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Professional Profile

Certified Management Consultant (CMC) and Project Management Professional (PMP); an experienced workshop facilitator and sought-after trainer offering professional services in the areas of Strategic Planning, Course Design and Delivery, Human Resources Management, all with an emphasis on Service Quality and Performance Improvement. Bernard is a Senior Partner with [Gelder, Gingras and Associates inc. \(GGA\)](#)

Credentials

- **PMP** – Project Management Institute
- **CMC** – Canadian Association of Management Consultants
- **M.Sc.**, with Major in Project Management, Université du Québec;
- **M.B.A.**, University of Ottawa:
 - ◆ winner : "Bell Northern Research Award " (Best Business Plan)
 - ◆ winner : "Dave Smith Award " (Top MBA Student, 1st year)
 - ◆ winner : "Metropolitan Life Award " (Top MBA Student, 2nd year)
 - ◆ member of National Case Competition Team (Concordia University)
- **B.A.** Spanish, University of Ottawa, *Magna Cum Laude*;
- Diploma in "International Business Management", from ESC Reims, France & Northeastern University, Boston Massachusetts;
- **CQIA** – Certified Quality Improvement Associate, American Society for Quality
- **ISO 9000, Lead Auditor** Training, Quality Management Institute
- "Framework for Excellence" certified, National Quality Institute
- **Minister's Award** for Excellence in Private-Public Sector Cooperation

Language and Security

- **Bilingual**, EEE Status from P.S.C. exam (1992); **B.A.** in Spanish (1989);
- **Secret Level**, Security Clearance #95367262; Expiry Oct. 27, 2015

Memberships & Affiliations

- Canadian Association of Management Consultants (CAMC)
- Project Management Institute (PMI)
- Institute for Public Administration of Canada (IPAC)
- Canadian Public Sector Quality Association (CPSQA)
- American Society for Quality (ASQ)

Work experience 1979-1989:

- Project Manager with Norpak Inc. and Hemton Corp from 1979 to 1981;
Working with multimedia projects on behalf of various federal government clients; also providing technical and market support for USA, Germany, Western Canada.
- Project Manager with Infomart, a division of Southam Inc. from 1981 to 1989
Southam was Canada's largest communication company, operating the largest newspaper chain, along with Selkirk Communications (radio and TV). Southam was bought out by Hollinger, and Selkirk by CHUM. Bernard was project manager for private file services for various federal government clients including the Public Service Commission, Transport Canada, Department of Finance, Labour Canada and others.

Consulting Assignments 1990-2000

(NB. Sabbatical in 1989-1990 to complete MBA)

Export Development Corporation

1. Training and other services; conducted a series of seminars on CON-NECT, an IBM office automation and communication protocol for most staff including senior management

Canadian International Development Agency

2. Tunisia-Canada joint ventures project

Department of Foreign Affairs and International Trade

3. European Economic Community (EEC '92) onsite analysis of DFAIT communication strategy,
4. Russian Project Finance Bank, project controls design and implementation
5. Mexico (Monterey) joint ventures – facilitation in Spanish and English

Laronel Investments

6. Media Cube Centres, feasibility and implementation studies, business plan, set-up and launch
7. Muse 9 audiotex network, strategic and business planning
8. Comparative study of Alex (Bell Canada) and Minitel (France) mission abroad

Service-Growth Consultants Inc.

Various projects in 1994; (confidentiality clause)

DVS Communications (Multimedia Productions)

9. Strategic and Business Planning; Member of both the Management and Operating Committees;
10. Director of Operations (one-year contract)

Plurilogic Software Inc. –

11. Business Planning, marketing strategy, new products

Association de la Presse Francophone

12. Strategic planning (5 year plan)
13. Electronic publishing strategy
14. Facilitation of Annual Board of Directors Meetings in Ottawa and in Penetanguishene

Culture & Communications Ontario

15. Reviewed and updated socioeconomic research

Energy, Mines and Resources, Information Management Branch

16. Training Strategy, training plan

Health & Welfare Canada

17. Non-Insured Health Benefits, System implementation audit

BELL (Mediatel Group) Bell Northern Research

18. Senior Executive Network (SEN) support and business planning
19. Research into Best Practices: "CRM" and "Project Management"

The Wetlands Council of Canada

20. Business case studies for Consulting and Audit Canada
21. Training materials for environmental assessment procedures

Canada Customs and Revenue Agency, Appeals Branch (1992-1998)

A series of contractual engagements involving various duties within Program Performance and Policy divisions and culminating in a one-to-one relationship with three successive ADMs :

