

Bryon McConnell, MScEng, PEng, PMP, MCIC

PROFESSIONAL PROFILE

I am a Canadian project manager, mentor, teacher, guide, and public speaker. I am also a manager, Professional Engineer, Project Management Professional, and Member of the Chemical Institute of Canada, with expertise in management of operations, infrastructure and environmental projects, and, commercial research and development projects. The majority of my career has been in the Canadian federal government.

CAREER

May 2013 – present **President, Bryon McConnell Project Management Inc. Kingston, Ontario.**

From my home in Kingston, Ontario, Canada, I mentor, teach, facilitate and guide in project management, general management, public speaking, and how to be successful in the modern workforce. That is, I help people more quickly learn that which has taken me 30 years of career to accumulate. Under my "Rules for Project Management" initiative I lead a series of free public in-person and online sessions, for which notifications are almost always posted on [LinkedIn](#), and some material is posted at my personal [website](#).

I am a periodic presenter to the Project Management Institute (PMI) Ottawa Valley Outaouais Chapter (OVOC) Kingston Branch. I spoke at the PMI OVOC annual conferences in both 2023 and 2024. Currently, I lead professional development sessions every two months with the PMI South Western Ontario Chapter.

Currently, I am writing the book version of *Rules for Project Management*, a series of short, factual stories illustrating practical lessons from my career. It arose because I found myself telling the same stories repeatedly to mentees and new practitioners. The outstanding feature is that there is no other book like it in project management: most other books address the theoretical underpinnings of project management, and the remainder tend to deal with large-scale projects. But most projects fall into the category of "the many and the small", and this book gives lessons of practical, in-the-field project management that aren't found elsewhere.

Nov 2013 – present **Project Leader, Canadian Nuclear Laboratories Limited. Chalk River, Ontario.**

I have applied my backgrounds in project management, procurement, contract management, environmental projects, and the management of Crown projects, to lead complex projects and operations.

Initially in Environmental Remediation Projects (ERP) branch, I promptly turned around three high-priority, troubled projects, and then expanded my portfolio to include more environmental projects, an I.T. project, and operations, doing so in a business environment that is strictly controlled by annual funding allotments, and that is compliant with the ANSI/EIA 748-C standard for Earned Value Management Systems. Drawing upon my prior experience in the public sector, I managed my portfolio to meet expectations for accountability, transparency, and effective use of public funds.

Assigned to the Legacy Waste Projects (LWP) branch, in October 2016 I completed a 14-month assignment leading the Project Controls staff for both LWP and ERP, developing a high level of skill in the scheduling software Primavera P6. My primary project assignment was "Stored Liquid Waste Cementation": the objective of this >\$200M project was to retire the liability associated with 20 storage tank systems containing a variety of legacy radioactive liquid wastes. During the phase to achieve project approval I led the project controls team of four, beginning with a full work breakdown structure and schedule model, risk management and Monte Carlo analysis, and developing the systems to manage a ~\$100M time and materials sub-contract.

In March 2018 I was assigned to apply my technical background, administrative skills, and knowledge of the Environmental Remediation Management portfolio to decentralize and improve the management of the ~\$4B Liability Cost Estimate.

In June 2018 I transferred to lead commercial Research and Development projects, and through March 2025 I supported a wide range of Canadian and international customers, being responsible from proposal preparation through project closeout. Owing to my attention to detail and deep experience, I was the go-to person for large, long, complex, and risky projects. I worked daily in Primavera P6. I completed for a

commercial customer a probabilistic schedule estimate for a 10-year program, using Primavera Risk Analysis. I was Section Head for Project Leaders supporting the Reactor Fleet Sustainability Directorate. My project teams have received two Awards of Excellence for their results.

During this time I founded the “CNL Informal Project Management Interest Group”, in which I lead periodic thirty to sixty minute sessions on project management topics, enabling attendees to earn Professional Development Units toward renewal of their accreditations.

In September 2023 I became the first Project Leader at Canadian Nuclear Laboratories to be promoted to senior staff, a level which signifies recognition as a national-level expert.

In March 2025 I was assigned to lead a >\$140M project to fit up the [Advanced Nuclear Materials Research Centre](#), the latter a >\$1B project to establish one of Canada’s largest-ever nuclear research facilities.

My project management work at CNL is in the context of CNL having progressed to the semi-final round of the Project Management Institute’s [Project Management Office Global Awards](#).

Sep 2013 – Oct 2013 **Manager of Projects for Disaster Recovery, NOR-EX Ice Engineering Inc. High River, Alberta.**

Temporary support to the project management of disaster recovery efforts following the dramatic flooding of June 2013 of High River, Alberta. Working for the prime consultant—NOR-EX Ice Engineering Inc.—supported the Town’s program to respond to the flood’s estimated \$30 million in damage to municipal infrastructure. Primary assignment was to establish the systems necessary to run the project management office. The major part of my efforts were to help the Town procure software: a web-based, enterprise portfolio project management information system.

Nov 2008 – April 2013 **Team Leader, Program Support, Defence Construction Canada. Kingston, Ontario.**

Created and managed the Project Management Services group, achieving a peak portfolio of seven project managers on the team, with approximately 60 simultaneous projects worth approximately \$50 million. Also created and managed the Real Property Management Services group, which included master real property planning, long-term construction program planning, and, the contracting-out of maintenance services such as cleaning. During this time was part of the national evaluation team for professional services proposals.

