑ architectural, electrical, mechanical design criterion;
- ❑ facility design-build, commissioning and infrastructure fit-up governance; and
- ❑ infrastructure management.



**Transformational | Program | Project Management | Trusted Advisor | Business Analyst**  
**Demonstrated Relevancy**      *Applied Level of Effort*

Client Organization	Principal Role - Subject Matter Expertise	Location	Duration (1) (months)	LOE (2) (months)
<b>MD Financial Management Inc. (CMA)</b> IBS High Availability Program	Client Advocate   Trusted Advisor - Project Executive	Ottawa, ON Canada	12.00	12.00
<b>MD Physician Services Inc. (CMA)</b> IBS Hosting - Data Centre Migration	Project Executive - Data Centre Trusted Advisor - Migration	Ottawa, ON Canada	11.00	11.00
<b>Shared Services Canada - Institute for Ocean Sciences</b> Current State Infrastructure Assessment	Project Executive – Trusted Advisor	Vancouver Island, BC Canada	2.00	2.00
<b>Bank Of Canada</b> Head Office Infrastructure Program	Project Executive - Data Centre Migration   Core Network Evolution	Ottawa, ON Canada	11.00	11.00
<b>Shared Services Canada - Passport Canada (PPTC)</b> Current State Infrastructure Assessment	Project Executive   Senior Technical Analyst   Business Transformation	Ottawa, ON Canada	3.00	3.00
<b>Environment Canada</b> Place Vincent Massey (PVM)	Data Centre Trusted Advisor - Project Executive	Gatineau, QC Canada	18.00	9.00
<b>Environment Canada</b> Data Centre Facilities Assessment	Project Executive - Data Centre Infrastructure Engineering	Vancouver, BC Canada	2.00	2.00
<b>SSI Micro Ltd.</b> New Corporate Data Centre Build-Fit Up	Project Executive - Data Centre Infrastructure Engineering	Ottawa, ON Canada	3.00	3.00
<b>Fisheries &amp; Oceans Canada</b> IT Sustainability Project - Data Centre	Project Executive - Data Centre Facilities Engineering	Canada (National Sites)	7.00	7.00
<b>CGI Group Inc.</b> G0C's Shared Travel Services Initiative	Business Consultant - Project Executive	Ottawa, ON Canada	13.00	13.00
<b>Nortel Networks</b> 1000 Tech Park Billerica vLab 600 Billerica 1000 ITC Romania EINSTEINet IDC 1501 Bank Street Data Centre Fitzgerald - CNBU Lab Relocation to Carling Carling Lab 6 - EDN Carling Lab 6 - GTS Expansion Carling Lab 8 - PDN Carling Lab 9 Optical Lab Carling Lab3 - DMS Captive Carling Lab5 - CSE Carling Lab5 - DPN Hardware Carling Lab5 - Med Lab Carling Lab5 - Passport Software Lab Hosting Solutions eASPnet IDC	Consultancy - Lab Standardization, Feasibility & Design Program Mgmt. - Lab Design-Build-Fit Up & Migration Site Assessment/Rationalization & Feasibility Executive Consultancy - Lab Feasibility & Design Consultant of Record - Design-Build-Fit Up & Migration Program Mgmt. - Lab Standardization & Implementation Program Mgmt. - Lab Design-Build-Fit Up & Migration Program Mgmt. - Lab Design-Build-Fit Up & Migration Program Mgmt. - Lab Design-Build-Fit Up & Migration Program Mgmt. - Lab Design-Build-Fit Up & Migration Program Mgmt. - Lab Design-Build-Fit Up & Migration Facility Infrastructure Design-Build Program Mgmt. - Lab Standardization & EPO Implementation Program Mgmt. - Lab Standardization & Implementation Program Mgmt. - Lab Standardization & Implementation Program Mgmt. - Lab Standardization & Implementation Program Mgmt. - Lab Standardization & Implementation Program Mgmt. - Lab Standardization & Implementation Consultancy - Program Management Methodology Consultancy - Facility Infrastructure Design Support	Boston, MA USA Boston, MA USA Boston, MA USA Bucharest, Romania Hamburg, Germany Ottawa, ON Canada Ottawa, ON Canada Ottawa, ON Canada Ottawa, ON Canada Ottawa, ON Canada Ottawa, ON Canada Ottawa, ON Canada Ottawa, ON Canada Ottawa, ON Canada Ottawa, ON Canada Ottawa, ON Canada Ottawa, ON Canada Ottawa, ON Canada Ottawa, ON Canada Ottawa, ON Canada Ottawa, ON Canada Ottawa, ON Canada Ottawa, ON Canada Taipei, Taiwan	2.00 6.00 2.00 2.00 6.00 3.00 5.00 13.00 8.00 8.00 7.00 4.00 7.00 7.00 6.00 7.00 3.00 8.00	2.00 3.00 2.00 2.00 3.60 0.75 2.50 6.50 4.00 4.00 2.80 3.00 5.25 5.25 4.50 5.25 3.00 6.00
<b>Stentor</b> National Data Centre Relocation - 110 O'Connor Disaster Recovery Site - 78 O'Connor	Relocation Program Director - Project Executive Relocation Program Director - Project Executive	Ottawa, ON Canada Ottawa, ON Canada	16.00 5.00	12.00 1.25
<b>Metlife</b> Head Office Data Centre Consolidation-Relocation	Project Executive - Data Centre Program Consultant/Advisor	Ottawa, ON Canada	11.00	11.00

Data Centre Gross fit2

**Footnotes:**

- (1) Contract Duration
- (2) Applied level-of-effort (D. Kevin Orr)
- (3) Refer to D. Kevin Orr's CV for a description of the aforementioned projects.

	Duration	LOE (3)
Person months	<b>218.00</b>	<b>162.65</b>
Person years	18.17	13.55
Person days	4,542	3,389
Person hours	32,700	24,398

**Personal contribution over last 24-years**

**65.28%**

**EXPERIENCE**

**29.**

**Vigilant: Compliance Simplified, Inc.**  
**Ottawa, Ontario**

**Corporate Governance | Program Executive**  
**Aug. '17 - Present**

VigilantCS is the manufacturer of an intelligent, cloud-based staff conduct risk platform; leveraging machine learning to formulate cognitive insights that provide insight into the propensity of an organization's staff to comply with compliance, cybersecurity, and other corporate oversight programs.

The VCSOpen platform allows organizations to administer and manage core staff compliance requirements, using either VigilantCS data capture modules or by integrating with existing corporate platforms through VCS' API architecture, in one central staff-facing portal.

