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| April 16, 2018Mr. Garvin MederaChief Executive OfficerCaribbean AirlinesIere HouseGolden Grove RoadPiarco, Trinidad, West Indies | **Dr. John A. Gedeon**La Baja Heights – Apt. 31La Baja Road, Maracas-St. Joseph, Trinidad & Tobago, West Indiesjohn.gedeon@gmail.com(868) 764-8113  |

Re: *Application for ‘Head of Business Optimization’*

Dear Mr. Medera,

I am applying for the recently advertised captioned post for which I think that is almost perfect match for my qualifications and expertise, especially with my previous work of a similar nature with BWIA over the years. The post requires an individual that understands organizational and management theory especially in the area of process performance improvement and cost reduction. Since 1978, when I received my masters degree in management (Public Administration), I have been a management consultant in-between full time positions.

Most significantly for this post, at the University of the West Indies, where I had worked for the last ten years as the facilitator of the strategic planning process and introduced the *Balanced Scorecard* system, I advocated for and formulated UWI’s new Process Improvement Unit to address process performance issues there. While continuous improvement was certainly part of that remit, it went beyond simple fixes to business process reengineering (BPR)—rethinking an entire process instead of just improving the existing one. All process improvement requires organizational assessments, problem-solving and system-thinking methodologies, which I have taught at Arthur Lok Jack Graduate School of Business, where I led their first reengineering project in 1997.

While I do not have a certification in Lean Six Sigma, which was primarily developed for the manufacturing sector to reduce defects, I have a [certificate](http://www.johngedeon.com/Certificates/Consult/Reengineering-Process-24Mar95.jpg) in BPR. I am also a member of the premier association for performance improvement, the *International Society for Performance Improvement* ([ISPI](https://www.ispi.org/ISPI/)), which promotes many types of performance interventions. In 2016, I completed their Advanced Institute programme entitled, [*Principles & Practices of Performance Improvement*](http://www.johngedeon.com/Certificates/Consult/Perf-Improvement-Advanced-Institute-Apr2016.jpg) . I recently developed an academic course at UWI entitled, “Institutional Strategy, Change, and Improvement.” The outline states: *This course provides the foundational concepts, principles and theories pertaining to realising strategic objectives via the implementation of appropriate performance improvement interventions, while utilizing a gambit of change management methodologies from empowering employees to deep organizational culture change.*

Most of my work in your post would involve projects. The most significant achievement of mine in this area was to develop the *Vision 2020* Programme Management Unit (IDB Loan # TT-0057), in 2003, where I designed a central project management unit that would handle all public sector improvement projects across all ministries, based in the Ministry of Public Administration. This required an in-depth knowledge of project planning, design, management, reporting, and evaluation, plus organisational skills to design and staff the unit to function effectively. In 1999, I also obtained a [certificate](http://www.johngedeon.com/Certificates/Consult/ProjectMgt-23Apr99.jpg) in project management at the Institute of Business (IOB, now Arthur Lok Jack GSB), where I also subsequently taught project management workshops. Throughout my 40-year career, I have been involved in 60 developmental consulting projects (summaries available upon request), including BWIA in the late 70s.

At BWIA, as part of a US consulting team, my first task was to get on-time performance up to international standards from its existing 25% rate. With the introduction of the Duty Ramp Manager position and a pre-flight count-down checklist that I designed, it rose to 60% within three months. I also had to change the reporting systems for delays which lumped too many categories together to isolate problem areas. I analyzed baggage handling and tracking and reduced lost baggage claims by 50%. We introduced curb-side baggage check-in to provide better passenger service and stopped ‘last minute’ passengers from checking in and delaying the flight, requiring a minimum check-in time of an hour before flight time. I conducted customer relations workshops with ground staff and reduced complaints in this area by 70%. We also developed a system for speedier passenger check-in at the counter. System-wide there was no standard reporting system so I designed the *Station Weekly Operating Report* to pick up and act on performance information. For the absenteeism problem we decreased it from 8% to 4%. At Sun Jet house, before computers were used for reservations, I developed a centralised manual whiteboard for booking flights across the system that were called in. Finally, I developed the [*BWIA Systems Procedure Manual*](http://www.johngedeon.com/Certificates/Letters-Good/BWIA-Procedures-Manual-APC-Skills-1Jul80.jpg)  to standardize how staff executed operations to improve overall quality.

Again at BWIA in 1998, I was part of the IOB team that designed and delivered the *Executive Development Programme* and the *Management Development Programme*, to improve managerial and developmental skills. I personally taught the following workshops:

* Strategic & Systems Thinking
* Strategic Planning & Modeling
* Organizational Improvement & Business Processes
* Improvement Interventions & Business Process Reengineering
* Decision-Making Skills & Action Planning
* Problem Identification & Solving

Also in that year, I assisted then Corporate Communications Director, Ms. Pat Ganase, to develop the vision, mission, and values statements.

I did similar transformational work in another transport provider as a Corporate Manager at the Public Transport Service Corporation (PTSC), where I oversaw the planning and marketing functions in the mid90’s and introduced many changes to improve performance and the quality of service to include:

* Chairing the Restructuring Committee for privatization
* Establishing the “City Gate” facility
* Arranging financing to purchase a modern bus fleet
* Introducing Park-n-Ride
* Establishing a Marketing Department
* Introducing commercial advertisements on buses and PTSC walls

Some of the stakeholders that I worked closely with were the: mayor, traffic management branch, police, maxi-taxi associations, the Ministry of Transport and Utilities, the press, and other supporting actors.

In terms of reporting skills, at the UWI St. Augustine campus there was no uniform departmental-level planning and reporting system, as each unit had a different format which was not performance oriented. To address this problem, in 2016, I developed the Unit-Level Integrated Planning & Reporting System, which included:

* Integrating unit planning with UWI’s strategic and operational plans
* Preparation of annual work plans and budgets
* Documenting processes, programmes, projects, and standards
* Performance reporting and improvement

It was designed with a complete procedure manual with form templates, instructions, checklists, and supporting documents. I developed a standarised version of KPI’s (key performance indicators) to provide consistency in reporting across the four campuses. I also teach workshops on report design and writing.

In terms of people management, besides my experience in managerial jobs and projects, I teach a wide array of people skills workshops to include leadership, supervision, coaching, counseling, conflict resolution, communications, and teambuilding. I was the primary instructor at IOB for train-the-trainer and presentation skills and taught in their MBA programme.

Finally, I have some other direct experience in terms of aviation, as I hold a current and valid private pilot’s license in both the USA (1973) and Trinidad & Tobago (1995), and my former spouse was a BWIA flight attendant for over 20 years, so I can empathise with the issues of flight crews.

Should you find my qualifications and expertise acceptable, I look forward to an interview at your earliest convenience, to again serve our nation’s carrier in this important capacity.

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| Faithfully,JAG-Signature-5Aug13.jpgDr. John A. Gedeon |

**Enclosures**:

* Curriculum Vitae – Nov2017