

Martin Ojaste, PMP

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Summary

- Portfolio, program and project manager experience
- Country I&IT management experience
- IT Data Center operations and management experience
- Software development experience
- Worked in Government, Telecom, Manufacturing and Health industry
- PMI/PMP certified since 1995

Martin is a project/portfolio manager/leader and consultant with extensive experience in successfully managing portfolios, programs and projects in both the public and private sector. Martin leverages his business and technical skills in managing large complex programs and successfully building cohesive teams that deliver results. He ensures projects meet their objectives and deliverables are met with appropriate communication and stakeholder management. Martin has managed a number projects including, **200+ server upgrades, 7000+ desktops refreshes, 475 network upgrades, 3 Windows infrastructures, 12 data center construction/consolidation efforts** and projects with **80+ team members, 27,000 person hours, \$4M+ budgets, 12-18 month duration, 6+ stakeholder groups and 10+ vendors.**

He has created **Project Management Offices** and implemented **Project and Portfolio Management strategies and processes for a large organization to enable project evaluation, prioritization and alignment with business goals.**

Professional Experience

Project Manager and Consultant, Self-Employed

Sep 2008 - Present

Martin provides project management and infrastructure consulting services for complex high risk projects that need to complete on-time and on budget and gets them done. Projects successfully executed are,

Active Directory Upgrade Program, Infrastructure Technology Services, DD/PMO, Ontario Government

ITS DD/PMO provides project management services for the deployment of infrastructure projects throughout the Ontario Government. The ITS Active Directory Service, a business critical function, was in need of performance and architectural improvements. The service owner selected Martin to,

- Consolidate and create a program of seven (7) Active Directory upgrade projects with time-sensitive deadlines
- Put focus on management communication, dashboards and reporting on the key success factors
- Optimize and drive project milestone completions within the constraints in a ITIL environment
- Adapt project delivery to a matrix model, while complying to the UPM PMO project framework
- Improve accountability and responsiveness of the project teams to critical deliverables
- Work with various Clusters. Ministries and entities to ensure awareness and active participation
- Improve overall client satisfaction and propose other added value projects

Headquarters Relocation Project, ORNGE Medical Transport

ORNGE provides emergency transport for Ontarians in remote locations to hospitals for critical care and needed to relocate and consolidate their headquarters to a single building. Martin,

- Designed and supervised the construction of a critical data centre.
- Completed installation of HVAC, electrical distribution system, TIA compliant network, two Uninterruptible Power Supplies (UPS) and N+1 a motor generator.
- Worked with Fire Protection vendor to implement the changes.
- Specified data centre security requirements and relationship to building security and vendor changes.
- Designed a 5 year plan for data centre expansion in floor space and data centre facilities.
- Created support documentation and knowledge transfer to client.
- Dedication and professionalism in meeting deadlines.

Personal Computer Lease Refresh, Children Youth and Social Services I&IT Cluster, Ontario Government
CYSSC I&IT Cluster develops and maintains IT services for the Ministry of Community and Social Services, Ministry of Children and Youth Services and Ministry of Francophone Affairs. The desktop leases were expiring and they engaged Martin to deliver,

- Management of 4000+ desktop refreshes in 132 locations.
- Managed all planning and reporting activities and tracked all risks and issues.
- Coordinated with business areas for equipment and services.
- Produced senior level management briefing notes, presentations and status updates.
- Managed issue and risk logs and escalations as needed.
- Executed communication plan with newsletters and web site updates.
- Worked with Ministry of Government Services Infrastructure Technology Services (ITS) for delivery.
- Created and maintained a CMDB to track all assets.
- Management pleased with smoothly running of complex project.

