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| Alejandro Gonzalez, BSc, MA, MOD | |
| P.R.I.: 022 791 191  Security clearance: Secret (valid until 2031)  Bilingual in English and Spanish, with good working level of French at the C B B level (\*valid until 2030) | emails: alejandro.gonzalez@cic.gc.calihalolohe@gmail.com Mobile: (819) 500-3523 |

**PROFILE**

Alejandro Gonzalez combines experience from organizational development, business management, and systems areas to collaborate with organizations in delivering effective and efficient solutions. As part of his expertise, knowledge and social skills, Mr. Gonzalez offers the following highlights:

* Supports the Government's **Culture Transformation** of **innovation** by delivering the **Mindful Change Leadership Development 8-week program**. Producing **insights** obtained by employee feedback surveys, showing consistent improvements in employee engagement, behavioral risks, decision-making, mental health, and resiliency during all the cohorts delivered.
* Offers a mixed background of **IT, Change Leadership Development and Change Management**, focused in helping the people impacted to navigate their transition so they are successful in their projects.
* Experienced in **engaging, teambuilding, facilitating, coaching** and other techniques and tools to support those challenged by **facing and leading change**.
* **Presenting, training, cross-collaborating, and coaching** experience with all types and sizes of audiences, including in person and at a distance, for traditional and blended learning.
* **Tech savvy**, supporting and developing virtual communities of practice and interest, cross-collaboration, including MSTeams, WebEx, Zoom, gcxchange, GCCollab, GCWiki, Mentimeter, SurveyMonkey, MSForms, Sli.do, etc.

**EDUCATION AND CERTIFICATIONS**

As part of his formal education, Mr. Gonzalez possess various degrees with the corresponding Canadian equivalencies, and has attended many courses and learning opportunities, including the mentioned certifications.

* Change Management Practitioner, Prosci (2010, 2019).
* Communication Style Indicator, HRDQ (2015).
* Change Style Indicator, Discovery Learning (2014).
* Crucial Conversations, Crucial Learning (2013).
* Social Analysis System, SAS2 (2005).
* Organizations Alive, Jan Yuill Consultants (2004).
* Masters in Organizational Development (OD), University of Monterrey (1999).
* Masters in Administration, Graduate School of Business Administration and Leadership (1996).
* BSc Computer Systems Engineering, Monterrey Institute of Technology (1990).

**WORKING EXPERIENCE**

Mr. Gonzalez has found opportunities to offer great value, based on his organizational, technical, administrative and social expertise, to the following Departments of the Government of Canada, and organizations in the Private Sector.

**Immigration, Refugee and Citizenship Canada – Change Leadership Development and Change Management Senior Advisor** (AS-05, Actings: AS-07) **May 2023 – to date**

* I developed and facilitated English and French sessions on “Adapting to Change with Neuroplasticity and Self-Compassion” for IRCC and across government, reaching Executives, Managers and Supervisors up to 1,400+ participants
* Advised Senior Management on Change Leadership Development and Change Management (CLD & CM) for various initiatives to increase the rate of adoption and satisfaction levels for various initiatives, including: Future of Learning, Data Streamline, Data Literacy, Letter of Acceptance, Learning Management System, others.
* Continue leading the Mindful Change Leadership Development 8-weeks program to over 1,000 participants now, partnering the Interdepartmental Organizational Change Network (IOCN) and various Departments.
* Designed, planned and facilitated the Executive retreat for the Migration Integrity Branch
* Workshop facilitation for the Strategic Planning for the Accessibility Center of Excellence
* Facilitated a Change Management 101 session for the Passport Program Policy Branch management
* Recipient of the Assistant Deputy Minister award for Client Service 2024
* Recipient of the Director General Award of Excellence, in the Category of Workplace Well-Being 2024

**Indigenous Services Canada – OD & CM Advisor** (PM-05, Actings: PM-06, EC-05) **May 2020 – May 2023**

* Acting Manager (PM-06), managing and leading the various initiatives in our Unit, Nov 2021 – May 2022.
* Led the design and facilitation for the Sector and Branch all staff meetings for over 2,000 employees.
* Advised the SADM, DG and Directors, on the activities to be held during the all staff meetings.
* Advised regional offices and Indigenous organizations on different aspects about Organizational Development and Change Management regarding the Transfer of Services.
* Led the Mindful Change Leadership Development, 8 week program, in both English and French to over 750 registered participants from various government Departments and Agencies across Canada, while creating capacity by coordinating the co-facilitators volunteer team.
* Advised management and projects on topics related to Organizational Development, e.g. the implementation of Brief Learning Talks (BLT), the creation of a virtual kitchenette, designed the Branch all staff meetings, and participated in the regional coordination of the all-staff meeting, among other activities.
* Advised management on topics related to Change Management, e.g. Stakeholder analysis, identified opportunities to raise Awareness (A-awareness), promoted activities, engaging people (D-desired), developed material, led and facilitated various sessions (K-knowledge), coached people on various topics (A-ability), and verified the adoption of the changes (R-reinforcement), by using ADKAR - Prosci model and tools.
* Advised, trained, and led various sessions on the use of online platforms, including MS-Teams, WebEx, Zoom, GCConnex, GCPedia, GCWiki, GCCollab, GCXchange, among others.

