

Don Kuecker

Leadership/Supervisor/Management Roles

1980-1981: Jostens, Inc. Lead DOS to MVS conversation team efforts. This consisted of participating with the individual application development teams (4 teams, each comprising 6 to 12 programmers and their specific supervisor and manager), defining and describing what the conversion effort consisted of, the tools they would be using, individual training sessions with each group describing usage of Job Control Language, conversion tools, execution flow through multiprocessor environment, problem solving and verification criteria. This effort required nearly 7 day work weeks for 7 months until the targeted date for conversion was obtained. This effort required much patience, one-on-one counseling describing the unique requirements of the objective environment, application setup, coding changes required, techniques to assist the programmer in their new environment. Much time was spent in round table type settings explaining a single concept to the core group until they were able to be self-sustaining in the daily job roles. Much time was spent with the business manager representatives explaining the differences and basically justifying the conversion costs to them.

1981-1983: Sperry Corporation – Principal Systems Programmer. This started out to be a key support role that required complete control of a large multiprocessor environment (the only JES3 shop in Minnesota at that time). Shortly into the project, my supervisor left the company for other opportunities and I was allowed to fill this role (due to aggressiveness of project – there wasn't time to step back and bring someone in that had little of no knowledge of the project scope). At the peak of this effort, I was providing supervisor requirements for 4 to 6 technicians, various support departments such as the operations staff (there was little to no experience with the technical requirements available from the in-house support staff), the engineer staff as they had received no training in regards to the new technology (I setup daily brown bag discussions and basically provided a verbal tutorial for each aspect of their interfacing with the new technology). I was fielding problem calls for operations staff 24 hours a day for nearly 8 months (until the project scaled down). I was forced to deal with individuals that could not perform their tasks as hired – this involved removing some key database administrators that proved incapable. At times I was addressing as many as 40 to 50 in various educational settings and providing leadership to my specific area, the daily operations support staff, the chip engineering department and the supporting our technology partner's (based in California) network coverage (as there had been several key individual leave the project), and providing recommendations to the various management groups responsible for this project.

1985-1986: Abbott Northwestern Hospital – Manager Technical Services. My initial role was to provide system programmer responsibilities for the latest technology being implemented. The existing Manager left the position and I was requested to fill this position by the Director of Information Services. At that time, the technical staff had grown to 12 with 6 of these individuals demanding the previous manager be replaced or they would exit the environment. This required much effort and recourse to ease the tension, the 6 individuals did all leave, one technician was wrongfully dismissed by the previous manager – the effort required many hours of interfacing with the human resources department and legal department – finally through much effort, the individual was reinstated (based on my strong recommendation – this individual eventually continued his career and become the information director of that institution and several other merged healthcare entities). Additionally another internal technician resigned his position and went to work for one of the vendors who was bidding for a lucrative LAN infrastructure contract – the LAN bidding process was not honorable and much interaction with the corporate legal department was required to alter the outcome and eventually one of the first fiber based LANs was implemented with strong interaction through my efforts. The individual that left the group and joined the vendor's company in turn sued the corporation for breach of contract – these legal actions required my participation and involvement even though I had left that organization for another opportunity.

1986-1988: St. Mary's Hospital. MVS System's Programmer. I was asked to lead the efforts for this organization in converting their applications from DOS to MVS. Similar to the scenario with Jostens, I was assigned leadership roles for all the applications and their specific supervisors/programmers. At any one time I was providing leadership for 6 to 10 individuals – when one specific area (such as payroll) was completed, I would immediately jump to the next group until the conversion was successfully completed.

1992-1994: Mayo Clinic. Systems Programmer – Network support. I was a key part of the core group that build the initial LAN/WAN for the Mayo Clinic. Through this learning process, I built a key understanding of routing and recommended we change our vendor specific routing protocol from IGRP to OSPF as when we joined various other aspects of the our network in Florida and Arizona – they were using non-Cisco routers. I lead a team of 4 to 5 technicians within our support group as we converted all our internal routing from IGRP to OSPF – the outcome was great – tons of work though.

1995-1998: Mayo Clinic: Telecommunications Engineer. I was recruited with the telcom group to bring TCP/IP to their telephony systems. Part of this duty entailed complete support of one of the largest private telephone networks at that time. I was assigned to be the lead person in designing, testing & implementing the first Call Center for Mayo (outbound only at that time). During the process of setting up the Call Center, I was providing supervisor/leadership direction for 4 to 8 telecommunications support staff, 6 Call Center supervisors, 3 vendor support individuals and 2 wiring technicians/switch installers in addition to the updates required on a weekly basis to various management committees watching this project closely.

1998-1999: Net Access: Senior Voice Security Engineer. I was brought into this organization to initially lead a voice security assessment (as requested by a financial institution) that was intended to sample many sites globally. We were deployed to the first site in the UK – the security lead, myself and one other junior security engineer. One week into the project, the security lead had to return back to the states. By default the accountability immediately dropped into my lap. During the next 13 months, I lead the efforts to provide various degrees of security assessment efforts for 7 major technical sites. During the course of that effort, we experienced a complete turn-over of engineers partially due to a change in upper management strategies. At times, I had to deal with inexperienced engineers running various scans on production segments, meeting daily with the client operations staff, executive management and the first party contractor for this effort. At times, I provided training on how to analyze scan reports, read trace files, interpret finding into reports working with as many a 6 individuals – often totally unskilled at this endeavor.

2002-2002: TRW: Senior Security Engineer. This effort required ramping up for installing various security solutions for the United States Air Force. The make-up of this work force included one senior level security engineer and up to 6 inexperienced engineers that had Top Secret clearances. Most of our day was spent tutoring (we would setup many tables in the warehouse and build routers, firewalls, DNS servers, redundant/failover mechanisms) the inexperienced engineers. At times myself and another senior level person would be conducting evening classes for up to 10 individuals.

2003-2003: Greentree (US Army – Ft. Lee): Security Testing (DITSCAP). I was the lead for three of us individuals assigned to perform various testing (compliance) of the infrastructure for the specific world wide support group. We divided the task into four discrete areas (Network infrastructure, Applications, Desktop support – Windows, Server/Database support – HPUnix/Oracle). We each took one area, it was my responsibility to keep progress and status of all activities, brief the CIO (Chief Information Officer), work closely with the assigned Security Officer, address any problems, and review final reports/recommendations.

2003-2004: FVAP (Federal Voting Assistance Program) SERVE (Secure Electronic Registration and Voting Experiment). I was brought into the project to fulfill the role of Lead Security Engineer. During the various stages of this project, I had up to 6 individuals taking direction from me. Much time was spent interfacing with the primary development contractor and obtaining sufficient information for my team to perform many and varied tests to validate the security of each and every aspect of the process in regards to ensuring the security of the cast ballot. Much time was spent interacting with the various developers, the network designers, and reporting any shortcomings back to the accountability organization (FVAP).

2004-2005: Siemens – Principal Security Engineer. I was brought into the project following some controversy that led to the existing security engineering staff leaving. There was much creditability efforts required to restore the client's confidence, develop a clear plan of action, obtain the qualified support engineers, interpret the various DoD regulations into meaningful actions for the client, calming frayed nerves and prides. My immediate team consisted up to 6 engineers performing the various security hardening for the specific elements. My efforts including many discussions with the client explaining the requirements, interfacing with their global development staff to ensure requirements were understood, prime interface accountability to the DoD special security auditing team on behalf of my client, responding to various DoD requirements for actions to findings and vulnerabilities, building creditability for my client to the DoD, passing along this knowledge base to an internal client position and obtain a DoD security certification for their solution.