

THOMAS KEARNEY

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SPECIAL ADVISOR

• Social • Architecture • Communications • Change Management

Highly successful advisor with a reputation for successful projects. Co-led the national initiative to bring Social Media to the Public Service of Canada with projects such as the acclaimed GCPEDIA and GCONNEX. Active in the social media space, and keenly interested in the transformational aspects of Web 2.0, Thom is well versed in dealing with complexity and bringing together diverse groups of stakeholders.

Creative, results oriented analyst and team leader with a broad range of experience in large and small organizations in the non-profit, private and government sectors. Versatile skill set with a rare blend of arts and science experience that includes successful careers as the owner of an award winning advertising agency, head of the Advertising Program at Algonquin College, Public Service Executive, and as Strategic eBusiness “Strategy Guy” to technology and science based organizations.

An honest and insightful executive who leads by example and motivates team members to look beyond barriers and embrace their potential. Has a deep understanding of consumer behaviour and all facets of marketing. Highly effective acting as a bridge between different groups such as engineering and marketing, policy and program, technical and business. An informative and professional speaker with an engaging presentation style that consistently generates positive reviews. Enjoys teaching and is known for communication skills and promoting innovation, learning and positive change within project teams and the executive ranks.

CORE COMPETENCIES

- Collaboration & facilitation
 - Project management
 - Social media
 - Horizontal leadership
 - Joint ventures & alliances
 - Team & consensus building
 - Business analysis
 - Public speaking
 - Marketing & communications
 - Story telling
 - Enterprise Architecture
 - Critical thinking
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KEY ACCOMPLISHMENTS

- Instrumental in architecting and introducing Social Media, Web 2.0 collaboration across the Government of Canada with the internationally recognized GCPEDIA and GCONNEX initiatives that enable thousands of public servants to take individual action towards working more effectively. Created and led a multi-disciplinary team to design, launch and operate the portfolio of open source tools that make up the open collaborative workplace. The project entailed extensive partnerships, community engagement, governance and funding negotiations across organizational silos and cultural conditions. In November, 2009 GCPEDIA reached a milestone with more than 10,000 registered users, 4,500 articles and millions of views achieved within one year of launch. In December, 2009, GCPEDIA was recognized by the Clerk of the Privy Council, (Canada’s highest public servant), as a key enabler of workplace renewal.
- Authored Marketing Communication chapter for Coherency Management: Architecting the Enterprise for Alignment, Agility and Assurance, ISBN: 1438996063.
- Acted as Government of Canada, Chief Enterprise Architect for 4 months.
- Led the interface development team for Mitel Networks first IP PBX Telephone, (15 staff, 1.2 million), working as part of an international development effort, consistently ranking as the most dependable of 26 sub-project teams.
- Architect and project lead for a \$250,000 solution for Gandalf in 1999 that resulted in a 365% ROI.
- Consistently delivered Critical Performance Indicators in the top three of 30 Algonquin programs.
- Conceived and prototyped SDL Interactive, a CD-ROM based game and Web based environment for self directed learning that was provincially recognized as an innovative application of technology.
- Designed and managed more than 40 projects with budgets from \$20,000 to more than \$1.2 million.
- Received Algonquin college-wide student's award for best teacher of the year, 1996
- Initiated Algonquin's Advertising Alumni Association and student run advertising agency, increasing revenue at the College Newspaper by more than 300%.
- Recognized as a pioneer in computer assisted learning and broadband internet learning applications, 1998

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PROFESSIONAL EXPERIENCE (PLEASE SEE PROJECT LIST FOR ADDITIONAL DETAILS)

Partner and Principal Consultant

ROWANWOOD CONSULTING INC., OTTAWA

2002–PRESENT

Management consulting firm with service delivery for Public Sector clients such as Agriculture and Agri-Food Canada, Environment Canada, Natural Resources Canada, Fisheries and Oceans, and the Royal Society of Canada. www.rowanwood.ca

Part Time Professor

CARLETON UNIVERSITY/ ALGONQUIN COLLEGE, OTTAWA

1998–PRESENT

Create and deliver a 3rd year course for the Bachelor of Information Technology program. In the course students work in a simulated “skunk works” to design, build and present prototype information appliances targeting real market needs. Additional Consumer Behaviour and Professional Practice courses at Algonquin.

Owner and Advisor

STRATEGY GUY INC. (Personal corporation for limited consulting and business purposes)

1998–PRESENT

Senior Director, (EX2)

CHIEF INFORMATION OFFICER BRANCH, TREASURY BOARD SECRETARIAT, OTTAWA

2007–MARCH 2010

Primarily focused on enabling positive change within the public service by embedding good ideas into common business processes. Originally hired as a CS5 to develop and implement a marketing strategy for Enterprise Architecture. After one year, the agreement was extended at the Executive (EX2) level where I became part of the management team for CIOB and took on financial accountability, strategy and leadership for high priority initiatives in Enterprise Architecture, Internal Service Renewal and Social Media. This included on-going consultations with the Ontario and US Governments, as well as an international collaboration consortium led by Cisco Systems Inc. In addition represented the branch in engagements with industry leaders such as Tim O’Reilly and Beth Simone Noveck.

The last 18 months of the assignment were dedicated to exploring and realizing the knowledge management and transformational potential of Web 2.0 across the Government of Canada. This involved extensive consultation and marketing to a wide range of Agencies and Departments including presentations for functional communities, Assistant Deputy Minister and Deputy Minister committees. Played a pivotal role in extending the scope of the pilot project to include all of the Government of Canada and in leading the development of the vision, business case, support team, governance structure, and participative architecture for the very popular Open Collaborative Workplace, (GCPEDIA – enterprise wiki, GCCONNEX – professional networking platform, and other tools). Throughout this period led by example, adopting a collaborative and very transparent approach to successfully engaging with a wide range of stakeholders from line to Deputy Minister level, from the smallest agencies to the largest departments.

Vice President, Client Services & Strategist, (Strategy Guy)

CREATIVE SHACK PRODUCTIONS, OTTAWA

1998–2001

An early stage startup, (a fusion of application development and digital marketing) sought to move to a more professional level of service. Joined the firm as the senior consultant, communications architect and leader for a team of project managers, consultants and account staff. Directed digital marketing campaigns and application development.