**Immigration Refugee and Citizenship Canada – Change Management & Learning and Development Advisor**

(PE-03, Actings: PE-05, PM-05, AS-05) **Feb 2010 – May 2020**

* I partnered with eight Learning Advisors members of a Tiger Team to lead the redesign of the Learning Activity and Authorization form (PER0030), using project management and change management principles and tools to achieve the implementation of the updated PER0030 form in time, within budget and with the required functionality. Including activities, tools and resources to alleviate the impact of potential 5,000+ people across the Department. As part of this project, I provided IT assistance by leading the requirements for the pdf form and provided IT advice to the Forms Development Team. Additionally, I designed, developed and delivered training and coaching sessions.
* As a key member of the Learning and Development Tiger Team on Change Management, supporting a key departmental priority, I provided advice and guidance on tasks and activities, worked on a design, development and delivery of a Change Management for Employees session, with a target audience of 60+ employees and potentially to 10,000+ in the Department.
* Acting Secondment PM-05 at Service Canada(Jun 2018 – Apr 2019)**.** Joined the Change Management Leadership and Organizational Readiness Branch. Participated in the co-creation of various Change Management related tools; provided Change Management advice for management and clients on several projects; trained and facilitated various sessions on Change Management, led visioning and teambuilding sessions for management and clients; and supported the cultural change across Government by enabling and coordinating events via the Interdepartmental Organizational Change Network (IOCN).
* Redesigning and implementing the IRCC Training Calendar using GCPedia. Produced manuals, designed, developed and delivered training and coaching sessions. Leveraged my Project Management and Change Management expertise to lead a smooth transition on 15+ directly impacted people and potential 10,000+ indirectly impacted people across IRCC.
* Provided strategic Change Management advice to senior management for moving forward change projects, including coaching, facilitated team session for planning, visioning, teambuilding, engaging, designing Branch retreats, and others.
* Designed, developed and facilitated various training sessions, including but not limited to: “Understanding Change Management”, “Mindfulness at Work”, “Mindful Leadership”, “Resilience”, “Change Saturation”.
* Designed, developed and facilitated a pilot for an eight week “Mindful *Leadershiping* Development” program; targeted to develop skills on Middle Managers, Supervisors, Project leaders and Employees. Delivered the program using a virtual platform, graduating 17 participants from various Government Departments and Agencies from across the country, resulting on a 44% increase of Employee Engagement among other results.
* Participate in establishing the Department wide CM Program; create several CM tools, support the Change Leadership Framework, CM Guiding Principles, CM Guide for Managers, CM Placemat and other resources.
* Co-facilitated the two days Crucial Conversations™ training, in partnership with the Office of Conflict Resolution, for various groups and teams.
* Designed and facilitated teambuilding workshops with the use of one or more of the following tools: Change Style Indicator™, Communication Style™, Mindful Leadership tools. Resulting in better integration and communication among members of the various teams who participated.
* Participated as an active member on the Blue Print 2020 (BP2020) Executive Committee and the BP2020 Wellness Committee, delivered several Mindfulness at Work sessions with a 95+%.of success rate, improving the overall health and well-being of participants.
* Executive member of the Leadership Team for the Interdepartmental Organizational Change Network (IOCN) since 2009, with a membership of 5,000+ from several groups across GCConnex and GCCollab platforms, supporting the Communities of Practice and Interest by facilitating knowledge sharing and learning events across federal government. Partnered with several public servants for collaborating in several initiatives, including Workplace 2.0, Lean Green Belt, and the CM Office for NRCan, the House of Commons, ISED – IPO, and many others.
* Since 2009, leveraged the use of Government of Canada technologies, like online forums, discussion, virtual meeting and training platforms and others, to reach people in the regions, being inclusive of all and helping eliminate cultural differences.
* In alignment with the traditional indigenous teachings, had led Mindfulness practices to over 1,700+ people of all cultural backgrounds, demonstrating, promoting and developing respect, trust, empathy, humility and kindness as common values.

