

1.1

Year	2011
Location	Canada
Client	Public Works and Government Services Canada (PWGSC)
Description	<p style="text-align: center;">Change and Project Management</p> <p>In collaboration with the Parliamentary Precinct Work Groups studied the National Project Management System (NPMS) and the effectiveness of project forecasting in order to provide better and more economical client-service. This involved the following activities:</p> <ul style="list-style-type: none"> • Performed a comparative analysis (gap analysis) of client-service requirements and prepared recommendations; • Developed tools to be used for project resource requirement forecasting and to secure project approvals based on National Project Management System (NPMS). • Developed, validated and adjusted capacity development policies; • Executed programs for project and program managers to develop project management competence, a client service culture and impart organization practices and policies by utilizing multimedia and adult learning methodologies; • Assessed the organization requirements and recommended an appropriate change management approach and implementation plan.

1.2

Location	Canada
Client	Ministry of Justice Canada
Description	<p style="text-align: center;">Organization Restructuring and Process Reengineering – Ministry of Justice Canada</p> <p>Conducted the analysis of the work processes and organization structure for the Programs Branch in order to improve its effectiveness by making recommendations related to creating more value for customers with fewer resources. This involved the following activities:</p> <ul style="list-style-type: none"> • Development of Client-centred performance criteria and measurement; • Specification of Business processes; • Recommendation of a new organization structure; • Recommendations for the balancing of workload vs full-time equivalents (FTEs) requirements • Development of the Change management approach and plan.

1.3

Location	Canada
Client	Ministry of Industry Canada
Description	<p style="text-align: center;">Effectiveness & Knowledge Management</p> <ul style="list-style-type: none"> • Conducted, in partnership with the Department's Deputy Minister's Knowledge Broker Working Group members and community stakeholders, the study/analysis of the effectiveness of the department's Knowledge Broker role and information connection technologies. • Developed the strategy to lead them into becoming efficient and effective knowledge brokers in the innovative use of Information Connection Technologies. • Developed the change management operational plan, project structure for the establishment of the Knowledge Broker role (next steps) in the ministry;

1.4

Location	Canada
Client	Treasury Board of Canada
Description	<p style="text-align: center;">Change Management and Public Sector Reform</p> <p>Assisted in the preparation of the Program Review guidelines, policies and assisted the ministries and agencies in the analysis of their programs and services in order to creating more value for clients with fewer resources. The analysis and recommendations were conducted against a clear definition of the Government's Vision and Values for the Public Service and six basic tests:</p> <ul style="list-style-type: none"> • <i>Public Interest Test</i>: Does the program serve a public interest? • <i>Role of Government Test</i>: Is there a legitimate and necessary role for government in this program area? • <i>Federalism Test</i>: Is the current role of the federal government appropriate, or is the program a candidate for realignment with the provinces or municipalities? • <i>Partnership Test</i>: What activities or programs should or could be transferred in whole or part to the private or voluntary sectors? (<i>Alternate Service Delivery</i>) • <i>Efficiency Test</i>: If the program or activity continues, how could its efficiency be improved? (<i>Restructuring/Re-engineering</i>) • <i>Affordability Test</i>: Is the resultant package of programs affordable and if not, which ones should be abandoned? <p><i>Through the life of this project the public service was downsized by nearly 20%</i></p>

1.5

Location	Canada
Client	Official Languages Canada
Description	<p style="text-align: center;">General Annual Conference</p> <p>Keynote address on the <i>Application of the Consulting Process to Organization Change and Renewal</i>.</p>

1.6

Location	Canada
Client	Ministry of Public Works and Government Services Canada
Description	<p style="text-align: center;">Client Service and Change Management</p> <ul style="list-style-type: none"> • Designed a strategy for the increased "value added" and client service to clients and designed and conducted more than 100 workshops on "Client relations - How to increase the Value-Added to Clients". • Re-engineered to a client-centred and managerial culture. (This project won the Deputy Minister's award for accomplishment.) • Designed and conducted an advanced "multi-media" learning program in customer relations called "Business Basics". The program was developed using the system's approach to training and is composed of: <ul style="list-style-type: none"> Phase I. pre-course, self-administered and distance knowledge learning modules; Phase II. practical application workshop/simulation; and Phase III. structured on-the-job learning program. • Designed and conducted for the Ministry of Public Works and Government Services Canada, 25 three week Management Training courses. • Developed the strategic and project plans and managed the multimillion dollar decentralization of the "Check Reconciliation Unit" from Ottawa, Ontario to Matane, Québec. Project was under cost estimates and on time.

1.7

Location	Canada
Client	National Defence Staff College - Toronto
Description	<p style="text-align: center;">Change Management</p> <ul style="list-style-type: none"> • Analyzed the existing organization culture and its impact on governance, management and leadership in the Canadian Military; • Designed and conducted a workshop on "Change Management" using the "Myers-Briggs Preference Indicator (MBTI)", to an international military audience for the National Defence Staff College in Toronto.