Coordinator/Professor–Advertising Program

ALGONQUIN COLLEGE, OTTAWA

1988–1998

The 15 year old program had become out of touch with the marketplace and was in danger of irrelevance. Within 18 months I completely redesigned the program and added a number of nationally innovative initiatives. Conducted extensive program development, management and evangelizing. Created a network of students, alumni and employers that continues to serve the community. Provided leadership to over 70 students and up to 15 professors annually.

President & CEO

WALLACE KEARNEY MCGILL ADVERTISING, OTTAWA

1983–1987

Founded and grew B2B technology agency to a top tier market position. P&L responsibility, project management, marketing communications planning, new product launch support, market segmentation, copywriting and creative direction. Organizational leadership for 35 employees. Major clients included Telesat Canada, Siltronics, Atomic Energy of Canada and SHL Systemhouse.

Account Manager & Writer

ROBERT SCOTT ADVERTISING GROUP, OTTAWA

1981–1983

Client service, and campaign implementation for clients such as AECL, Telesat Canada, and Nortel.

National Advertising Representative

THE OTTAWA CITIZEN, OTTAWA

1980–1981

Initiated the Ottawa Citizen’s Advanced Technology Supplement, generating 40,000 additional lines in the first year and receiving the National Newspaper Association’s Best Idea Award. This concept is still generating revenue.

EDUCATION

<i>Pursuing Masters of Information Management</i> , Dalhousie University	2011 – Present
<i>Master's Certificate in Information Management</i> , Dalhousie University.....	2012
<i>Enterprise 2.0 Conference and Government 2.0 Summit</i> , Boston and Washington.....	Fall 2009
<i>Management Essentials for Executives</i> , Canada School of Public Service.....	2007
<i>Foundation Workshop in Group Facilitation</i> , Intersol, Ottawa.....	2007
<i>Modeling the Business Context with GSRM</i> , CDI Education, Ottawa	2006
<i>Teachers of Adults</i> , Algonquin College, Ottawa.....	1989–1992
<i>Gaian Studies</i> , University of Waterloo, Distance Education;	
Studied the earth as a complex system, ecology and environmental assessment	1988–1992
<i>Studies in Biogeography</i> ; Scholarship for academic achievement, Carleton University, Ottawa	1982–1983
<i>Creative Advertising Diploma</i> , Algonquin College, Ottawa.....	1978–1980

SELECTED SPEAKING ENGAGEMENTS

Important Concepts for the Day, Introduction to PS Engage Conference (video)	2011
Canadian Public Health Association, Keynote	2011
DRDC, Collaboration success factors and twitter example	2011
PHAC Knowledge Exchange Forum, Social Media and Public Health ,	2010
PHAC Knowledge Exchange Forum, Culture of Collaboration	2010
Web 2.0 and Service Excellence in the Public Service, Canadian Public Sector Quality Association	2010
Bringing the Social Web to Government, CapCHI (Link to SlideShare).....	2010
Government of Canada Departments and Agencies, Social Media, Web2.0 and GCEPDIA.....	2007- 2009
GTEC Panel: Innovation and Collaboration in the GC.....	2009
GTEC Workshop: Web 2.0 and Information Management.....	2009
CIO Summit, Collaborative Library vision	2008
GTEC, Enterprise Architecture for Enterprise 2.0	2008
Province of Ontario Conference, What is Enterprise Architecture?	2007
Sierra Club Canada, What is branding and why does it matter?	2006
GTEC Panel, Knowledge Preservation in the Public Service	2006
PWGSC, Communications methodology for technology transfer.....	2005
Conference, Integrating communications and multi-channel service delivery.....	2004
NRCan Executive Team, Communication and change	2003
Is traditional media dead?	2000
Using The Internet as a Direct Marketing Tool	1999
Quality in Learning	1997
Self Directed Learning Environment on the web.....	1996
Various radio, television, magazine and newspaper interviews.....	1984 – 2009
Have also prepared key note presentations and Deputy Minister briefings for executive level clients.	

TEACHING EXPERIENCE

Extensive teaching and course development:

Courses developed and delivered

- | | | |
|---------------------------------|--------------------------------|---------------------------|
| • Design Studio 3 (skunk works) | • Fieldwork (co-op) | • Media Sales |
| • Self Directed Learning | • Interpersonal Communications | • Portfolio Review |
| • Advertising III | • Management Skills | • Production Coordination |
| • Advertising IV | • Marketing | • Professional Transition |
| • Consumer Behaviour | • Success 101 | • Strategy and Ethics |
| • Copywriting | • Web Techniques | • Special Projects |

Research grants and papers

- Authored Marketing Communication chapter for *Coherency Management: Architecting the Enterprise for Alignment, Agility and Assurance*, ISBN:1438996063
- Advertising on the Web (CANARIE/Citizen research)
- Computer methodology for Consumer Behaviour course material, (Innovation Grant)
- Strategy for hybrid web/classroom based implementation of self-directed learning, (Innovation Grant)

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PROJECTS

The following projects are representative of the work that Thom Kearney has been involved with over his career. Unless otherwise noted the client location is in the national capital region of Ottawa-Gatineau, Canada. References are available for all projects.

1. ENTERPRISE COLLABORATION STRATEGY

Treasury Board Secretariat, Chief Information Officer Branch, Information Technology Division

January 2013 – June 2013

6 Months

Issues and objectives

The Government of Canada GC2.0 Pilot collaborative tools, GCpedia, GCconnex and GCforums have proven value and the Chief Information Officer 's Council required a strategy to move the concept from pilot to enterprise ready.

Solution

Project is underway with a Strategy and Solution Architecture, that includes broad consultation, value and requirements articulation, agile development of tool set and governance considerations.

2. GUIDANCE FOR OFFICIAL USE OF SOCIAL MEDIA

Treasury Board Secretariat, Chief Information Officer Branch, Information Technology Division

November 2012 – January 2013

2 Months

Issues and objectives

The Branch had a very aggressive web and social media policy agenda that required knowledgeable assistance.

Solution

Worked with the policy team and was primary draft author for the Guideline on Official Use of Social Media for the Government of Canada. Delivered quality material with unrealistic deadlines.

3. FACILITATING KNOWLEDGE EXCHANGE

Public Health Agency of Canada, Health Promotion and Chronic Disease Branch (HPCDB)

November 2011 – October 2012

11 Months

Issues and objectives

At its annual conference of regional knowledge brokers the Branch wanted to explore how Communities of Practice can support knowledge exchange in general and the issue of Childhood Obesity in particular.