Apr 2010 – Nov 2010 **Acting Manager, Operations, Defence Construction Canada. Kingston, Ontario.**

Increased revenues such that staffing grew by 21%, peaking at 45 people, in a year in which Kingston became the company’s second-busiest site as measured by dollar volume of construction, delivering approximately \$55 million worth of construction, including the initial phases of the recapitalization of the main academic buildings at the Royal Military College, itself an approximately \$150 million project over seven years.

Sept 2008 – Nov 2008 **Environmental Coordinator, Defence Construction Canada. Kingston, Ontario.**

While awaiting my next assignment, I led the team managing the Energy Performance Contract at Canadian Forces Base Kingston, which at the time was the second largest such contract in the Canadian federal government, approximately \$18 million. I supervised two staff.

Oct 2007 – Sep 2008 **Acting Manager, Operations, Defence Construction Canada. Kingston, Ontario.**

Amalgamated two formerly autonomous sites at CFB Kingston, and grew the revenues such that staffing increased by 50%, from 22 staff to 33, while also supporting the deployment of staff to Afghanistan and the remediation of the Distant Early Warning Line along Canada’s Arctic coast. Established new service lines at the combined site for Project Management, and, Real Property Management. For business results achieved was awarded the annual Regional Director’s Award.

Dec 1998 – Oct 2007 **Environmental Coordinator, Defence Construction Canada. Kingston, Ontario.**

The first Environmental Coordinator at the Kingston site, dealing first with contaminated site assessment and remediation projects, and then developing substantial expertise in environmental impact assessment under the Canadian Environmental Assessment Act. Personally conducted environmental impact assessments for over \$100 million worth of construction projects, several of which included external consultations with the general public, and other federal, provincial, and municipal government agencies.

During that time I became a Canadian Certified Environmental Practitioner, and grew the Environmental Services team to four people, involved in supporting the management of environmental risks and responsibilities for every construction project, such as designated substance surveys and hazardous material assessments, archaeology, industrial hygiene, radiological clearances, and contaminated sites. Responsibilities also included: project management; construction contract management; and, procurement and contract management for hundreds of consultant contracts in virtually every discipline related to construction. I served on the corporate national Environment, Health, and Safety committee.

Received the Robert Graham Memorial Award, which is the company's annual national award for significant contributions to either environmental or safety management.

Sep 2006 - Dec 2006 **Lecturer, Royal Military College. Kingston, Ontario.**

Taught a second-year distance-learning course, "Impact of Science and Technology on the Environment".

Nov 1996 - Dec 1998 **Environmental Coordinator, Canadian Coast Guard. Sarnia, Ontario.**

Managed the environmental issues of Coast Guard's Central and Arctic Region, including contaminated sites, infrastructure compliance management, and waste reduction. Was part of the team that developed the first Sustainable Development Strategy for the Department of Fisheries and Oceans, for which the team received the Deputy Minister's commendation. Also crafted the first Environmental Management Framework for the Region.

Sept 1994 - Nov 1996 **Assistant Contingency Planning Officer, Canadian Coast Guard. Sarnia, Ontario.**

Implemented new regulations regarding contingency planning and spill response as part of the federal government's capability improvements in response to the 1989 Exxon Valdez oil spill, travelling central Canada from Cornwall, Ontario to Hay River, Northwest Territories. Was Planning Section Chief during an international spill exercise. Trained at the Canadian Emergency Preparedness College. Certified in Hazardous Waste Operations and Emergency Response (i.e. HAZWOPER) from the United States Environmental Protection Agency.

1988 - 1992 **Instructor in First Aid, Cardiopulmonary Resuscitation, Oxygen Therapy, Swimming.**

I was an instructor in First Aid, Cardiopulmonary Resuscitation, and Oxygen Therapy for the Canadian Red Cross, and St. John Ambulance. I was a swimming instructor for the Canadian Red Cross and the Royal Life Saving Society of Canada.

EDUCATION

1995 Master of Science in Engineering Chemistry, Queen's University.

1993 Bachelor of Science with Honours in Engineering Chemistry, Queen's University.

I studied Engineering Chemistry specifically to become an environmental practitioner. I very nearly chose to study business instead, owing to my deep interest in leadership, management, and entrepreneurship.

CERTIFICATIONS

Project Management Professional, Project Management Institute, August 2005.

Licensed Professional Engineer, Professional Engineers Ontario, April 2001.

Member of the Chemical Institute of Canada, December 2016.

VOLUNTEERING

CNL Informal Project Management Interest Group (2019-present).

Chalk River Labs Toastmasters (2019-present).

Downtown Kingston Toastmasters (2011-2013).

Public Liaison Committee for the Cataraqui River Bridge Environmental Assessment, Kingston (2009-2012).

Playground upgrades at Point St. Mark Park, Kingston (2009).

Board of Directors of the Pittsburgh Community Benefit Fund (2005-2009).

Utilities Kingston Public Advisory Committee for the Cataraqui River Utilities Crossing Project (2000-2001).