Kevin is Vigilant's Program Governance Executive. He directs Client facing efforts throughout the onboarding experience and ensures synergy with VCS's corporate governance policies and development roadmap.

28.

**Infinida Inc.****Ottawa, Ontario****Corporate Governance | Program Executive  
Enterprise Architect  
Feb. '16 - Present**

Infinida is a developer and integrator of devices, apps and services that enhance the user experience leveraging disparate eco-systems across the Internet of Things (IoT). Infinida provides IoT advisory services to the connected home consumer and design integrated applications that promote health & wellness simplicity and safeguard independent assisted living.

Kevin is Infinida's Chief Technology Strategist | Program Executive. He contributes and directs efforts targeted throughout the product development lifecycle (i.e. Discovery Stage | Scoping | Business Case development | Design & Engineering | Testing & Validation through Product Launch).

27.

**MD Financial Management Inc.**

(CMA companies)

**Ottawa, Ontario****Executive Consultancy | Client Advocacy  
Transformation Architect | Project Executive  
Dec. '14 – Feb. '16**

MDFMI engages a third-party data centre co-location provider for the provisioning of data centre facilities in support of the Integrated Brokerage System (IBS) environment and supporting applications.

This key Technology & Operations functional priority has the objectives of: (a) providing Canadian Physicians with a thoughtful, trustworthy online experience with an 'Present & Ready for Use' capability; (b) continue to support the CMA & its membership with uncompromised security & data integrity to our online portfolio; and (c) *transform* the IBS environment into a High Availability (HA) configuration with a 99.999% SLA. This will provide MDFMI clients, financial advisors and employees to use 'online', and core-mission critical applications at any time, including trading, inquiry, account processing and statement/confirm/tax slips inquiry and processing.

Kevin while providing counsel and direction to the MDFMI's executive leadership team, also provisions resident program executive and client advocacy for a multi-disciplinary core advisory team. His counsel and stewardship direct organizational needs within and across the 'vision-eering', strategy development, assessment, discovery, and prepositioning the design, engineering and execution phases of this high availability (HA); active resiliency initiative. Accountable for the project's cost and value proposition, and its financial workbook. Overall project financial health, its surveillance and reporting are achieved utilizing cost, schedule and performance management metrics, and risk mitigation techniques.

The Agile/Scrum model of software development and the traditional (PMBOK) project management methodologies were applied on this project. Further responsible to ensure that eleven (11) areas of project management are being managed:

- PM1) Adherence to the Customer's Project Management Methodology;
- PM2) Scope Management;
- PM3) Schedule Management;
- PM4) Budget Management;
- PM5) Stakeholder Management;
- PM6) Risk Management;
- PM7) Resource Assignment ensuring participation from Customer internal resources;
- PM8) Quality Management;
- PM9) Change Management;
- PM10) Project Communications; and
- PM11) Project Integration of all associated work packages that support the overall solution and basic earned value reporting.

Provided direction and stewardship to several Project Managers across a spectrum of domains (e.g. Hosting Provider-Services, Infrastructure, Networking, Engineering, Application Development, Quality

Control, Command & Control teams). All Service Management (ITSM) policies and procedures, SLAs be they internal and/or Client facing were reconstructed to adopt the needs of a 99.999% SLA and a 'Present & Ready for Use' capability.

Accountable to manage to formulate statements of problems; establishes procedures for the development and implementation of significant, new or modified project elements to solve these problems, and obtains approval thereof.

## 26.

**MD Physician Services Inc.**  
(CMA companies)  
Ottawa, Ontario

**Data Centre Executive Consultancy | Client Advocacy**  
**Transformation Architect | Project Executive**  
Jan. '14 – Dec.'14

MDPS engages a third-party data centre co-location provider for the provisioning of facilities, hosting, network access, hosting services, and storage (collectively, "data centre facilities") in support of the Integrated Brokerage System (IBS) environment and application support. MDPS has been advised that the colocation data centre is being decommissioned and that MDPS' infrastructures and services need to migrate to a new data centre facility. Coincident and in concert with the data migration substantial technology upgrades are made to the AIX and SQL environments.

Kevin provides MDPS with requisite professional services and stewardship to the Technology Operations project management team; the Project's Steering Committee and the MDPS Executive Leadership Team (ELT). In guiding MDPS' multi-disciplinary IT team, he provides Client Advocacy support and penetrates within the co-location provider's relocation-build-deployment team, to ensure the needs of MDPS are communicated, represented and delivered.

Provided counsel to several Project Managers across a spectrum of domains (e.g. Hosting Provider, facilities, network access, hosting services, and storage (collectively, "data centre facilities")). All Service Management (ITSM) policies and procedures, SLAs be they internal and/or Client facing were reconstructed in support of the Integrated Brokerage System (IBS) environment and application support as provider by the Hosting Provider. Kevin, in association with the domain Project Managers, working with the AVP of Technology also steered the efforts of Gartner Inc., the world's leading information technology research and advisory company, who also contributed to the revised SLA(s) strategy.

## 25.

**Shared Services Canada**  
Ottawa, Ontario

**Executive Consultant | Trusted Advisor**  
**Transformation Architect | Enterprise Architect**  
Oct. - Nov. '14  
**Project Duration ~ 2 months**

As a key contributor within the BP&M-ORION Cybernetics Data Centre Practice, Kevin was the executive lead consultant and for a strategic report to capture high-level observations of the current state of Shared Services Canada (SSC) data centers on Vancouver Island and their suitability as candidates for consolidation.

The Roadmap documents the high-level current state, establishes key consolidation strategies and outline next steps for consolidation within the SSC - Institute of Ocean Sciences (IOS) data center (interim end state). The work effort was organized around three (3) main areas:

### **Phase 1 - Information Gathering:**

Current State Discovery acquired information through document reviews, questionnaires, meetings, and physical review of systems of a predetermined subset of sites/locations to form an infrastructure baseline. The initial due diligence of relevant documents and subsequent questionnaires helped provide the assessment team a foundation for further due diligence during the site visit(s). This formed a baseline of comparison against known requirements resulting in a gap analysis and assessment recommendations.

### **Phase 2 - Information Analysis and Infrastructure Review:**

The analysis presents a short statement of disparities between the current state baseline and Industry typical requirements. The baseline is also used to gauge the suitability of 'consolidation candidates' for migration or integration into the interim end state data centre, specifically.