Solution

Worked with the organizing team and management to shape the agenda, organize speakers and plan the event. Facilitated the full day session, assisting stakeholders in improving their programs through the use of Communities of Practice. Comments included "it was terrific, great job facilitating, nice use of humour to keep people moving forward".

4. HOLISTIC USER EXPERIENCE FOR ENABLING SERVICES

Human Resources & Skills Development Canada, Enabling Services Renewal Program

April 2012- August 2012

5 Months

Issues and objectives

The Enabling Services Renewal Program is a five year initiative to design and implement , interoperable versions of People Soft and SAP enterprise resource planning as well as wide ranging business transformation. The program seeks to integrate many disparate internal services and the Deputy Director wished to explore how to approach the design and management of the user experience across channels, applications and user types.

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Solution

Researched user experience and User-centered design for large systems including PeopleSoft and SAP. Created concept paper based on ISO Standard 9241-210:201, Ergonomics of human-system interaction - Part 210: Human-centred design for interactive systems, and led executive discussions around strategy and implementation roles and responsibilities. Continued involvement in building program capacity to design and manage user experience in a complex environment.

5. PS ENGAGE WEAVING A TAPESTRY OF IDEAS AND PEOPLE

Consortium of sponsors serving the Federal Government of Canada

June 19-23, 2011

2 Months

Issues and objectives

Provide a forum for the presentation and discussion of innovative ideas for Canadian Public Service Renewal from organizational and people outside of the Federal Government. Promote cross jurisdictional partnerships and responsible risk taking.

Solution

Organized and co-hosted a one day conference in Ottawa entitled PS Engage that attracted more than 120 Public Service change agents. Speakers from across North America, Living Tapestries created from plenary talks, Lego Serious play. Fabulous reviews. <https://sites.google.com/site/psengage2011/>

6. PROGRAM KNOWLEDGE, INFORMATION & COLLABORATION

Human Resources & Skills Development Canada, Enabling Services Renewal Program

November 2011 - April 2012

6 Months

Issues and objectives

The Enabling Services Renewal Program is a five year initiative to design and implement , interoperable versions of People Soft and SAP enterprise resource planning as well as wide ranging business transformation. The program was rapidly growing and faced a deteriorating information environment. Thom was hired to assist stakeholders in development and implementation of business improvement processes.

Solution

Quickly developed file naming convention and helped manage a shared drive consolidation project. Created strategy and led implementation efforts for improving access, policy and structure of information assets, knowledge and collaboration support.

7. SOCIAL MEDIA FOR AQUATIC SPECIES AT RISK

Department of Fisheries and Oceans, Species at Risk Program

January 2011 – March 2011

3 Months

Issues and objectives

The Species at Risk Program wished to explore the potential for the use of social media in achieving program outcomes.

Solution

Provided an overview of social media and mobile use in the Government of Canada and relevant international jurisdictions. Developed strategy including discussion of why SARA should use social media, target audience analysis, risks and guiding principles, and proposed pilot projects.

8. HUMAN RESOURCES CAPACITY ANALYSIS FOR WEB 2.0

Public Health Agency of Canada, Health Promotion and Chronic Disease Branch (HPCDB)

January 2011 – March 2011

3 Months

Issues and objectives

Branch management required a detailed understanding of the skills, expertise and aptitudes required to build an internal capacity for collaborative knowledge synthesis and dissemination amongst a diverse group of stakeholders.

Solution

Created a document detailing key methods, tools and trends for technology based knowledge dissemination and exchange. Including specific questions to ask candidates, and the appropriate details and references required to assess their experience, knowledge and ability.

9. KNOWLEDGE, INNOVATION, COLLABORATION SUPPORT STRATEGY

Agriculture and Agri-food Canada

December 2010 – March 2012

27 Months

Issues and objectives

The department had identified the loss of critical knowledge as a high priority risk and needed to take action towards becoming a leading-edge knowledge organization.

Solution

Led the team that conducted an international environmental scan and the production of 18 case studies, interviewed senior management across the department and engaged with employees to create more than 40 projects and practices that individual organizational could adopt. Provided support for executive briefings and facilitation of Community of Practice meetings. Identified critical success factors, and opportunities for improvement, assisted stakeholders in development of business improvement processes.

10. KNOWLEDGE EXCHANGE COMMUNITY OF PRACTICE PLATFORM REQUIREMENTS

Canadian Institute for Health Information

December 2010 – March 2011

5 Months

Issues and objectives

The Health System Use Knowledge Exchange network needed to determine the software requirements to support the strategy prepared previously.

Solution

Working as part of the Thornley Fallis Communications Team, prepared a detailed requirements document suitable for procuring a solution that would provide the communications, professional networking, knowledge exchange and collaboration capabilities needed to support the strategy.

11. HEALTH CAMP RESEARCH & PLANNING

Public Health Agency of Canada, Health Promotion and Chronic Disease Branch (HPCDB)

December 2010 – March 2011

4 Months

Issues and objectives

The Branch wished to evaluate the potential for the use of open style health camps for encouraging the development of applications using chronic disease data in Canada.

Solution

Conducted an environmental scan of health camps in North America, distilled best practices and created a detailed agenda and check list for the proposed event. Also researched and created a list of potential participants.

12. PRESENTATION - KNOWLEDGE EXCHANGE FORUM

Public Health Agency of Canada, Health Promotion and Chronic Disease Branch (HPCDB)

October 2010 – November 2010

2 Months

Issues and objectives

At its annual conference of regional knowledge brokers the Branch wanted to explore how enabling technologies could be used to enhance chronic disease knowledge exchange and ultimately Canadian health.

Solution

Consultation, research, creation and delivery of two dynamic presentations and discussion. Culture of Collaboration – Foundations for Knowledge Exchange and Looking to the Future: How Web 2.0 can help with chronic disease prevention. Slides are available at <http://www.slideshare.net/thomkearney/presentations>. Feedback from participants was excellent.

13. SOCIAL BUSINESS PLATFORM FOR NATIONAL STANDARDS

Standards Council of Canada

October 2010 – February 2011
July 2011 – September 2012

5 Months
15 Months

Issues and objectives

New management has undertaken an ambitious renewal agenda with the goal of building a sustainable and inclusive national standards system in Canada.