Solution Architect, Outsourcing CTO, HP Services

Nov 2007 – Aug 2008

Hewlett-Packard provides various products, technologies, software, solutions, and services worldwide. HP Services segment offers a portfolio IT services, such as technology, consulting and integration, and outsourcing services. The HP Services Outsourcing Chief Technology Office (CTO) sets global direction on how to effectively deliver outsourcing contracts by publishing strategies, product roadmaps and pilot solutions. Martin's responsibility was to develop solutions for the following business goals,

Optimization of Business Technology

This project was to understand how to use the Mercury Interactive software acquisition and their products to provide HP Outsourcing clients improved service levels, reduced costs and offer new added value services. Martin was pivotal to this business goal as he,

- Developed the next generation data centre management tool strategy for global data centres.
- Created proof of concept and a program plan for global deployment.
- Implemented HP Business Availability Centre, HP Site Scope and HP Server Automation, HP Network Automation and the HP Universal Configuration Management Database products.
- Designed strategy to implement OPSWARE for outsourcing contract.
- Created federated CMDB models to support the very large data centres across global regions.
- Worked with product managers for future enhancements to the products.
- Worked on how to merge the Mercury Services organization into HP Outsourcing delivery group.
- Project became the benchmark for global implementation of HP BAC.

Management Data Centre Assets

With over 200 data centres and millions of assets it was difficult to track the assets and control the changes to them. Martin provided strategic direction by,

- Evaluating and defining the strategy to use of Aperture Vista 500 for data center asset and change management.
- Oversight for the design and implementation of a data centre asset and capacity management solution.
- Took uncontrolled data centre assets and automated their management.
- Created standard suite of tools and processes for managing floor space and operating costs.

Portfolio Manager/Solution Architect, GD PMO, HP Services

Nov 2005 – Oct 2007

The HP Services Global Delivery Project Management Office (GD PMO) was chartered to provide global governance for high value internal outsourcing projects. Martin's role was to create and manage a portfolio of global projects while developing PMO policies and standards to improve efficiencies. Martin's portfolio management role included,

- Portfolio Manager for projects in organizations based in India and China.
- Portfolio was ~\$10M/yr. in OPEX and ~\$61M/yr. in CAPEX.
- Diverse projects from writing marketing materials to application development, code management, web site development and data centre consolidation and construction.
- Mentored the project managers on how to manage projects and achieve budgetary targets.

- Reviewed budgets and prioritized projects to maximum, business value.
- Created senior management portfolio dashboards, reports and presentations.

Martin's responsibility included the following projects,

Enterprise Project and Portfolio Management Solution

- Implemented Microsoft EPS Project Server and HP Project and Portfolio Centre for proposals and projects.
- Developed the technical design, implementation plans and User Guides and Support documents.
- Created dashboards and approval processes for executives to monitor projects.
- Documentation and process developed became the standard kit for global implementations.

Proposal Demand Project

- Managed the creation of a consolidated portfolio of ~200 projects totalling \$120M.
- Developed processes and forms to collect project proposal/demand from the businesses and provided a recommended prioritized list to executives.
- Developed PMO policies, standards and procedures for project and portfolio management.
- Formally recognized for work by the Executive Vice President.

Senior Project Manager, Consulting and Integration, Hewlett Packard Nov 1998 – Oct 2005

HP Services Consulting and Integration group is responsible for developing customer enterprise solutions and leading the implementation of integration projects using PMI/PMBOK compliant project management methodologies. Martin roles as an award winning senior project manager included,

- Managing all aspects of the project, including: project charter, scheduling, status reports, risk and issue logs, briefing notes and presentation for clients and executive stakeholders.
- Managing budget, schedule, and quality and customer satisfaction and reports to management.
- Tracking resource utilization, integrated planning and scheduling, tracking issues and risks.
- Coordinating with the other projects.
- Coordinating activities with site staff, shipping, third-party vendors and site installation requirements.
- Coordinating the customer requirements, prototypes, engineering and deployment across multiple sites.
- Coordinating server and software installations.
- Managing the installations and customer acceptance.
- Working with Vendors to provide blueprint engineering, implementation and operational services.
- Presenting reports to CIO on the outcomes and the recommended future direction.
- Providing day-to-day team leadership, training and mentorship to a team of 11 delivery project managers.
- Creating detailed specifications and vendor purchase orders.
- Creating a Project Management Office (PMO) to initiate and track all infrastructure projects which provided a central point of planning and reporting for projects (typically 20-30 concurrent projects).