**Canada School of Public Service– Registration Application Services** (CS-02) **2008 –2010**

* As the Change Manger, I established and managed the Change Management Process at Registration Application Services Section.
* Prioritized new requirements that arose during project development phase, managing them according to policies and by negotiating with clients.
* Managed relationships with clients, established commitments, analyzed, defined and solved specific issues.
* Performed business analysis and obtained business requirements in the form of documents.
* Lead the design for a Divisional IM & IT All Staff Meeting, aligned with a team building and cultural change effort.
* Represent IM/IT at the iLMS prototype team, an integrated learning management solution using SABA.

**Health Canada – IKMD / IM Innovation and Systems** (casual AS-05) **2007 –2008**

* Participated in the Management of Change and Communications for RDIMS project, the Electronic Document Management System (multiyear project, from Nov 2007) - Information Knowledge Management Division.
* Facilitated and led regular meetings for following up on various projects.
* Researched and established the best practices and resources repository for the RDIMS project.
* Designed and defined a strategy for creating a “pull” effect for adopting the cultural change.
* Coordinated a divisional conference for an audience of 250+ from the Information Management Services Directorate (scheduled for Sep 2008) - Information Management Innovation and Systems.

**2 Make Sense - Organizational Consultant and Coach** (self-employed) **2005 – 2007**

* Managed the coordination of five senior consultants to submit a proposal for a Standing Agreement with the Federal Government, accomplishing the submission within a tight dead line.
* Validated new product introduction with a low-risk pilot, allowing client to move forward certainly to achieve prioritized tasks and business objectives in the immediate term. Support to develop their business plan.
* Created values-based Mission and Vision for an Internet applications and services provider. Validated the offering and redirected it towards a specific market.
* Serviced a community of business and organizational development consultants with a virtual environment to serve as a collective knowledge repository and communications forum. Created guides to train and support the community, resulting in easier interactions with the use of the repository.
* Created and delivered presentations for sharing value-added techniques at various conferences: ODNOO “Business Exchange Forum” (Sep 2006) and “Evening Connect” (Nov 2008), St Paul University Colloquium “State of the Art in Facilitation” (Oct 2006); and United Way/Centraide “Sharing our Strengths Community Conference” (June 2007). Co-created and delivered “Mentoring and Coaching” introductory workshop for the Institute of Professional Management (2006).
* Advised the stakeholders of various projects on regards the training and learning opportunities to undertake the different projects (Communities of Practice on line, Customer Relationship Management system, Internet presence and messaging systems, collaboration platforms).

**Cactus Commerce Inc - Project Manager 2004 – 2005**

* Managed simultaneous project teams at a time, for different clients, involving various technologies; including systems for e-commerce websites to information management enhancements.
* Prioritized and resolved technical concerns for the client throughout the project’s phases.
* Accountable for on-time project delivery, including functionality and quality, communications to stakeholders, issues and change management, project plans and signoff.
* Responsible for implementing a web based project’s single access point, for serving the customers.

**CIRI Lab Inc. – Organizational Development Consultant and Project Manager 2001 – 2004**

* Established the Project Manager and QA Manager roles and managed the change process for establishing QA and Customer feedback processes for improving delivery of products and the service.
* Defined, established and standardized the product development life cycle.
* Facilitated meetings with all levels of customers, in person and through the Internet.
* Led several projects, coordinated resources, implemented and delivered solutions.
* Managed resources to reach a balance between functionality and commitments while prioritizing tasks.
* Created and delivered executive presentations to offer a clear message at meetings, sales and training sessions.

**Neoris – Organizational Development Consultant and Project Manager 2000 – 2001**

* Managed the change for introducing the knowledge network of 70+ communities of practice and project, including training and coaching, with geographic dispersion in eight countries, including its standardization and integration process, for 1,200+ employees and clients.
* Managed B2E and intranet systems (analysis, design and deployment) for 600+ employees.
* Redesigned the recruiting process while fulfilling ISO 9000 requirements, as well as, enhanced its process while implemented a recruiting solution, including all CxNetworks subsidiaries for 16 recruiters. While monitoring, the resume website logged over 5,000 people wanting to work for the group in the next ten months of operation.
* Integrated the team that evaluated, selected and implemented an Integrated Learning Management System (iLMS – SABA), supporting the development of Human Capital.
* Led survey applications for organizational evaluations of the working environment for various companies, including standard and strategic variables. Results by satisfaction and importance delivered within 1 week, prompting quick action and increasing trust and engagement of employees.