Solution

Worked closely with the Chief Operating Officer and senior directors to identify business opportunities for improvement and articulate an Information Management, and Technology Management vision. Participated in defining requirements for Content and Document Management procurements. Provided strategic direction and led the definition of the Virtual Standards Platform for professional networking and collaboration across the many jurisdictions and organizations that make up the Canadian Standards System.

14. WEB BASED CONSULTATIONS FOR CANADIAN SCIENCE, TECHNOLOGY AND ENGINEERING

Canada Science and Technology Museums Corporation

September 2010 – January 2011

5 Months

Issues and objectives

The corporation wished to explore the potential for creating a national digital HUB for science, technology and engineering in Canada.

Solution

Working as a strategic advisor for Thornley Fallis Communications Inc, Mr. Kearney engaged with members of the Canadian Science community via conferences, interviews and an online consultation platform. He prepared alternative visions and provided the Twitter voice and moderation of the on-line conversations.

15. KNOWLEDGE EXCHANGE COMMUNITY OF PRACTICE STRATEGY

Canadian Institute for Health Information

September 2010 – January 2011

5 Months

Issues and objectives

The institute was looking for ways to improve the sharing of knowledge related to Health System Use data between jurisdictions implementing Electronic Health Records.

Solution

Working for Thornley Fallis Communications Inc, Thom interviewed community members from across Canada and prepared a detailed engagement and knowledge exchange strategy for the development of a collaborative community.

16. SOCIAL MEDIA STRATEGY

Agriculture and Agri-food Canada

August 2010 – October 2010

3 Months

Issues and objectives

The department required an objective analysis of how best to take advantage of Social Media while mitigating risks.

Solution

Working as part of the Thornley Fallis Communications Team, Mr. Kearney conducted a policy review and risk analysis for the implementation of Social Media in a Federal Government context.

17. STRATEGY AND WEB PLATFORM REQUIREMENTS

Canadian Virtual Health Library

June 2010 – December 2010

7 Months

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Issues and objectives

The technical team in charge of developing a platform for the CVHL required current knowledge and guidance on applying web 2.0 technologies to the implementation of their concept.

Solution

Provided on-going advice and recommendations as the technical plan was evolving. Prepared platform requirements, vendor briefing notes and interface wire-frames. Provided opportunities for improvement and identified critical success factors.

18. SOCIAL MEDIA STRATEGY RISK ANALYSIS

Financial Consumer Agency of Canada

June 2010 – August 2010

3 Months

Issues and objectives

The agency needed to understand how best to use Social Media in supporting its mandate.

Solution

Working as part of the 76 Design team, provided strategic advice and developed a risk management framework for selected social media.

19. POSITIONING AND COMMUNICATIONS FOR INTEROPERABILITY

Treasury Board Secretariat, Chief Information Officer Branch, Interoperability Centre of Excellence

March 2010 – April 2010

2 Months

Issues and objectives

A newly formed unit required assistance in articulating its value proposition and preparing to engage its community within the Government of Canada.

Solution

A variety of communications services were provide over a short time frame that included the creation of a targeted value of information paper, wiki information architecture and base pages, as well as executive presentation material.

20. GOVERNMENT DIRECTIONS IN WEB 2.0

Public Health Agency of Canada, Health Promotion and Chronic Disease Branch (HPCDB).

March 2010

1 Month

Issues and objectives

Senior management were exploring the potential for adopting web 2.0 tools and practices for collaboration and knowledge exchange and wanted to understand the landscape and direction in a government and health context.

Solution

Mr. Kearney prepared a briefing note and presentation that provided an overview of Government of Canada activities as well as extensive examples from jurisdictions across North America that were relevant to the client. The executive briefing also included a discussion of policy implications, risks and mitigation strategies, governance considerations and culture change notes.

21. CHRONIC HEALTH KNOWLEDGE EXCHANGE PROGRAM DESIGN

Public Health Agency of Canada, Health Promotion and Chronic Disease Branch (HPCDB).

March 2010

1 Month

Issues and objectives

Evidence based knowledge pertaining to Chronic Disease prevention and treatment is not being applied in the field as much as it should be. The objective was to enable a more efficient and sustainable approach to on-going knowledge exchange.

Solution

Working with a team from Isaix Technologies, Mr. Kearney designed the core elements of a knowledge exchange program designed to facilitate the exchange of evidence based knowledge between networks of research organizations and Chronic Health professionals across the country. The program design integrates Social Media, Search Engine Optimization with traditional approaches and has been a catalyst for a rethinking of knowledge exchange within the organization.

22. NON-PROFIT WEB SITE REVIEW AND RECOMMENDATIONS

Canadian Model Forest Network

December 2009 – April 2010

5 Months

Issues and objectives

A non-profit organization needed to update its web presence with a more economical and accessible approach that would allow it to support its network of members and participate in social media.

Solution

Mr. Kearney conducted an analysis of business requirements including social media and knowledge flow as well as a review of available options. He then recommended a course of action that the client adopted.

23. BRINGING SOCIAL BUSINESS TO THE GOVERNMENT OF CANADA GCPEDIA

Treasury Board Secretariat, Chief Information Officer Branch, Information Technology Division

December 2007 – February 2010

27 Months

Issues and objectives

The CIO wanted to learn how to use, and determine the value of wikis, and other social collaboration technologies for use in the Government of Canada. As the pilot project grew, objectives evolved to include knowledge sharing and collaboration across the Public Service. GCPEDIA was ultimately endorsed by Wayne Wouters the Clerk of the Privy Council, as a key part of renewing the workplace in the 2010 Report to the Prime Minister and Public Service Renewal Action Plan.

Solution

Mr Kearney was involved in all aspects of Web 2.0 with the Government, including tools, information management, governance, policy development, and most importantly the adoption of collaborative behaviors across the Public Service.

First open, collaborative workspace for the government of Canada. Creation of a self-contained business unit for the wide scale application of open collaborative tools. Evolved early prototype to large scale pathfinder including branding as GCPEDIA and GCONNEX. Many stakeholders, large scale community development, business case, participatory architectures, collective governance, team leadership of 6 full time and up to 20 part time and volunteers. Thom was involved in all aspects of Web 2.0 implementation, including tools, information management, governance, policy development, and most importantly the adoption of collaborative behaviors across the Public Service.

24. MAKING SENSE OF INTERNAL SERVICES: ISRA

Treasury Board Secretariat, Chief Information Officer Branch, Alignment and Interoperability Division

June 2007 - November 2007

6 Months

Issues and objectives

With more than 30 major IT System investments on the horizon to address numerous internal service rust outs, senior management needed to know if planned investments aligned with strategy and each other.