### **Phase 3 - Information Reporting and Documentation:**

Recommendations based upon the analysis provide:

- a. specific SSC infrastructure recommendations / suggested improvements required at the SSC-IOS data centre to accommodate for the consolidations;
- b. a recommended set of opportunities that can lead to a number of quick wins;
- c. listing of exposure(s) that require immediate attention; and
- d. a roadmap by which more complex planning and validation can occur/commence.

## **24.**

**Bank of Canada**

**Ottawa, Ontario**

**Executive Consultant | Senior Project Manager  
Enterprise Architect | Data Centre Migration  
Nov. '12 – Dec. '13  
Project Duration ~ 13 months**

The Datacenter Migration project is a component of a larger initiative to enhance business continuity, and modernize the Bank's datacenters, providing an active/active design that will enable improvements in the Bank's business continuity capabilities and recovery time objectives for day-to-day and DR purposes. A prerequisite to the DCM, the Core Network Upgrade, as a component of the Infrastructure Upgrade and Evolution Program, seeks to enhance the Bank's network, and enable future technologies such as voice over IP, wireless, unified communications and improved video capabilities such as tele-presence and video to the desktop.

Kevin is the Senior Project Manager for both the data centre migration and core network evolution projects providing executive steersman-ship and oversight support to a multi-disciplinary IT infrastructure and deployment team. In executing his accountabilities, he also contributed to the interpretation, development and the result effect on process management changes born of new SLAs with the new Hosting Provider in a multi-tenant-secure data centre. Inclusive of contributions from the individual Project Managers-Technology Leads for Network, Storage, Infrastructure, Desktop, Unified Communications and Data Centre Operations etc.

Accountable for the project's cost and value proposition, and its financial workbook. Overall project financial health, its surveillance and reporting are achieved utilizing cost, schedule and performance management metrics, and risk mitigation techniques.

## **23.**

**Shared Services Canada  
Ottawa, Ontario**

**Enterprise Architect | Transformation Architect  
Jan. – Mar. '13  
Project Duration ~ 3 months**

Provided infrastructure assessment services to complete a current state infrastructure review of Passport Canada's (PPTC) environment. The scope of the report is directed at infrastructure enabling PPTC business critical services currently being supported by Shared Services Canada International Portfolio. The scope includes data centre, infrastructure, telecom, applications dependent on infrastructure and interdependencies.

The resulting assessment report captured current state, recommendations and prioritizations related to the following;

- any single points of failure and vulnerabilities;
- current state redundancy, automation or failovers, spare hot swaps, etc.;
- ranking of vulnerabilities and prioritization based on impact; and
- Identifying gaps and links to other dependencies.

22.

**BP&M Consulting****Ottawa, Ontario**

**Associate – Data Centre Optimization & Consolidation  
Enterprise Architect | Transformation Architect  
Aug. '11 – Feb. '16  
Project Duration ~ 52 months(as and when needed basis)**

Practice lead / trusted advisor. Client advocacy & governance for intelligent enterprise infrastructures.

BP&M is a management consulting boutique that helps Government leaders drive improvement despite shrinking budgets and a complex bureaucratic environment.

21.

**Environment Canada****Ottawa, Ontario | Gatineau, QC**

**Associate Program Manager – Project Executive  
Enterprise Architect | Transformation Architect  
Feb. '11 – Mar. '12  
Project Duration ~ 14 months**

The Data Center Service Optimization Program mandate is to evaluate Environment Canada's National Data Center (DC) service delivery including the physical environment and Data Center services to Environment Canada clients. The scope of this program includes a variety of projects, work packages and people focused initiatives. The objectives of the program are to:

1. Align with overall Government of Canada strategy and vision;
2. Define Long term Data Center vision;
3. Data Center services supported by a reduced number of locations;
4. Increase efficiencies and reduce total cost of ownership;
5. Maximize value to our clients and for Canadians; and
6. Define new roles and provide training for IT Infrastructure Staff to support data center longer term vision.

Accountable for the project's cost and value proposition, and its financial workbook. Overall project financial health, its surveillance and reporting are achieved utilizing cost, schedule and performance management metrics, and risk mitigation techniques.

The Agile/Scrum framework for complex projects and traditional (PMBOK) project management methodologies were applied on this project, whilst integrating Treasury Board Gating Process (Gates1-7) guidelines and templates. Project is abandoned with the launch and introduction of Shared Services Canada.

20.

**Environment Canada****Ottawa, Ontario | Gatineau, QC**

**Executive Consultant – Data Centre Relocation Planning  
Enterprise Architect  
Mar. '10 – Mar. '12  
Project Duration ~ 13 months**

By way of a sub-contracting agreement with 6149626 Canada Inc., Kevin is engaged to provided Data Centre Executive Consultancy - Trusted Advisor services to Environment Canada for the initial advance planning and consolidation strategy development for a National Capital Region data centre build and relocation. Additionally, he and key knowledge contributors from ORION Cybernetics also provided data centre relocation planning and deployment services. Data Centre provisioning and infrastructure design revolve around The Uptime Institute best practices and Tiering standards as defined by TIA-942.

In executing and reporting on the project's health, Treasury Board Gating Process (Gates1-7) guidelines and templates were adhered to, in addition to the application of traditional (PMBOK) project management methodologies. Accountable for the project's cost and value proposition, and its financial workbook. Overall project financial health, its surveillance and reporting are achieved utilizing cost, schedule and performance management metrics, and risk mitigation techniques.



Responsible to steer and account for the activities of several domain Project Managers tasked across variety of projects, work packages and people focused initiatives. The objectives were to re-evaluate and recompose SLA and Tier 1-2-3 support mechanisms to ensure (a) alignment with overall Government of Canada strategy and vision; (b) define those constraints in concert with the long term Data Center vision; (c) assess the impact of Data Center services supported by a reduced number of locations; and (e) how that defines new roles and provides training for IT Infrastructure Staff to support data center strategy.

**19.**

**Infinida Inc.**

**Ottawa, Ontario**

**General Manager | Head of Operations**

**Project Executive**

**Nov. '07 – Feb. '10**

**Project Duration ~ 27 months**

Infinida, an accredited Google Enterprise Partner, is a turnkey provider of enterprise search technology and professional services. Its objective is to empower organizations with timely access to information, tailored to their specific corporate cultures and needs.

Kevin is the principal executive and business plan developer responsible for operational strategy/structure, entity creation, investment, and business case justification. He successfully secured national Google Enterprise Partner accreditation status Dec-08.