Some of the projects Martin successfully delivered include,

Frontend Upgrade Project, Ministry of Community and Social Services, Ontario Government

- Upgraded to Windows 2003 and migrated 140 servers to blades.
- Created a high available data centre LAN with firewalls and context sensitive switches.
- Created environments for development, testing, UAT, pre-production and production.
- Implemented changes to desktop environment.
- Followed the SDLC for COM object changes.
- Used ITIL Change Approval Board process for systems changes.
- Worked with vendors to provide blueprint engineering, implementation and operational services.
- Critical project in a dynamic customer environment.

Single Sign-on Security Upgrade Project, MCSS, Ontario Government

- Managed the replacement of security infrastructure with an Entrust TruePass solution.
- Worked with vendor to provide Windows 2003 support six months before product release.
- Engaged Corporate Security Branch for engineering and operational support services.

- Solution became the base for Ontario Government wide single sign-on implementation.

Scheduling Migration Project, Ministry of Community and Social Services, Ontario Government

- Managed the upgrade to Exchange 2003.
- Consolidated other similar applications to this central solution.
- Provided better way to manage the client engagement process across multiple offices.

Application Migration Project, Ministry of Community and Social Services, Ontario Government

- Managed the migration of a Business Objects application from Windows NT to Windows 2000
- Improved performance and on-going support.
- Provided business value through improved response times.

Personal Computing Strategy Project, Edmonton Capital Health

- Interviewed Director level stakeholders and documented and prioritize business requirements.
- Co-lead architectural workshops and design reviews then created a five year desktop roadmap.
- Improved hospitals and primary care facilities use of old desktops and standardized applications.

Server & SAN Consolidation Project, Hydro One

- Developed the implementation plan for a SAN to consolidate all disk and backup storage in one location.
- Transitioned to a junior project manager for day-to-day execution.
- Oversight and mentoring until project completion.
- Managed the server inventory collection for consolidation.

Application Review Project, Ministry of Justice, Ontario Government

- Managed the review and feasibility study of implementing Web Services for applications.
- Interviewed application owners and did detailed review of architectures, implementations and future plans.
- Presented report to CIO on the outcomes and the recommended future direction.

Project Management Leadership

- Provided day-to-day team leadership, training and mentorship to a team of 11 delivery project managers.
- Mentored to cross-pollinate ideas and share issues and solutions.
- Elevated the overall knowledge and effectiveness of project management.

Windows 2000 Infrastructure, SMTC Manufacturing

- Created a plan to implement a common Microsoft Windows server and desktop infrastructure.
- Improved LAN reliability
- Enabled a PKI infrastructure based on Windows 2000.
- Implemented a Microsoft System Management Server management solution

Integrated Network Project, Human Services Cluster, Ontario Government

- Centralized wide area and local area networks.
- Worked with MGS/ITS and vendors EDS, TELUS and Bell Canada to upgrade network services in 350 sites
- Created detailed specifications and vendor purchase orders.
- Managed all aspects of the project, including: project charter, scheduling, status reports, risk and issue logs, briefing notes and presentation for clients and executive stakeholders.
- Executed successfully on time and on budget.

Facility Move Project, Ministry of Community and Social Services, Ontario Government

- Developed technical documentation for the construction of a new data centre.
- Plan included the HVAC, electrical power, fire suppression, cabinet layout and security requirements.
- Developed construction plan and transitioned to a junior project manager for day-to-day management.
- Mentored and provided oversight.

Remote Management System Project, Ministry of Community and Social Services, Ontario Government

- Developed project charter and technical design based on Microsoft Systems Management Server.
- Coordinated server and software installations.

- Developed CMDB schema and data collection criteria.
- Created remote software installation and management reporting process.