Solution

The team under Mr. Kearney's direction produces a comprehensive inventory of significant internal renewal projects with large IT components. Over 50 projects were profiled in depth and measured against a scorecard developed as part of the project. The project also created a alignment guide and process for evaluating early stage projects and policies for alignment against six thematic areas.

25. SELLING A GOOD IDEA: GSRM

Treasury Board Secretariat, Chief Information Officer Branch, Enterprise Architecture and Standards Division

February 2007 – May 2007

4 Months

Issues and objectives

The Enterprise Architecture and Standards Division had invested in the development of a Government's Service Reference Model and other tools that would help the federation of departments and agencies learn to speak the same business language. Although it was obviously a good idea they were having difficulty articulating the benefits and generating adoption.

Solution

Mr. Kearney was hired on an Interchange program to develop an engagement strategy and supporting material. The scope of the project quickly grew to include the articulation of a vision and creation of a brand for the application of enterprise architecture to a variety of projects.

26. ALIGNING KNOWLEDGE SERVICES AND GSRM

Natural Resources Canada, Knowledge Services Secretariat

October 2006 – February 2007

5 Months

Issues and objectives

The Department had invested considerable effort in developing a comprehensive Knowledge Services Description and wished to examine the possibility of aligning it with Government's Strategic Reference Models, (GSRM). Wide Service The GSRM and the Knowledge Services description were created independently and are not aligned. Both may need to be modified in order to best serve Canadians in the knowledge economy. The purpose of this project was to determine how best to achieve that alignment.

Solution

The team conducted a detailed analysis of the two documents and normalized concepts for comparison. Concepts were then rated for similarity and those in conflict further explored. The end result as a list of proposed changes to both the GSRM and the Knowledge Services description that would result in general alignment between the two.

27. TRANSFORMING THE CANADIAN AGRICULTURE LIBRARY

Agriculture and Agri-Food Canada

June 2006 – January 2007

8 Months

Issues and objectives

The Canadian Agriculture Library was undergoing a strategic planning and transformation process that required the engagement of staff dispersed in regions throughout Canada.

Solution

A practical engagement plan was developed with Senior Management and two workshops were held with staff from the regions. Evidence indicates that a substantial improvement in communication skills and engagement was achieved. Assisting stakeholders in the development and implementation of their business improvement plans.

28. YOUTH OUTREACH FOR A SCIENCE BASED DEPARTMENT

Communications Branch, Natural Resources Canada

February 2006 – March 2006

2 Months

Issues and Objectives

As the result of an organizational change, the branch found itself in the position of being able to take a coherent view of youth outreach activities at the department.

Solution

Working with Thornley Fallis Communications, Mr. Kearney conducted an analysis of existing outreach efforts targeting youth and developed a strategic framework for conducting outreach across three main channels. The recommendations included advice on how to help the formerly separate communication groups work together on outreach.

29. BUILDING A BUSINESS SOLUTION FOR SCIENCE CONTENT

Knowledge Services Secretariat, Office of the Chief Scientist, Natural Resources Canada

October 2005 - January 2006

4 Months

Issues and Objectives

A diverse organization with strong silos had evolved multiple approaches to managing its, information, collections, data and other forms of content. A common view of what content was and how it should be managed was desperately needed.

Solution

Working with an environmental scan conducted previously, Mr. Kearney facilitated a needs analysis and workshop that led to consensus on how the Department can build its capacity to effectively manage content in support of its business. Consisting of a framework and four models the proposed business solution provided a common definition of content and a strategic approach to dealing with content management at the enterprise level.

30. MAKING SENSE OF SERVICE TRANSFORMATION

Knowledge Services Secretariat, Office of the Chief Scientist, Natural Resources Canada

December 2004 - May 2005

6 Months

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Issues and Objectives

In order to set the stage for creating a Service Strategy Framework, the Secretariat wanted to establish a baseline of expectations created by the emerging service visions and other Service Transformation documentation. The client also needed to understand the issues and come up with some ideas on how it could move the agenda forward within NRCan and the whole of government.

Solution

Produced an Expectations report that systematically reviewed 38 documents, extracted the expectations and grouped them into themes. The second deliverable was a discussion paper that described a state model, issues and suggested next steps for making progress towards multi-channel client centric service delivery.

31. GETTING A HANDLE ON CONTENT CHAOS

Knowledge Services Secretariat, Office of the Chief Scientist, Natural Resources Canada

March 2004 - April 2005

13 Months

Issues and Objectives

The Department recognized that its mandate required effective management of all types of content and wanted to determine the external trends and drivers, the current state of content management at NRCan and what the next steps should be.

Solution - Conducting a Needs Analysis for Content Management

A far reaching analysis took place that looked at trends within the Government and industry that impact content management within the enterprise. Facilitated discussions with a multi-disciplinary task group and produced a strategy, content model, implementation plan, presentations and the situation analysis.

32. ACHIEVING RESULTS WITH A DIVERSE COMMITTEE

The Web Working Group, Communications Branch, Natural Resources Canada

October 2004 – November 2005

13 Months

Issues and Objectives

As part of a larger shared services initiative, the Web Working Group was a spin off from the broader Communications Task Force and had to accomplish its tasks in synchronization with the umbrella group. The task was enormous and the timeline was short.

Solution

Working closely the Director of Communications and his staff, attended all the committee meetings, facilitated discussions, provided secretariat support as well as conducting analysis and producing all the group's deliverables for approval. The result was a happy Director General and a complete model of web related processes and activities at NRCan.

33. REORGANIZING AMATEUR HOCKEY

The Nepean Minor Hockey Association

Web site content strategy and eBusiness planning

June 2004 – November 2004

6 Months

Issues and Objectives

The Association needed a web site that would support more efficient operations by making common information easily accessible to a constantly changing audience. With more than 25 contributors to the site, managing the constant updates and keeping information was a challenge.

Solution

Working with partner Teknision Design we conducted a strategic analysis of the situation and a heuristic review of the existing site. Then we evaluated technical options, created a new audience driven information architecture and wrote a content outline. With the new template driven design, the association will be able to distribute responsibility for content while maintaining control over the presentation.