What makes Infinida integral to Google as an enterprise partner is its focus, organizational commitment and corporate direction. Infinida is founded with a hands-on, relevant and proven management team, directed exclusively at Google Enterprise products, professional services and account management.

**18.**

**Environment Canada**

**Vancouver, BC**

**Project Executive**

**Facilities & Infrastructure Audit**

**Nov. – Dec. '09**

**Project Duration ~ 2 months**

Entailed the undertaking of an on-site assessment that includes review of the Environment Canada Vancouver Data Center as well as interviews with the IT Staff from both the IT operations and Client applications. The scope of assessment includes:

1. Examine capacity requirements based on existing and future anticipated requirements;
2. Review any existing engineering reports on physical power and cooling defining current and available capacity.
3. Examine current state of IM/IT infrastructure, with consideration for the Interactive Weather Station application deployment.

Kevin provided findings and recommendations made to alleviate current Power and HVAC issues, as well as a greening/consolidation approach to better utilize existing infrastructure to reduce current space and load. In addition, the report includes a recommended approach to enable continuous monitoring of utilization of infrastructure (with complete statistical analysis) to provide trends and target potential future capacity issues before they occur.

**17.**

**SSi Micro Ltd.**

**Ottawa, Ontario**

**Data Centre Infrastructure Consultant**

**Enterprise Architect**

**Sep. '09 – May-10**

**Project Duration ~ 9 months**

SSi is the largest ISP in Northern Canada, serving more than 60 Northern communities within Nunavut and the Northwest Territories. They specialize in deploying turnkey networks to support the needs of communities that do not have access to terrestrial connectivity.

Kevin is the identified lead consultant providing data centre design and infrastructure (architectural, electrical, mechanical and communication) recommendations for SSI's new data centre facility in Ottawa to be commissioned in 2010.

**16.**

**Fisheries and Oceans, Canada (CGI Inc.)**  
**Program Budget \$ 120,000+ CAD**  
**Ottawa, Ontario**

**Data Centre Infrastructure Consultant**  
**Transformation Architect | Enterprise Architect**  
**Oct. '06 – Apr-07**  
**Project Duration ~ 7 months**

Fisheries and Oceans, Canada (DFO) is implementing a new IM/IT service delivery model over the next two years which have given rise to the IT Sustainability Project (ISP).

The ISP will deliver modernized and revitalized IM/IT services. This national DFO project will establish enterprise-wide comprehensive and consistent management model for IM/IT in the department, and a consolidated, rationalized and sustainable infrastructure designed to support the business outcomes of the Department.

Kevin is accountable to plan and lead a CGI Facilities Infrastructure team to evaluate and counsel DFO on recommendations for Data Centre facilities consolidation nationally. Upon DFO acceptance of said plan, he will integrate green computing/IT best practices in the design, where practical, based on Uptime Institute principles; and manage the build-renovation and cut over to operations of the three national data centres.

Further defines and quarterbackes the efforts of domain Project Managers, Practice and Process Leads for the Data Centre Operations, Real Property, Facilities, Network, Storage, and Infrastructure teams; and the interpretation and measured service levels for 3<sup>rd</sup> party data center utility service providers (e.g. hydro, network carriers etc.).

**15.**

**The Canadian Firearms Centre (CGI Inc.)**  
**Program Budget \$ 12,000,000+ CAD**  
**Ottawa, Ontario**

**Program Cutover Manager - Advisor**  
**Enterprise Architect**  
**Jun. '05 – Jun. '06**  
**Project Duration ~ 1 year, 1 month**

The Canadian Firearms Centre (CAFC) is implementing a restructuring plan for the delivery of the Canadian Firearms Program, with a new legislative, administrative, organizational, services and technological framework. CGI, operating in an Alternative Service Delivery (ASD) model, provisions: hardware and software; network services; training; help desk and support; and security and back-up of data services and support to a national IP VPN infrastructure comprised of seventy-three (73) sites and over six hundred users.

Kevin in his capacity as IT Utility Services Advisor for Infrastructure Deployment Preparedness and Phased Deployment Rollout Command and Control, maintains overall program responsibility and accountability for the National cutover plan. His mandate is to layout the strategy, requirements, responsibilities, activities and key milestones associated with the phased deployment-rollout. Within the context of the resulting WBS, the Rollout Command & Control (RCC) Plan accounts for the manner in which resources shall be mobilized and deployed on a site by site; region-by-region-phase-by-phase basis.

Treasury Board Gating Process guidelines and templates, traditional (PMBOK) project management methodologies and Scrum practices were utilized throughout. Accountable for the project's cost and value proposition, and its financial workbook. Overall project financial health, its surveillance and reporting are achieved utilizing cost, schedule and performance management metrics, and risk mitigation techniques.

His accountabilities include being responsible for infrastructure readiness, site augmentation, audits and operational readiness go/no-go decisions; and maintaining overall responsibility for risk management and mitigation during rollout.

Working with over a dozen Project Managers, Process and Requirement Analysts, he steers and consolidates countless variances in SLA parameters scattered across provinces, carriers and a plethora of services

providers. This data collection, its synthesis forms the baseline for a National SLA strategy which accounts for regional variances in its delivery.

14.

**Bell's Secure Electronic Forms (CGI Inc.)**  
**Program Budget \$ 710,000+ CAD**  
**Ottawa, Ontario**

**Senior Project Manager - Business Consultant**

**Jul. '04 – Dec. '04**  
**Project Duration ~ 6 months**

Bell's Secure Electronic Forms (SEF) is a scalable network centric service designed to meet customers' diverse electronic business forms processing requirements in a secure environment. The SEF service provides a customer commercial entity or government department the ability to create static or intelligent forms, to render forms to, and to capture data via completed forms from end-users of a customer's application without the customer making the substantial investment in knowledge acquisition, infrastructure, application development and on-going maintenance and support.

Kevin provides project management support to CGI technical authority and deployment team coordination and accountable for project team design integrity performance, governance and change management. SEF was the first consumer of CGI Ottawa's Shared Managed Services Infrastructure, also managed by Kevin.

13.

**GoC's Shared Travel Services Initiative (CGI)**  
**Program Budget \$ 3,000,000+ CAD**  
**Ottawa, Ontario**

**Senior Program Manager - Executive Consultant**

**Enterprise Architect**  
**Dec. '03 – Dec. '04**  
**Project Duration ~ 1 year, 1 month**

The Government of Canada's Shared Travel Services Initiative (STSI) will be a self-service travel booking service. The prime contractor for the STSI is Accenture. In the delivery of this service, Accenture will call upon the services of many partners including: American Express, Concur Technologies, and Bell. CGI is a subcontractor of Bell. Working with Team Bell, CGI is accountable for the support of a hosted infrastructure in Ottawa.