1.8

Location	Canada
Client	Canadian Forces Personnel Support Programs CFPSA
Description	<p style="text-align: center;">Organization Analysis and Development</p> <p>The Canadian Forces Personnel Support Programs (CFPSA) management commissioned this study in order to meet the evolving needs of its clients and customers and continue to examine all possible means of increasing efficiency and effectiveness within a leaner resource usage profile. The primary objective of this study was to identify and assess new organizational and governance policies and structures that could enhance the CFPSA's ability to meet its mandate and objectives while using reduced resources. Specifically, this study's objectives and consulting activities were to:</p> <ul style="list-style-type: none"> • Define the criteria for the assessment of the present and potential alternate CFPSA governance and organization structures; • Identify and describe alternate governance and structural options that could be applicable to CFPSA; • Assess, against the established criteria, the benefits and limitations of the present CFPSA governance and structure; • Assess, against the established criteria, the potential benefits and limitations of the potential governance and structural options; • Develop the strategic change strategy and plan.

1.9

Location	Canada
Client	Ministry of Heritage Canada - Citizenship and Multiculturalism
Description	<p style="text-align: center;">Organization Change & Reengineering</p> <ul style="list-style-type: none"> • Reengineered the informatics client relations and training system for the Citizenship and Identity Program Canada; • Designed and facilitated "Towards full inclusion - The conduct of Institutional Change" workshops for organizational development consultants from the private and public sector.

1.10

Location	Canada
Client	Department of National Defence
Description	<p style="text-align: center;">Management Training</p> <p>Designed and conducted thirty four (34) three-week <i>Middle Management Training</i> courses.</p>

1.11

Location	Canada
Client	Ministry of External Affairs and International Trade Canada
Position	Management Training Consultant
Description	<p style="text-align: center;">Management Training</p> <p>Designed and conducted the training program for Foreign Service Officers (FSOs) in the area of the work/people skills applied to the context of Canadian diplomatic and economic missions abroad. This project used the system's approach to training and was based on an experiential and "integrative learning" methodology.</p>

1.12

Period	Aug. 1990 to June 1991
Location	Canada
Client	Privy Council & Prime Minister's Office of Canada
Position	Senior Consultant
Description	<p style="text-align: center;">Client Service & Process Reengineering</p> <ul style="list-style-type: none"> • Re-engineered the informatics project management and delivery system. • Re-engineered, to a client centred infrastructure the informatics services. • Conducted client relations courses for senior and key staff.

1.13

Location	Canada
Client	Ministry of Justice Canada
Description	<p style="text-align: center;">Change Management & Capacity Development</p> <p>For the Deputy Minister of Justice, developed the strategy and change management plan for the re-engineering to a managerial culture:</p> <ul style="list-style-type: none"> • Analyzed the existing organization culture and its impact on management and leadership; • Re-engineered the inter-group relations and the responsibility and accountability structure; • Analyzed and recommended a modified governance structure; • Analyzed and evaluated the executive level strategic and operational plans; • Developed and implemented the organization change strategy; • Designed and conducted (15) two week intensive training courses in “Modern Management” using the system’s approach to training methodology for the 300 of the Department’s lawyer/managers; • Designed and facilitated an intensive and residential workshop for the Deputy Minister and his Assistant Deputy Ministers; • Keynote address at the annual regional Justice managers conference on “Office of the Future” and informatics concepts.

1.14

Location	Canada
Client	Ministry of Environment Canada
Description	<p style="text-align: center;">Change Management - Finance and Administration Branch</p> <ul style="list-style-type: none"> • Developed, with the Assistant Deputy Minister and his team, the “Vision”, “Values” and “Operating principles”. • Developed the strategy and plans for transformation and re-engineering of the departmental finance and administration organization culture, process and systems. • Developed and conducted the needs identification instruments and processes for the needs identification, and specification of measurable training and development objectives; • Developed the training strategy and approach for Financial Officers and Staff.

1.15

Location	Canada
Client	Canadian International Development Agency (CIDA)
Description	<p style="text-align: center;">Performance Management and Change Management Plan</p> <p>Designed and implemented the Agency’s performance management and appraisal system; Designed the change management and capacity development plan.</p>

1.16

Location	Canada
Client	Public Service Commission of Canada - Staff Development Branch
Description	<p style="text-align: center;">Project Management Training</p> <ul style="list-style-type: none"> • Designed and piloted the five-day workshop/simulation in “Project Management” for Federal public servants. The design used the systems approach to training, This included the development of a fourteen part interactive case study/simulation to support the content; • Piloted and evaluated the learning effectiveness of the course; • Trained the trainers for PSC teaching staff.

1.17

Location	Canada
Client	Communication Securities Establishment of Canada
Description	<p style="text-align: center;">Performance Management and Change Management</p> <ul style="list-style-type: none"> • Analyzed, developed the human resource performance management / appraisal system; • Designed and implemented the change management approach and plan; • Developed and facilitated the “Modern Management” workshops for managers.

1.18

Period	Feb. 1983 to May 1983
Location	Canada
Client	Government Telecommunications Services
Position	Senior Consultant
Description	<p>Transformed to a Special Operating Agency (SOA), the Government Telecommunications Services. This project involved:</p> <ul style="list-style-type: none">• The preparation of the governance and re-engineering plan for approval by Treasury Board;• The organization review of readiness for Special Operating Agency (SOA) status and the identification of problems, solutions and savings associated with such changes;• Preparation of the <i>change management</i> diagnostic report;• The re-engineering and implementation of a new leaner and more client centered organization.