34. ALIGNING MANAGEMENT WITH INFORMATION GOVERNANCE

Knowledge Services Secretariat, Office of the Chief Scientist, Natural Resources Canada

June 2004 - August 2004

3 Months

Issues and Objectives

The Executive Directed wanted to ensure that her position description was aligned with the department's proposed policy detailing accountabilities in the Information Management related realms at NRCan.

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Solution

A detailed analysis was conducted of the documentation and key individuals were interviewed to ensure understanding. This was then compared to the position description and recommendations made for changes required to align the two.

35. APPLYING COMMUNICATIONS STRATEGY TO THE ROYAL SOCIETY OF CANADA

Royal Society of Canada, <http://www.rsc.ca/>

May 2004 - October 2004

6 Months

Issues and Objectives

As the senior national body of distinguished Canadian scientists and scholars, the Royal Society of Canada needed to update its capacity to promote learning and research in the arts and sciences via the internet. Its web presence had evolved without much planning and was in dire need of an overhaul.

Solution

Working with 76 Design, Mr. Kearney conducted a heuristic evaluation of the existing Royal Society web site and reviewed site objectives with management. Based on the objectives, target audiences and desired content/functionality a new site architecture was developed and a detailed web site outline created. The outline and architecture provided the web designers with an effective structure. The result is a web site that is easier to use and that provides a scalable platform for accomplishing the Royal Society's goals.

36. CREATING A SUSTAINABLE EBUSINESS STRATEGY

The National Guide to Municipal Sustainable Infrastructure

April 2003 – September 2003

6 Months

Issues and Objectives

This national organization required a better understanding of its target audiences' expectations and a plan for meeting those expectations using the internet.

Solution

Created a detailed matrix of client groups, defining their needs, expectations and how the organization could go about meeting those needs while achieving its objectives.

37. BUILDING STRATEGIC COMMUNICATIONS SKILLS IN MANAGEMENT

Extended Management Team, Information Management Branch, Natural Resources Canada

August 2004

1 Month

Issues and Objectives

With a major organizational change underway, technical managers needed a crash course in how to understand change and use communications strategy in promoting a healthy response to change.

Solution

An engaging three hour seminar was prepared and delivered to 14 executives in the Information Management Branch. The seminar showed participants how to apply communication concepts to a dynamic environment and provided opportunities for discussion and problem solving.

38. COMMUNICATIONS METHODOLOGY FOR TECHNOLOGY TRANSFER

For promoting the adoption of innovation.

Innovations and Solutions Program, Real Property Branch, PWGSC

October 2004 – March 2005

6 Months

Issues and Objectives

A branch responsible for transferring green technology across a wide variety of office environments was seeking a more effective way of planning its communications activities.

Solution

A methodology was developed that allowed branch staff to intelligently plan and implement communications activities that would be most effective given the nature of the technology that they were promoting.

39. A FLEXIBLE COMMUNICATIONS STRATEGY FOR IM

Information Management Branch, Environment Canada

February 2002 – June 2002

5 Months

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Issues and Objectives

Faced with an uncertain budget and shifting priorities, the branch needed a flexible approach to communications planning that could take advantage of strategic opportunities as they arose.

Solution

Mr. Kearney, collected relevant background, investigated the issues and likely message requirements, surveyed established the context for communications and created a communications approach that the branch could use in a variety of scenarios.

40. FACILITATING CHANGE THROUGH COMMUNICATION

NRCan I-Conference

April 2003

1 Month

Issues and Objectives

There was a need for better understanding of the importance of communications for implementing change.

Solution

This 45 minute presentation introduced attendees to the concepts required to make strategic decisions about communications in support of change initiatives. Judging by the discussion and post seminar evaluations, it was exceptionally well received.

41. COMMUNICATING IN A MULTI-CHANNEL WORLD

IPCQ Multi-channel service delivery conference, Westin Hotel, Ottawa

April 2004

1 Month

Issues and Objectives

Conference presentation

Solution

Prepared and delivered a half day workshop on integrated communications in the context of multi-channel service delivery. This workshop used a mix of communication theory and practical marketing experience to examine:

- The implications of multi-channel service environment to communications.
- The role of communications in managing and meeting client expectations.
- Strategies and tools for implementing messaging across multiple channels. The message matrix, value analysis and more.
- Outreach, response and internal communication — what to use when.
- Effective methods of reaching your target audience.
- The communication implementation process, five steps to success.
- Using measurement to improve your implementation.

The workshop helped participants develop a strategy, craft messages and select the most appropriate communications activities for their multi-channel service delivery environment.

42. CREATING A METHODOLOGY FOR KNOWLEDGE MANAGEMENT

Department of Fisheries and Oceans, Canadian Coast Guard, Integrated Technical Support

October 2002 – March 2003

6 Months

Julie Kerr, Manager Knowledge Management, kerri@dfo-mpo.gc.ca, (613) 991-0437

Issues and Objectives

In an environment characterized by changing mandates, declining budgets, and increasing workloads, the Technical Community at the Coast Guard looked to leverage its assets and improve service delivery through the capture and sharing of knowledge.

Solution

Using a collaborative and standards based approach, a comprehensive guide to Knowledge Management was created that provided an organizational strategy as well as specific activities for Managers to follow.

43. BUILDING SUPPORT FOR CHANGE

Administration and Finance Directorate, Environment Canada

December 2002 - May 2002

6 Months

Jean Bilodeau (then Director General, Administration and Finance, Environment Canada)

Issues and Objectives

At the end of a two year Management Services Review process, the ADM Corporate Services required business analysis and synthesis in order to ensure that the final recommendations to the Deputy Minister were logical and appropriate.

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Solution

Worked closely with the Director General and ADM to analyze the various recommendations and needs with the goal of creating a coherent submission.

The project entailed interviewing director generals and departmental directors on the proposed changes, as well as analyzing reports, questionnaires and interview documents to glean salient information. The final report clearly summarized the key points of each area under review and was particularly well received. The Technical Analysis was completed within the 26-day deadline and on budget.

44. COMMUNICATING THE BENEFITS OF ORGANIZATIONAL CHANGE

Companion Document to the Technical Analysis Report

ADM Corporate Services, , Environment Canada

March 2002 - May 2002, Helene Beauchemin, (then ADM, Corporate Services, Environment Canada) 3 Months

Issues and Objectives

Within ten days the ADM required a concise summary of a multi-million dollar review program with an emphasis on benefits and relationship to business objectives.