22. Development of Client Service Standards; design of resourcing model
23. Interdepartmental Risk Management Framework (led by Appeals on behalf of Revenue Canada)
24. Design of Program Performance Framework
25. Project Manager for Appeals Renewal Initiative, which led to **1997 Minister's Award** for excellence in project management and private/public sector partnering, the only consultant to win such an award. Over the course of this one-year contract, B. Gingras facilitated a number of workshops and conferences (Rigaud Center) for as many as 80 participants; drove the strategic planning for the change agenda; prepared or coordinated the communication strategy including briefing notes for the Minister, the press kits and all internal communications.
26. Communications planning & ministerial event coordination
27. Establishment and coordination of Appeals Advisory Committee
28. Project Manager for the Adjudications' ISO 9000 project

Canada Customs and Revenue Agency, International Taxation Programs Directorate

29. Project Management seminar for Assessment & Enquiries
30. Project Management seminar for Compliance & Enforcement
31. Assisted in the design of an International Tax Compliance Strategy

White Labs Internet Services

32. Business Planning – Canadian Technology Network

Optima Management Consultants

33. Public Service Commission (La Relève) consultations
34. Atomic Energy Board of Canada, service standards
35. Strategis, focus groups and program evaluation

Mountain Publishing Group

36. Business Planning – Canadian Technology Network

Canada Customs and Revenue Agency, Client Services Directorate

37. **Project Planner** for the 1-800 national telephone enquiries service; this involved numerous facilitations of workgroups involved with the various tasks of this significant project, from the IT and technical to the HR implications for recruiting and training, Policies and Procedures as well as workload re-allocation; this project involved well over 200 participants (not including Bell) and all of their activities were consolidated. The project won a number of innovation and excellence awards and has become the backbone of the CRA's National Call Center operations.

Consulting Assignments 2000-2006:

Canada Customs and Revenue Agency, Client Services Directorate

38. 1-800 # National Inbound Call Center: Project Monitoring and Evaluation
39. Staffing and internal communications strategy; this involved 3 facilitation exercises, including two with large groups of employees
40. Facilitated a Forms Management workshop, and assisted with subsequent optimization work

BTI Engineering Inc

41. Business Planning – Canadian Technology Network

Canada Community Investment Program – Industry Canada

42. Project evaluation, series of presentations across Ontario and Québec

Natural Resources Canada

43. Service Excellence Training (a one-day seminar) in French and English
44. Web-based client survey – Feasibility and applicability analysis

Luminos Technologies

45. Business Planning – Canadian Technology Network

University of Ottawa

46. Professional Services Training – Competitive Analysis and Strategic Positioning; interviews with key staff and faculty; interviews with various other schools and learning institutions; comparative analysis and benchmarking; recommendations for repositioning PST and modernizing curriculum

Canada Customs and Revenue Agency, Corporate Affairs Branch

47. *CCRA Guide to Service Standards* : I produced this Guide under sponsorship of the CAB; it is now widely distributed and used across the CRA and other departments and has become the basis for T177, the CSPS course on Service Standards;
48. Assistance with Departmental Performance Report (DPR), spent the summer of 2000 working in a multidisciplinary team of the CCRA's 1st ever DPR/Annual Report as a new agency; challenge was integrating/reflecting change agenda within business and operational continuity;
49. Follow-up work on 2001-2002 DPR and RPP

Opplink Inc.

50. Business Planning – Canadian Technology Network

Model Technologies

51. Business Planning – Canadian Technology Network

Visionsphere Inc.

52. Pre-commercialization Assistance eligibility assessment

Canadian Hydrographic Service

53. Effectiveness of management meetings assessment and recommendations
54. Guide to Business Planning

Lab 7 Inc.

55. Business Planning – Canadian Technology Network

Translatorsweb.com

56. Pre-commercialization Assistance eligibility assessment

Bank of Canada

57. Performance measurement strategy
58. ISO 9000 Gap assessment

Canada Customs and Revenue Agency, Finance and Administration Branch

59. Balanced Scorecard – over 150 days on site; strategic planning; advising on performance management and measurement; assigned to communications working group; technical support and mentoring of project manager; assigned as co-account executive for Assessment & Collections Branch; helped to produce CCRA Guide to Performance Measurement, and other related activities. Facilitated numerous workshops and discussions;
60. Designed and delivered a series of service standards workshops across Canada
61. ISO9000 Project Team member for Large Case Audit Directorate

Natural Resources Canada

62. Developed “Service Levels” for Human Resources Branch; facilitated working group, conducted research and analysis, produced final report as a basis for shared services agreements.