This infrastructure supports five primary pillars of services: LAN, WAN, Servers, Security & Disaster Recovery. Kevin provides program management support to CGI technical authority and deployment team and is the primary interface/liaison to the Team Bell Program Management Office, accountable for project team performance, governance and change management. Additionally, Kevin provided senior facilities and infrastructure consulting to CGI in support of CGI's Shared Infrastructure Data Centre (architectural, electrical, mechanical and communications).

12.

**Canadian Security Establishment (CSE)**  
**Ottawa, Ontario**

**Infrastructure Information Management Analyst**

**Enterprise Architect**  
**Feb'04 – Sep'05**  
**Project Duration ~ 1 year, 8 months**

Technical and business lead in analyzing and creating a business and functional framework for a Security Systems Infrastructure information management system. Project was classified. Further description withheld.

11.

**Homebrella Inc.**  
**Ottawa, Ontario**

**Co-Founder | Head of Operations**  
**Dec. '03 – Feb. '10**  
**Project Duration ~ 6 years, 2 months**

Responsible for the direction and operations of a residential automation services provider (commonly referred to as "integrators") for smart home technology ranging from home networking, lighting control, distributed audio, home theatre and security. Now a division of ORION Cybernetics.

## 10.

**Nortel Networks**  
**Program Budget \$ 50,000,000+ CAD**  
**International**

**Senior Data Centre Infrastructure Consultant**  
**Enterprise Architect**  
**'98 – '03**  
**Project Duration ~ 6 years+**

Telecom/IT project management prime for the logistical management, planning, consolidation, infrastructure design, measurement and customer infrastructure fit up of numerous data centres/server rooms/technology labs. Combined infrastructures/facilities encompass over 80,000 sq.ft.

Under Kevin's direction, ORION Cybernetics is the key infrastructure designer and logistical contributor for Nortel's Global Internet Data Centre deployment and technology centers dispersed internationally. These include design-build, infrastructure and services relocation/consolidation, program-project management, on-site logistics and information management in Canada, Germany, Romania and the United States of America.

Kevin is ORION's principal designer of data centres and services commence with the advance planning and programming of a center or campus, the design / acquisition of space, observing and reporting on construction, installation and systems commissioning. Encompassed with end-to-end quality controls, ORION consolidates operational processes, space and occupancy planning, and administers client service churn or relocation requirements. ORION supports and integrates industry best practices and certification as appropriate (e.g. Uptime Institute) in its data centre design, commissioning and operational governance.

He works with the Architects as a member of the programming and design team to provide for procurement and justification for all related space/rooms, cable routing, access and communication center termination that is in full concert with the operational requirements and the aesthetic, interior design concepts of the facility. Structural and environmental requirements are closely monitored in association with the Architect. Physical elements include room geography and orientation, access floor types, cable routing and intrusion / security barriers.

Design elements include equipment arrangement and layout, structured cabling infrastructures, uninterruptible power systems, power conditioning and distribution, standby generation and electrical system coordination and protection. Mechanical design considerations include HVAC air distribution, fire detection, protection and zoning. Design recommendations include Emergency Power Off (EPO), door monitoring and security provisions, closed circuit television (CCTV), systems status monitoring and personnel access control and an eye to working with and or the potential impact to the environment.

Kevin takes a leadership role on behalf of Nortel's Hosting Solutions division and Corporate Data Centre Ops team on over ten (10) local and international (USA-Germany-Romania) data centre initiatives from 2001-2003. In several instances he is the international site lead representing Nortel's standards and needs from afar. Accountable to validate, document, assess and revise SLAs in the delivery and provisioning to a variety of data centre and technology lab centre initiatives. Works internally with numerous Project Managers, domain subject matter experts scattered across countries and time zones. Also challenged to communicate said needs into the design and policy teams, as introduced by the foreign partners and service providers. Defines and interprets pre-existing SLAs and contributes to the creation of new ones. Working with the extended teams and contributors, he assesses constraints with local (international) codes, best practices and standards, and the additional demand of language in the real time delivery of data centre infrastructure and services, and their impact and application on SLA development.

**Critical Success Factor:** The differentiating factor integral to the ORION Cybernetics approach is the introduction of Organizational Program Management (OPM) system and it's primary process, the Gate Control Process (GCP). OPM is the effective management of subprojects/activities that compete for the limited data centre resources (staff, equipment, money etc.) that are available or assigned to the Client organization. It provides for the effective allocation of resources to the highest priority activities/milestones and allows senior managers to see the impact individual projects have on each other.

The Gate Control Process provides structured control and reporting to the implementation of multiple projects and allows customers to maintain control over clearly identified demarcations within the delivery of the data centre program. The Gates can be described as follows:

- Gate 0 -**        **Advance Planning & Programming:** *Requirements & Feasibility Determined, identify user requirements, analyze alternatives, and quantify the business parameters; principal deliverable is the production of the technical statement of requirement.*
- Gate 1 -**        **Design:** *Planning, engineering and design, team building, logistical schedule created.*
- Gate 2 -**        **Construction, Deployment & Installation:** *The activities related to implementation and installation, commissioning and certification of the workplace/centre/floor/building.*
- Gate 3 -**        **Client Move/Cutover:** *Systematic cutover and occupancy of new infrastructure;*
- Gate 4 -**        **Stakeholder Review and Deficiencies:** *Post occupancy review including all stakeholders, identification of deficiencies, deficiencies complete, information management system integrity.*

9.

**Bell Canada**

**Ottawa, Ontario**

**Senior Process Consultant  
Enterprise Architect  
Aug. '01 – Jun. '02  
Project Duration ~ 10 months**

This project involved moving toward a standard IP addressing standard and elimination of firewall access. From an operational perspective, it meant a move to one corporate standard for design and support of the Integrated Communications Network for Bell holding companies out west (Vancouver, Edmonton, Calgary).

Based on the established guiding principles and in cooperation with various Bell holding companies and their service partners, Kevin took a leadership role in the creation of a strategy to move toward a uniform level and method of support for an Integrated Communications Network and the holding companies' networks. Accountable to create the necessary tactical plans and target dates to move toward the approved strategy. Sold the tactical plans and utilization of the necessary resources to the executive to fulfill on the strategy and handed off approved tactical plans to the key stakeholders for implementation.