**Organizational Development Consultant, Professor and Developer, ITESM 1994 – 2000**

* Facilitated various meetings with different purposes for improving Treasury’s services to alumni. Redesigned the HR collaborator’s compensation policy, balanced the organizational structure workforce for the Lottery Division.
* Led the revision and changes for the compensation policy for the Lottery division. Created a scenario simulator for validating results and compensation based on the new policies.
* Developed a methodology to perform working environment satisfaction surveys generating analysis reports, detecting areas to improve, suggesting alternatives and solutions. Supported by a developed computer application, allowing delivery of results within 7 days with 40+% savings.
* Participated in the implementation of an ERP system, for supporting organizational wide operations
* Taught business and technical oriented courses at University level, supported by LearningSpace -a web based collaboration and learning management tool.
* Consulted and delivered Oracle DBA training to 60+ employees among 4 areas of the IT Division.

**Developer, various 1988 – 1993**

* Provided informatics and customer service for internal clients, while balancing workloads.
* Designed, developed and implemented the remote mail interfaces and a mail gateway for a company with offices nationwide using, using C++.
* Analyzed and developed a mechanism to allow a developing environment the utilization of a database, using C++, COBOL and Progress Database.
* Designed and Prototyped for gasoline retail, savings accounts, security ids, retail store, convenience store, and gasoline supply. Supported by smartcard technologies.

Among his experiences, Mr. Gonzalez has had the opportunity to get familiar with the use of different technologies, techniques and models, by applying the tools, presenting the models, participating in interest groups and exchanging consulting practices among colleagues. The following is a non-extensive list of that knowledge and experience:

**TECHNICAL KNOWLEDGE AND EXPERIENCE**

* Experience in SDLC and Agile methodologies
* Led and implemented a Training Calendar using GCPedia, led the Communities of Practice for Change Management and Mindful Change Leadership in GCConnex and GCCollab.
* Led the implementation of Taleo, a Cloud Based Solution, for a Business and IT Consulting firm with offices in eight countries.
* Data Base Administrator for Oracle, trained and coached the rest of the developers team in Oracle SQL, PL and led the centralization of the DBA role.
* Experienced with Microsoft Office Suite (Excel, PowerPoint, Word, Project, Visio, others).
* Thought “Introduction to Computing” at University using C++ language for coding.
* Experience with Open Source Solutions, including wikis, online communities, email clients, website hosting, etc.
* Developed and implemented a Mail Gateway using C++, an e-mail application for remote agencies, and a gateway to communicate COBOL with Progress Data Base for data querying using C++.

**ORGANIZATIONAL DEVELOPMENT AND CHANGE MANAGEMENT – CERTIFICATIONS, TRAININGS, MODELS, TOOLS AND EXPERIENCE**

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| **Certified on (year of):**   * Change Management PROSCI (2010, 2019) * Communication Styles (2015) * Change Style Indicator (2014) * Crucial Conversations (2013) * Social Analysis System (2005) * Organizations Alive! Model (2004)   **Developed and delivered (year of):**   * Mindful Change Leadership Development 8 week program (2017 - present) * Introduction to Change Management (2013 - present) * Change Saturation (2013 – 2015)   **Trained on (year of):**   * Adaptive Action Inquiry Power (2020) * Leadership, EQ, Resiliency, and Self-awareness– SIYLI (2013) * Self-Compassion – Kristin Neff (2014) * DISC profile (1996) * Instructional Design ADDIE (2014) * IMPACT, DCOM, ABC models (2005) * PDCA (Plan-Do-Check-Act) (2005)   **Familiar with the following Models & Tools:**   * Learning Styles – Kolb * Andragogy – Knowles * Johari window | *(continued)*   * Multiple Intelligences – Gardner * Action Learning / Research * Strategic Planning * Visioning * ACE-it (Appreciate, Clarify and Explore it) * Appreciative Inquiry * World Café * Open Space * Knowledge / Information Management * Myers-Briggs Type Indicator * Emotional Intelligence (EQ) * SWOT Analysis * Experiential Learning Cycle * Balanced Scorecard * Benchmarking * Competencies based development * Organizational culture change * McKinsey's Seven S's model * Business Process Redesign * Lean * 5 Dysfunctions of Teams * Cause-effect diagram * Dependencies/Affinity diagram * Sli.do / Survey Monkey / MSForms | *(continued)*   * Facilitate.com * Group Decision Support Systems   **Organizational Interventions:**   * Organizational Change * Internal Communication * Employee Satisfaction Survey * Client Satisfaction Survey * Strategic Planning * Systemic / Holistic Analysis   **Group Interventions:**   * Mindfulness @ work * Strategic Planning * Visioning * Coaching * Group Facilitation * Group Learning * Team Building * Communities of Practice * Self-directed Teams   **Individual Interventions:**   * Mindfulness * Leadership Development * Personal Development * Performance Improvement * Executive and Individual Coaching * Train the Trainer |