Lease Refresh Project, Ministry of Community and Social Services, Ontario Government

- Managed a 3000 desktop replacement program.
- Developed the business requirements and high-level desktop requirements.
- Worked with vendor coordinating the standard desktop image, quantities and schedule for deployment.
- Managed all aspects of budget, schedule, and quality and customer satisfaction and reported to management.

Network Upgrade Project, Ministry of Community and Social Services, Ontario Government

- Managed the conversion of networks to a TCP/IP based network.
- Upgraded all local area networks to a switched VLAN TCP/IP network.
- Implemented HP Openview Network Manager.
- Coordinated with the other infrastructure projects.

Project Management Office, Ministry of Community and Social Services, Ontario Government

- Created a Project Management Office (PMO) to initiate and track all infrastructure projects.
- Provided a central point of planning and reporting for projects (typically 20-30 concurrent projects).
- Became the trusted source of project information and management.
- Tracked resource utilization, integrated planning and scheduling, tracking issues and risks,
- Created status reports and briefing notes and presentations.

Application Migration Project, Ministry of Community and Social Services, Ontario Government

- Oversight for the migration of INGRES applications from VAX to ALPHA servers across 14 sites.
- Coordinating activities with site staff, shipping, third-party vendors and site installation requirements.
- Produced a more reliable application support environment.

Microsoft Infrastructure Project, Ministry of Community and Social Services, Ontario Government

- Managed the implementation of a Microsoft Active Directory, file and print services infrastructure.
- Coordinated the customer requirements, prototypes, build books and deployment across 24 sites.
- Created data centre and shipping requirements to ensure successful deployments.
- Managed the installations and customer acceptance.

Mail System Migration Project, Ministry of Community and Social Services, Ontario Government

- Managed the migration of 24 Mail server upgrades.
- Ensured customer acceptance of upgrades.

Enterprise Monitoring Project, Ministry of Community and Social Services, Ontario Government

- Managed implementation of CA-TNG Enterprise Monitoring solution.
- Created server and network connectivity management criteria.
- Provided real-time monitoring and paging for server outages to improved service levels.

Manager, I&IT , Hewlett Packard

Nov 1988 – Oct 1998

- Member of Executive Operations committee planning and approving corporate direction.
- Provided senior I&IT management interface to client business and program areas.
- Controlled an I&IT budget of \$12M /year and 50+ staff, reduced operating costs by 10% year over year for 3 years.
- Developed an "IT Services based model" for IT services and reduced costs by \$1M/yr.
- Management of 30,000 sq. ft. of data centre floor space across Canada with over 250 tons of HVAC.
- Reduced primary data centre from 10,000 sq. ft. to 5,000 sq. ft. by eliminating 40 tons of HVAC.
- Consolidated 9 data centre into 3 consolidation data centres
- Specified and funded UPS installation for primary data center.
- Regular testing of building motor generator emergency data center power
- Designed business continuity and disaster plan and tested it on a yearly basis.
- Managed Help Desk, Network Management, System Management, Desktop Management, Project Management and Technical Consultants, Disaster Planning and Security data centre services.

Education & Affiliations

Project Management Professional, Project Management Institute
Member of the Uptime Institute
Project Management Courses, ESI International
Executive Management School Courses, University of Western Ontario
Executive Management School Courses, University of Toronto
Electrical Engineering, Ryerson University, Toronto, Ontario

Software Skills

MS-Office Pro 2003/2007/2010, MS Project Pro2003/2007/2010, MS-Project Server 2003/2007/2010, MS-Visio 2003/2007/2010, Windows XP/2000/Vista/7, Windows Server O/S NT/2000/2003/2008, MS Exchange 2003, MS SQL 2000/2005/2008, MS Hyper-V, VMware, HP Business Availability Center, HP Sitescope, HP Business Process Management, HP Universal CMDB and HP Portfolio and Project Management, HP SIM, Radia, Aperture Vista 500, Opsware, Oracle Database 10/11, Entrust Direct, Entrust TruePass, Citrix , Business Objects, Symantec AV, McFee AV, Adobe Acrobat, Adobe Photoshop, Adobe Lightroom and many others