Canada Customs and Revenue Agency, Assessment & Collections Branch

63. Designed and delivered a customized project management course; the four-module course is PMBOK-friendly and build on the CCRA policies for project approval, project management and risk management; the course has been so well received to date that it has been given to four successive waves of staff (over 850 participants to date). Laid the ground work for a CSD project management methodology and for a project office. Delivered in French and English, mainly in the NCR

Canadian Hydrographic Service

64. ISO 9000 Implementation. (Headquarters only), a one-year project
65. Performance measurement and analysis of current PMF; Project management training
66. Evaluated and made recommendations towards improvements to the effectiveness of regional and management committee meetings
67. Evaluated effectiveness and success of Multidisciplinary Hydrographer career path (EG-05)
68. Developed “*Guide to Business Planning*” around RPP/DPR cycle

Bank of Canada

69. Advised on improvements to performance measurement framework, in support of entente between governor and Department of Banking Operations;

Canada Customs and Revenue Agency, Customs Branch

70. Evaluation of Joint Passenger Advanced Unit (JPAU) (confidentiality clause)
71. Production of Trade Administration Manual (14 month contract)

École National d'Administration Publique (ÉNAP)

72. Competitive analysis and Strategic planning (for Gatineau campus); environmental analysis, interviews with staff, faculty and graduating students; interviews with ENAP senior officials (Québec City), Education Department and Université du Québec; comparative evaluation of curriculum and strategic quadrant competitive analysis; qualitative market analysis for post graduate programs and enrichment of current programs around federal government opportunities; recommendations to ENAP Head Office and Dean of Graduate Studies.

Treasury Board

73. Designed and delivered a customized project management course; based on my CCRA course, the four-module course is PMBOK-friendly and build on the TBS policies for project approval, project management and risk management; the course has been so well received to date that it has been given to three successive waves of staff (HRMO). Laid the ground work for a HRMO project management methodology and for a project office. Course was also delivered to TBS staff responsible for Project and Risk Management policies and related instruments;

Canada Revenue Agency

74. Modernization of training for Call-Center agents: strategic advice, numerous interviews with staff, managers and HR specialists; benchmarking, presentations to senior management; facilitation of workshop with Director General, all Directors and many Assistant Directors (Montreal);
75. Information Technology Branch – Strategic planning and organizational/business improvements
76. Business Returns Directorate – design of Project Charter and MOU for new web-based services.

Knowledge Circle

77. I facilitated a series of seminars for EX's (APEX and Knowledge Circle) on "Governance"; these seminars dealt with current topics in the federal government, including Modern Comptrollership, the Ethics of Scientific Research, Fed-Prov etc, the key being that these workshops were conducted in French for CCC EX's looking to maintain their level, network with their peers in a cordial setting, while also furthering their understanding of current policy issues. I am starting a similar session in English for French-1st language EX's, as well as a series of Ethics workshops. French and English

City of Ottawa

78. Rural Champions Training; designed and developed and delivered a two weeks training package aimed at increasing awareness of rural issues and expanding networking opportunities for the City's "Rural Champions", now accessible through the City's 311 or 613.580.2400 numbers. Deliverables included CD, training session and final report

Agriculture and Agrifood Canada

79. Project management services in support of PSMA Implementation; Helped design and launch case tracking tool – built into course materials; Wrote Assessment Strategy and "Guide to Assessments"
80. Assisted with design and implementation on PE01- PE04 Development Program, including leading all external interviews (Winnipeg, Regina, Guelph and Ottawa)

Consulting Assignments January 2007 to December 2008:

Public Health Agency of Canada :

81. Developed "A National Framework for Respiratory Health", funded by PHAC and coordinated by the Canadian Lung Association. Deliverables include one main report, 4 Working Group reports, Asset Map and Gap Analysis, and presentation at the Respiratory Health Summit in Ottawa on April 26th (over 300 participants). Over 175 contract days

Life Systems Canada

82. Business planning for nutraceutical firm;

Agriculture and Agrifood Canada :

83. Design and delivery of seminars on Project Management in a HR environment – Vancouver, Regina, Winnipeg, Ottawa, Montreal, Moncton;
84. Coordinated and produced the HR-CASS Early Adopters Project Manager's Report, detailing the progress to date (end of Phase 1 of 3) of this large and complex interdepartmental project
85. Facilitation and Employee Engagement sessions for ADM of PFRA&E, a new AAFC branch

Elections Canada

86. Project management support and training services; Statutory Report preparations; assistance with Strategic and Operational (Communications and Publications) work-plans; assistance with TB submissions for new organizational design; assistance and technical advice on staffing strategy.