Solution

Conducted a review of relevant materials, articulated the benefits and synthesized the results as they related to the changing business objectives of the department. The ADM was extremely happy with the presentation which was quite well received by the Deputy Minister and the senior management committee.

45. CREATING A VISION FOR INTEGRATED INFORMATION MANAGEMENT

Real Property Services Branch, Public Works and Government Services Canada

December 2001 – February 2002

3 Months

Real Property Services Branch, Public Works and Government Services Canada

Marlene Thicke, (Then IRPS Project Manager)

Issues and Objectives

Articulate the key features and benefits of the current iteration of an integrated management information system and present a compelling vision of the future potential in order to obtain budget approval.

Solution

Mr. Kearney led the team that developed a Flash-based multimedia presentation that clearly outlined the key features of the system while creating a compelling vision that led to management discussion and a greatly increased profile for the project. The presentation helped key stakeholders understand the practical use of the metadata reporting system for clients and ultimately led to a new consensus and the reorganization of the department's real property reporting activities.

46. INFORMATION MANAGEMENT STRATEGY DEVELOPMENT

Information Management Branch, Environment Canada

January 2002 - May 2002, Rene Bolduc, (then Director, Information Management, Environment Canada) 5 Months

Issues and Objectives

As part of business transformation, The Information Management, Knowledge Integration and Information Technology branches required a coordinated vision and strategy for management approval.

Solution:

Working closely with the three directors involved, Mr. Kearney reviewed all relevant material within the department as well as examined a number of strategies from outside the department. Then, in a series of interactive sessions, Thom worked with the Directors to build consensus and create a common strategy. A high degree of consensus was achieved and the resulting presentation was generally considered to be very satisfactory by all of the three groups.

47. FOCUSING THE TEAM WHILE POSITIONING A NEW PRODUCT

VideoSpheres Inc.

May 2001 – September 2001, Tim Ragan, (then CEO)

5 Months

Issues and Objectives

A start-up with limited resources and many opportunities needed to focus overall marketing efforts and on final product development.

Solution

Worked closely with the CEO to:

- Define the marketing position

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- Focus the team on high potential market segments
- Develop an overall strategy and communication platform
- Provide leadership to advertising and web development vendors

48. PRESENTING BEST PRACTICES IN WEB DEVELOPMENT

The Internet Institute

November 2001 – May 2002, Gerald Lemay, President

7 Months

Issues and Objectives

An internet training company wanted to establish thought leadership through targeted one hour seminars.

Solution

Created a generic web development process based on best practices in marketing and software development and delivery of presentations on same. The process and presentations resulted in the desired positioning.

49. CREATING A NEW WAY TO COMMUNICATE: MITEL IPERA 1000 MANAGEMENT SYSTEM

Mitel Networks

July 1999 – February 2001

Mark Cloutier, Ipera 1000, Management Leader , (613) 592-2122 , mark.cloutier@mitel.com

19 Months

Issues and Objectives

As part of the development effort for a new generation of Voice over IP phone systems Mitel Networks needed to transition the user management tools to a web based application.

Solution

Mr. Kearney had a lead role in establishing features and characteristics of web based management tools for a converged data/VoIP phone system for the global market. Led end user needs analysis, usability research and quality assurance teams, conducted extensive analysis to determine appropriate feature set for the final application. Responsible for a number of innovative initiatives making this a leading ebusiness product. This project required extensive negotiation and consensus building between diverse development and marketing groups in North America and the United Kingdom.

50. FOCUSING ON THE CUSTOMER: CONTENT MANAGEMENT SYSTEMS

Various Clients, typically CEO or VP level

1996 – 2001

Issues and Objectives

Several clients required a customer centric approach to collecting and distributing dynamic information in a time compressed and geographically disperse environment.

Solution

Several iterations of web based workflow automation and personalized delivery environments for customer, and sales channel target groups were created. These included profile based access and integrated approval process and audit trail for clients such as Tundra and Buystream. The results were timely information delivery and accurate metrics on customer behaviour.

51. BUILDING BETTER CUSTOMER RELATIONSHIPS

CRM/Lead Generation and Distribution

1996 –2001, Various Clients, CEO and VP level

Issues and Objectives

Clients with global customer bases and scattered sales forces wished to integrate Customer Relationship Management principles and prospect management into their web presence.

Solution

Web based applications and integration with sales systems. Contact and message management, user profile and activity tracking applications for MicroTempus, Philips Semiconductor and Gandalf. One project was credited with making a significant contribution towards increasing the company's valuation from 50 to 200 million in 12 months, in another the client reported an ROI of 365% in six months.

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52. NEW PRODUCT DEVELOPMENT SUPPORT

Mitel Networks Limited

October 1998 –July 1999

Dave Taylor, Director, Tools, CM, Web Communications, dave_taylor@mitel.com, (613) 592-2122

9 Months

Issues and Objectives

A mature engineering organization with a variety of working styles needed to improve its workflow process.

Solution

Implemented a process analysis and intranet application to streamline issue and decision tracking for new product development projects.

53. CREATING A NEW ENVIRONMENT FOR LEARNING: INTERACTIVE SELF DIRECTED LEARNING

Ontario Community College Association, Innovation Fund Research Grant

1995-1996

12 Months

Issues and Objectives

Educators needed to know how the unique characteristics of the internet and multi-media technologies could be applied to education. This project looked at how the capabilities of the technology could be applied to College centric self-directed learning.

Solution

A groundbreaking broadband learning environment combining CD and Internet technologies was designed and prototyped. The CD featured role based game playing as a means of preparing students for the Self Directed Learning experience. The web site provided the tools and resources necessary for students to conduct Self-Directed Learning. The project was seen as both excellent and pioneering at a conference of Ontario Educators, resulting in an enhanced reputation for the Media Centre at Algonquin.

54. WEB BASED DEMONSTRATIONS

Various Clients, VP and Director levels

1996 –2001, References available

Issues and Objectives

Technology companies often face the difficult task of communicating exactly what their product can do before the product is ready to demonstrate. The objectives of most of these productions were to generate excitement and commitment to a new way of doing things within the target group.

Solution

Scripted and facilitated team leadership for a number of complex communication tools including Bridgewater wireless strategy and Mitel Networks technology framework. One project was credited with being responsible for the retention of at least 20 key engineers, as well as playing a role in revitalizing the engineering team.