8.

**Stentor Canadian Network Management  
Program Budget \$ 26,000,000 CAD  
Ottawa, Ontario**

**Program Control Officer | Executive Consultant  
Transformational Architect | Enterprise Architect  
Apr. '98 – Oct. '99  
Project Duration ~ 1 year, 4 months**

Data centre, consulting and program prime for the logistical management of SCNM's migration to a new 185,000 sq.ft. corporate head office in Ottawa. Emphasis is targeted at the provisioning of advance planning specifications and deployment guidelines pertaining to the technology infrastructure and the migration of related services and staff. Includes the development, management, delivery and documentation of their Data Centre migration, Disaster Recovery Site implementation, consolidated technology labs, PBX, structured cabling, Internetworking, and end user services deployment (1,000 staff).

Change is constant within SCNM as a result of the collapse of Stentor Resource Centre Inc. (SRCI), the repatriation of employees to member companies, substantial organizational restructuring and carrier labour disputes/strike. Kevin's ability to work through these difficulties without detriment to the program is demonstrated within ORION's appointment as SCNM Emergency Work Assignment project managers through the May-99 Bell Canada labour strike.

7.

**University of Ottawa****Ottawa, Ontario****Program Manager - Senior Application Engineer****Enterprise Architect****Nov. '97 – Jun. '98****Project Duration ~ 7 months**

Professional Management Services in the design, development and implementation of a multi-user, multi-application dependent system focused around Aperture's Visual Information Management System. Design and development provided for streamlined processes, improved tool sets and, where possible, automation of campus wide: gross, net, assignable and non-assignable space calculations; faculty space assignments; facilities management and information technology asset and information management. Services also included the design and development of a multi-user external facilities management database.

6.

**Metropolitan Life Insurance Company****Program Budget \$ 4,600,000 CAD****Ottawa, Ontario****Program Manager****Enterprise Architect****Aug. '97 – Jun. '98****Project Duration ~ 11 months**

MetLife is embarking upon a major consolidation of Data Centre IT Services, Systems Development Staff and all of the computer hardware from 2020 Walkley Road Data Centre to the Head Office at 99 Bank Street, Ottawa, Ontario.

To support MetLife's Canadian lines of business and end-users, Kevin contributes as IT prime to the Real Estate, Facilities, Architectural, Construction and MetLife IT teams. This initiative is focused to the design, build and commissioning of a consolidated 7,554 square foot Data Center to facilitate MetLife's existing and emerging technologies and applications. Included within this initiative was the detailed planning for the decommissioning and closure of the old 25,000 sq.ft. data centre.

What precipitates from this planning is a statement of requirements documenting the architectural, mechanical and electrical physical characteristics required of this facility, in concert with Metlife current and planned technological criteria and operational needs. It is this planning baseline that provides the framework for the design teams to engineer and build the data centre in concert with decommissioning and deployment team expectations and organizational migration constraints.

5.

**The King's Health Centre****Program Budget \$ 30,600,000 CAD****Toronto, Ontario****Program Manager - Executive Consultant****Enterprise Architect****Sep. '95 – Aug. '96****Project Duration ~ 12 months**

The King's Health Center was a privately-owned user-pay medicine health care facility dedicated to providing services that meet the highest ethical and technical standards. Kevin provided professional management services in the selection, acquisition, implementation and management of switched communications, structured cabling, internetwork and distributed computing services to this 180,000 sq.ft. facility.

4.

**Perley & Rideau Veterans' Health Centre****Program Budget \$ 60,000,000 CAD****Ottawa, Ontario****Executive Consultant | Communications****Transformational Architect | Enterprise Architect****Jan. '93 – May '96****Project Duration ~ 2 years, 11 months**

Telecommunication program prime for the development, design and management of digital technology initiatives for a new 400,000 square foot, 450 bed long term and rehabilitation facility for veterans and the general public. This was a publicly funded consolidation program integrating the Perley Hospital, Rideau Veterans' Home (Veterans Affairs Canada) and the Chronic Care Wing of the National Defense Centre.

Kevin led a dynamic telecommunication program team under the guidance of the Assistant Executive Director of the Perley & Rideau Veterans' Health Centre (PRVHC). He was accountable for strategy development, infrastructure design, the writing and administration of public tenders, vendor management, solutions procurement, systems deployment and commissioning for the telecom/computing environments.

He provided stewardship, consultative and mentoring support to the PRVHC Board of Directors, and various representatives within Veteran Affairs Canada and National Defence. Further he interacted directly with the public and families at large, conducting focus groups to ensure that family members and residents were well informed as to how the new technology would assist with their use and migration into the new campus/facility.

Additionally, Kevin's coordinated the migration of resident services into the new telecom environment and his team provided hands-on first level support to the nursing and resident community for several months post occupancy, ensuring a smooth transition to the new environment and support systems.

### 3.

#### **Nipissing Board of Education**

**North Bay, Ontario**

**Program Executive  
Transformational Architect | Enterprise Architect**

**May '95 – Oct. '95**

**Project Duration ~ 6 months**

In partnership with Bell Advanced Communications, Kevin Orr provided hands-on program leadership in the development of the Board's Information Technology Strategic Plan. This wide area/integrated community network enhances and springboards distance learning with a technology platform integrated with 30 elementary and secondary schools with linkages to the community and business at large. This initiative covered a wide geographical area and serves 10,000 students, 30 locations and 1000 staff.

### 2.

#### **Bell Northern Research Ltd.**

**Ottawa, Ontario**

**Program Executive**

**Enterprise Architect**

**Apr. – Sep. '94**

**Project Duration ~ 6 months**

Prime responsibility for the needs assessment, data collection and statement of requirements for an alternative BNR study specific to an integrated technology and facility management process and system alternatives for the design, construction, commissioning and occupancy of new space in the Ottawa area, in addition to an outsourcing strategy of all related facility and information technology churn management activities for multiple 1000 user divisional service units.

### 1.

#### **National Research Council Canada/PWC**

**Ottawa, Ontario**

**Infrastructure Design Architect**

**Enterprise Architect**

**Apr. '93 – Nov. '93**

**Project Duration ~ 8 months**

Working for and under the direction Public Works Canada, responsibilities included the development and logistical management of building and user audits of all NRC Ottawa facilities. Integral to this data collection was the design and compilation of structured cabling systems to support the NRC's Information Network Evolution plan.