Industry Canada

87. To develop and propose alternative work arrangement for the Corporations Services division; to design and monitor a 6 month pilot project, and conduct subsequent evaluation leading to final report;

Institute for Client Centered Service Delivery and Treasury Board Secretariat

88. To design and develop two foundational courses in context of Professional Certifications for public sector managers involved in planning, organizing and controlling of service activities

Développement économique du Canada, région du Québec

89. To design, develop and deliver a customized project management course featuring modules on performance measurement and reporting;

Taxpayers' Ombudsman

90. Technical and management advice on setting up a working Ombudsman operation to deal with service-related complaints on behalf of taxpayers; facilitated strategic retreat (Meech Lake); provided reviews of documents; participated in key meetings;

Canada School for the Public Service

91. To design and develop a course on Service Standards, based on our previous work and leveraging TBS' Service Policy and related instruments
92. Update R901 "Project Management for the Public Sector" to factor in TBS's new Policy on the Management of Projects and related instruments, including two new standards

REFERENCES are available for most projects listed in this CV. More information is also available, subject to non-disclosure agreements, security requirements or client permission.

Key references as of January 2009:

- **Michael Honcoop**, Director-General, Canada Revenue Agency, 613-941-2783
- **Ken McCarthy**, Director-General, Canada Border Services Agency, 613-954-4491
- **Marie Josée Martel**, Director General, Library and Archives Canada, 819-934-7033
- **Paul Dubé**, the Taxpayers Ombudsman, 613-941-6311
- **Philip Clarke**, Director-General, Service Canada, 613-946-0266

OTHER WORK :**University Courses:**

I have ongoing course-loads at the Université du Québec en Outaouais (UQO):

MGP7122 “Quality in Project Management”,

MGP7111 “Project Management in its Environment”,

MGP7150 “Project Design”

MGP8001 “Strategic Project Management”

MBA8441 “Human Resources Management for the Financial Sector”

MBA8448 “Integration Seminar” (capstone course for the MBA program)

and at the University of Ottawa (U of O) where I also offer mentoring services:

MBA6750 “Introduction to Management Consulting”

PAP4750 “Project Management for the Public Sector”

Assistance to various departments with staffing actions:

We offer a fast turnaround, fair, effective and user-friendly turnkey solution to conducting assessments in the context of staffing under the new PSMA. Our approach has been vetted by the Psychology Assessment Center of the Public Service Commission as it allows for independent and objective assessment of a wide range of technical, organizational and behavioural competencies while providing candidates with valuable and structured feedback. Since January 2000, we have carried out the following:

Competition #	Level	# of candidates	References
99-NAR-HQ-FAB-3003	AS-05	27	Sharon Seenack, 954-0230
99-NAR-CC-HQ-AC-4265	PM-03	31	Richard Gendron, 952-7401
99-NAR-CC-HQ-AC-4513	PM-05	120	Philip Clarke, 957-9355
2001-CCRA-3597-1780	CR-04	30	Lyne Lahaie, 952-2010
8072-99-0009 (HRDC/ISP)	PM-05	32	Cheryl Charrette, 941-5519
2001-CSD -HQ-5040-2039	PM-05	354	Louise Graveline, 954-1292 Art Thivierge, 954-1519
2001-CCRA-HQ-2870-1150	AS-05	35	Carole Blotniuk, 956-6502
2002-0342-HQ-5011-2094	PM-05	135	Daniel Caya, 957-8090
2002-AAS-00199	IS-05	16	Kathryn Thompson, 991-3959
2001-CCRA-HQ-3431-2170	PM-06	6	Marie-Josée Martel, 952-3750
2001-CCRA-HQ-4720-5612	PM-05	189	Sue Wormington, 957-2347
2002-0205-HQ-2880-0362	MG-02	32	Suzanne Lafrance, 948-2292
2002-0211-HQ-2880-0363	MG-03	18	
2002-0202-HQ-2880-0361	AS-05	27	Suzanne Lafrance, 948-2292
2002-0587-HQ-2160-6816	PM-04	58	Richard Gendron, 952-7401
2002-REH-CCID-NHQ-21597	CR-05	12	Suzanne Lafrance, 948-2292
2002-REH-CCID-NHQ-21598	CR-05	32	Suzanne Lafrance, 948-2292
2003-1605-HQ-5001-2079	PM-04	300	Christine Lambert, 941-0027
2004-REH-CC-NHQ-22082	PM-03	35	Suzanne Lafrance, 948-2292
2004-REH-CC-NHQ-22082	PM-05	12	Carole Lemay, 946-6178
2005-3859-HQ-6040-3859	MG-06	12	Elizabeth Fagan, 954-5754
2005-4142-HQ-6040-4142	AU-03	23	Francine Ouellette, 952-0252
2005-4143-HQ-6040-4143	AU-04		
2005-AGR-NCR-CC-HR-147	PE-04	57	Barbara Wackid, 759-1192
2006-AGR-NCR-CC-HR-986	AS-04	12	Michael Morin, 694-2578
CEO07J-001759-000508	IS-03	14	Johanne Boisvert, 990-1962
2008-7495-HQ -2430-7495	F1-02	30	Bob McCaig 946-6068