55. CONTENT MANAGEMENT AND EBUSINESS SOLUTION

Philsar Semiconductor, (Now Connexant)

1998

6 Months

Issues and Objectives

A fabless semiconductor operating in the dynamic wireless sector, Philsar was emerging from the startup research and development phase and repositioning itself in preparation for rapid growth leading to public offering. The goal of the project was to create a comprehensive networked environment that supported and enhanced Philsar's operations and relationships.

Solution

The project included an 18 month eBusiness strategy, with information architecture, value chain analysis, and customer life cycle support. Implementation included a new corporate site, intranet with profile and content management, detailed user behavior tracking, and a secure collaborative extranet.

The project was credited with making a significant contribution towards increasing the company's valuation from 50 to 200 million in 12 months, and increasing the company's contact database from less than a thousand to more than 40,000.

56. CENTRAL REGISTRATION PROTOTYPE

Central Registration, Communication and Dissemination Branches, Statistics Canada

1998

3 Months

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Issues and Objectives

The Department wished to streamline the many possible registration procedures that a user might encounter on their web site.

Solution

Conducted an analysis of the current and desired states regarding user registration and login, including defining the vision and possible solutions. Determined the requirements of an ideal registration system, led a team in the production of a prototype, identified challenges that implementation would face, and made a presentation to the senior management committee.

57. ARTICULATING AN ENGINEERING FRAMEWORK

DIVA Web based presentation, Research and Development, Mitel Networks Limited

1997

4 Months

Issues and Objectives

A large engineering organization sought to communicate a new technology vision to its employees and stakeholders.

Solution

Scripting and team leadership for Mitel Networks technology framework. The Project was credited with being responsible for the retention of at least 20 key engineers, as well as playing a role in revitalizing the engineering team.

58. MULTI-CHANNEL SERVICE DELIVERY AND CONTENT MANAGEMENT

Tundra Semiconductor

1997 – 1999

24 Months

Issues and Objectives

An organization needed to service geographically diverse markets in a consistent fashion.

Solution

In-depth needs analysis and eBusiness strategy for multiple releases of Web site and content management application that included workflow automation and personalized delivery for customer, and sales channel target groups.

59. WEB BASED MARKET PRESENCE AND LEAD GENERATION

Surefire Communications (MicroTempus)

1997 – 1998

12 Months

Issues and Objectives

This public company was repositioning itself from a niche player in financial data transfer to an internet infrastructure company. The strategic role of the system was to reinforce MicroTempus's position in the mainframe market while supporting the push into open markets.

Solution

The project included an extranet, intranet and public web sites. Applications included: content management, fixed document management, contact and message management as well as user registration, lead management, and integration with telemarketing call centre. The project was credited with generating a 125% increase in qualified leads and helping to increase the share price by 300%.

60. ENTERPRISE CONTENT MANAGEMENT AND SALES FORCE AUTOMATION

eBusiness web site, Gandalf Systems (now Mitel)

1997 – 1998

12 Months

Issues and Objectives

A manufacturer of remote access network equipment needed to re-establish contact with its customers and dealer network.

Solution

Led the needs analysis, requirements definition, content development and project management, for this \$250,000, 4 month long project. The needs analysis included a value chain analysis, information architecture and functionality outline, for a public site, dealer extranet and staff intranet.

The public web site was highly personalized and included applications such as: lead generation and distribution, product catalogue, product recommender, animated product comparisons, dealer locator, software updates. The dealer extranet included sales forecasting, personalized document libraries, dynamic pricing, auto distribution of leads, and dealer registration. Roll out of the site was accompanied by presentations to the dealer network, and a direct mail and internet campaign intended to update prospect records. Within 6 months of launch the client reported a return on investment of more than 300%.

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When Gandalf was subsequently brought into Mitel operations many of the web innovations were incorporated into Mitel's site over a two year period.

61. AN INTERFACE FOR NETWORK MANAGEMENT

Virtual Management Centre Prototype, NUVO Network Management

1998

2 Months

Issues and Objectives

This network monitoring services company was preparing a new product for market, the Virtual Management Centre would allow inexperienced users to view and navigate their network architecture as well as view problems and create trouble tickets.

Solution

Conducted an analysis of the first iteration interface and worked with a graphic designer to create a more consistent and robust prototype web based interface.

62. WEB SITE INFORMATION ARCHITECTURE AND CONTENT

Creative Shack Productions

1997 – 2000

36 Months

Issues and Objectives

A web based application development company required a web site to showcase their projects and thought leadership.

Solution

Information architecture, copy, lexicon, and feedback mechanisms, for several iterations of Creative Shack's web site.

63. MAPPING INFORMATION REQUIREMENTS

National Museum of Science and Technology

1997 – 1998

12 Months

Issues and Objectives

The museum required an approach to managing and displaying a massive collection of material via its web site.

Solution

Created the first ever information architecture for the National Museum of Science and Technology.

CLIENT LIST

Since 1993 I have been fortunate to work with a variety of organizations on marketing, social business and transformation initiatives. Projects cover a wide range of engagements including executive leadership strategy, analysis project management, copywriting, and photography. This list is in approximate chronological order.

Human Resources & Skills Development Canada,	Legal Metrology (Measurement Canada)
Outcare Foundation	Ontario Centre for Microelectronics
Agriculture and Agri-food Canada	Beechwood Cemetery
Canadian Institute for Health Information	Office of the Superintendent of Bankruptcy (Industry Canada)Up & Running Systems
Standards Council of Canada	Atomic Energy of Canada, Chalk River
Canada Science and Technology Museums Corporation	Nortel (Bell Northern Research)
Canadian Virtual Health Library	St. John Ambulance
Treasury Board Secretariat, Chief Information Officer Branch	Black & Decker
Public Health Agency of Canada	Foster International
Department of Fisheries & Oceans	Ottawa-Carleton Economic Development Corporation
Natural Resources Canada	Spar Aerospace
Environment Canada	K.O. Mair & Associates
The Canadian Coast Guard	Synerlogic
The Internet Institute	Skene Boats
VideoSpheres Inc.	Siltronics Limited
Mitel Networks	
Buystream Software	
Bridgewater Systems	
MDS Nordion	
Philsar Semiconductor (Connexant)	
Surefire Commerce (Microtempus)	
Tundra Semiconductor	
Intraca	
Got Marketing	
Statistics Canada	
Gandalf systems	
National Museum of Science and Technology	

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Telesat Canada (Satellite Communications)