## **REFERENCES**

### **Murray Toll**

Strategic Cloud Migration Advisor  
murraytoll.com 613-404-7987

### **Amber-lea Beausejour**

Senior Consultant – Halogen Software  
Former – Assistant Vice President – Infrastructure, Support and Facilities  
MD Financial Management Inc. (CMA Company)

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**Kevin McCarthy**

Chief, Information Management Services  
Information Management & Technology Services  
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Government of Canada

From: McCarthy, Kevin [Kevin.McCarthy@dfo-mpo.gc.ca]

Sent: Wednesday, April 16, 2008 7:17 AM

To: D. Kevin Orr (O)

Cc: Al Arthur

Subject: RE: Reference

I would be happy to be a reference for yourself and/or Al. Of all the contractors / consultants I've worked with over the years, you guys stood out as being VERY knowledgeable in your area, and completing the work thoroughly and accurately with painstaking attention to detail. No BS, it was a pleasure working with you.





## **ABSTRACT – THE CANADIAN FIREARMS CENTRE (CAFC)**

**Program Budget: 12,000,000 CAD**

### **Introduction:**

The Canadian Firearms Centre (CAFC) is implementing a restructuring plan for the delivery of the Canadian Firearms Program, with a new legislative, administrative, organizational, services and technological framework. CGI, operating in an Alternative Service Delivery (ASD) model, provisions: hardware and software; network services; training; help desk and support; and security and back-up of data services and support to a national IP VPN infrastructure comprised of seventy-three (73) sites and over six hundred users.

### **Relevancy:**

The CAFC reference is provided to demonstrate Kevin Orr's familiarity and ability to provide a comprehensive 'hands on' program management control model for intensive information technology infrastructures for multi-disciplinary environments, within the Government of Canada.

Kevin in his capacity as IT Cutover Program Manager for Infrastructure Deployment Preparedness and Phased Deployment Rollout Command and Control, maintains overall program responsibility and accountability for the National cutover plan. His mandate is to layout the strategy, requirements, responsibilities, activities and key milestones associated with the phased deployment-rollout.

### **Objectives:**

Under the direction of Kevin, the Rollout Command & Control (RCC) team coordinates and controls all activities associated with the national rollout and cutover plan. It is his responsibility to ensure that the infrastructure and site-specific activities are coordinated with CAFC and that they occur effectively, efficiently, according to plan and with a minimum of disruption to existing CAFC operations. This approach provides a basis against which feasibility can be determined and measurable targets set.

- develop, document and implement a quality-controlled program management methodology;
- confirms the process that will be used to identify constraints and key risk areas and develop risk mitigation strategies to ensure the successful Rollout to the new solution.
- confirm the detailed scope, deliverables and pre-requisite milestones for rollout planning activities;
- define and get agreement from all stakeholders regarding the roles, responsibilities and resourcing requirements for rollout planning;
- define an overall project schedule for Rollout planning activities and deliverables;
- Integrates logic, processes and tools;
- Provide for effective allocation of resources to the highest priority sub-projects;
- controls the impact sub-projects have on each other;
- forces priorities to ensure that alternatives are evident;
- ensures that priorities are maintained according to strategic criteria; and
- work to have a simple plan, simple communications, simple organization.

### **Program Approach-Methodology-Responsibilities**

Kevin directs the daily command and control group during the Rollout period as defined by the agreed to and accepted schedule(s). The RCC is actively involved in the management of Rollout activities and will be called upon to make immediate decisions and resolve issues that will impact the success of the Rollout.

Specific responsibilities of the RCC include but are not limited to:

- makes recommendations to the Escalation and Steering Committees' with respect to the go/no-go decision points;
- identifies risks and works with the extended teams to develop and implement risk mitigation and contingency plans as required;
- defines the project requirements, including scope, quality and schedule of work;
- assists in the selection and mobilization of the multi-disciplinary team;
- develops and administers all planning packages/schedules;
- responsible for all extended team interfacing;
- project authority interface, escalation, stakeholder harmony;
- manage, measure and report against approved planning packages;
- project implementation standards;
- prepares and monitors project policies and procedures;
- assist and direct project milestones and guidelines;
- milestone, QA, change management authorization;
- prepares an effective communications plan;

- forum for firm and timely decision making;
- change management, quality assurance and escalation control;
- identify to the Escalation Committee (REC) the impact (time, quality, cost) of proposed changes, so that REC and make well-informed and timely decisions whether to proceed with the proposed changes;
- manage analysis of site conditions, audit of existing structured cabling facilities and any infrastructure augmentation required;
- identify dates when user requirements and decisions or approvals are required, document them, advising Escalation Committee of the effect on the project of delayed decisions or approvals;
- arrange and coordinate the delivery, expediting and quality control of all required material, equipment and services;
- manage implementation for conformity with approved design including detailed scheduling and coordination with all aspects of the phased deployment;
- provide site work instructions based on agreed to user application parameter; and
- program archival team to account for project governance framework, the technical national WAN deployment standards, client site infrastructure configurations, quality and change management control, milestone adherence across sub-projects, Client Go-no-Go decisions.

### **Risk Management Strategy:**

Early identification and mitigation of potential risk is a critical component of the Rollout Plan. This involves identifying, analyzing and controlling risk factors throughout process. Risks and issues are formally identified and tracked as part of the RCC Risk Management Plan. This is reviewed daily, assigned accountability for resolution, and where necessary escalated in a timely fashion for management engagement and direction.

#### Risk Management Process

##### Risk Assessment

- Risk Identification
- Risk Analysis
- Risk Prioritization

##### Risk Control

- Risk Management Planning
- Risk Resolution
- Risk Monitoring

### **Contribution:**

Kevin maintains overall responsibility and accountability for successfully deploying the national telecom infrastructure and desktop and printing environment into production and for making it available to the user in the steady state. Program prime to develop, scribe, monitor, measure and adapt the agreed to governance model and processes against project procedures and operational tools. Specific responsibilities during rollout include the following:

- Makes decisions and provides guidance to the rollout teams as required to ensure the successful Rollout to the steady state environment;
- Represents the highest level of escalation within the RCC for issues or decisions during the rollout period;
- Is responsible for making rollout readiness, site augmentation, audits and operational readiness go/no-go decisions based on recommendations from the Rollout Manager and Rollout Committee;
- Makes recommendations to the Escalation Committee and Steering Committee regarding the go-live go/no-go decision; and
- Maintains overall responsibility for risk management and mitigation during rollout.
- Maintains overall responsibility for developing and managing the Rollout schedule and plan;
  - Planned, coordinated and scheduled with local primes, CGI access to 73 national the site(s) to perform site readiness and infrastructure surveys;
  - Coordinated, participated and audited structured cabling infrastructure audits in Ottawa, Orillia, Montreal, Edmonton, and Miramichi;
  - Augmented vertical and horizontal structured cabling as appropriate at several major sites;
  - Co-negotiated national IP-VPN network infrastructure deployment with Bell Canada
  - Planned for and project managed network connectivity, LAN, routers, switches, etc. deployment for a new national IP-VPN network, over 70 sites nationally engaging numerous partners and subcontractors;
  - Planned for and reported on the installation, testing and cutover of desktop devices, peripherals and network printers nationally.
- Establishes issue escalation and tracking processes and ensures that issues are resolved in a timely manner to avoid impacting the Rollout schedule;
- Works with other members of the rollout team to identify risks, maintains the risk management plan and ensures that contingency plans are in place and are implemented if required;

- Reports status of rollout activities against the rollout schedule daily or as required to the Escalation Committee (REC), and at other times as required by the Steering Committee (RSC);
- Maintains overall responsibility for identifying rollout resource requirements and staffs the Rollout Extended Team on approval of the Escalation Committee;
  - program prime and interface to prime vendors and subcontractors accountable for the national delivery of the new technical infrastructure, namely Bell Canada and NexInnovations
  - program cutover lead and prime interface into service management, technical engineering, procurement, deployment and software development teams;
- Develops and manages the rollout communications plan;
- Ensures that roles, responsibilities, processes, activities and schedules are clearly defined and communicated to all members of the Rollout Team;
- Identifies requirements for and oversees the set up of the Command and Control Centre, and related systems and facilities for the rollout period; and
- Provides guidance and mentoring to the rollout teams as required to ensure the successful rollout to the steady state environment.

**Conflict and problem resolution:**

By developing and managing a lean, empowered team of committed resources, introducing senior management participation through a steering committee and most importantly by integrating Client program, business priorities and information technology inter-dependencies and logic into ONE consolidated schedule, project information maintained its integrity and was communicated within and across all projects. Problems were generally anticipated and resolution achieved by being pro-active versus reactive to situations.

**Mentoring:**

Kevin recommended and implemented a communications strategy that saw the direct integration of CAFC stakeholders, both from a head-quarters perspective and with direct participation of identified region and local primes.

CAFC's role as key stakeholders of the Rollout Command & Control and the Escalation and Steering Committees is one of access coordination, sponsorship and leadership in a successful handover of responsibilities to CGI. He ensured active and timely participation of CGI and CAFC management in formal committees and other informal meetings. This was achieved with a three part approach:

- Communication Strategy:
  - defining an approach and process to disseminate project information to CAFC and other stakeholder groups.
- Issues and Progress Reporting:
  - following the Communication Strategy in disseminating information about issues, progress and other project matters to stakeholders and other interested parties; and
- Communiqués:
  - informing CAFC management of issues, risks, opportunities and expectations; and informing CAFC site primes and end users of timelines, approach, processes, contact mechanisms to name a few.

## ABSTRACT – BELL NORTHERN RESEARCH – LAB5

**Program Budget: \$100,000,000 USD**

### **Introduction:**

Lab5, a 600,000 square foot multi-disciplinary research and development center, was in 1993 Northern Telecom's largest single presence in the world. This facility consolidated 2200 people at BNR's world headquarters. The facility was built for \$98.7 million. The Information Technology (IT) budget was \$4.8 million for infrastructure and network elements. The IT consolidation budget assumed 80% reuse of desktop hardware.

### **Relevancy:**

The BNR Lab5 reference is provided to demonstrate Kevin Orr's familiarity and ability to provide a comprehensive 'hands on' program management control model for intensive telecommunications infrastructures for multi-disciplinary environments.

### **Objectives:**

The primary objectives of the Lab5 program was to implement a network infrastructure encompassing structured cabling systems, switching, transmission and Internet networks that minimized support costs; stayed within capital budget; implemented a network infrastructure that maximizes designer productivity and is evolutionary with technology; and did not put obsolete technology in Lab5.

The as built design provisioned for: multiple centralized FDDI backbones and 10BaseT Ethernet over unshielded twisted pairs (UTP) to the desktop as the core components of the Internet architecture; two 4-pair UTP to each provisioned work area; fiber based remote SL100 LTCs as the switching platform; and the first deployment of Northern Telecom's AccessNode from their FiberWorld portfolio of transmission products. BNR Lab5's installed infrastructure includes over 115,000 copper pair terminations, 14,100 feet of fiber media and 6,200 dual RJ-45 jacks.

### **Contribution:**

As BNR Lab5's Information Technology Project Manager, Major Project Strategies & Management, Kevin Orr's responsibilities included:

- strategy development and subcommittee coordination;
- project schedule integration and management;
- liaison to facilities project managers;
- liaison to Information Technology Division;
- public relations and administration;
- capital and expense administration;
- steering committee interface;
- contractor RFQ, selection and coordination; and
- architecture, mechanical and electrical and structured cabling design and management

Kevin Orr's contribution commenced with strategy development and capital appropriation justification (December 1989), planning, engineering and commissioning of network elements (April 1992), through the occupancy and consolidation of some 1800 employees (October 1992). This commitment represented an individual contribution of 2.9 Person Years. He coordinated and provided direction to 7 dedicated resources and an extended team of 30 internal resources. In addition to internal resources, he coordinated the efforts of some 35 contractors assigned to cable management & occupancy activities.

### **Conflict and problem resolution:**

By developing and managing a lean project management team of committed resources, introducing senior management participation through a steering committee and most importantly by integrating facilities management and information technology inter-dependencies and logic into ONE consolidated schedule, project information maintained its integrity and was communicated within and across all projects. Problems were generally anticipated and resolution achieved by being pro-active versus reactive to situations. This was especially successful through long construction labour disputes the summer of 1992. Kevin Orr in his capacity as information technology project manager aligned his team functionally and geographically with the facilities management and construction teams and the end user primes. This strategy proved fruitful time and time again as the extended teams were successful in adhering to 'big picture orientation', while executing their responsibilities.

### **Client Satisfaction:**

Utilizing consolidated project controls, Kevin Orr, successfully contributed to the overall success of project on budget and on schedule. The measure of satisfaction with Kevin Orr's contribution was reflected positively in the final project report titled "Lab5 Project Report - October 1992", prepared by David Dunn, Director, Northern Telecom Global Real Estate, Planning.