

## Career Consulting Projects Details – Dr. John A. Gedeon

This table outlines details on consulting projects in reverse chronological order that I have either led or have been a team member starting in 1978, right after I received my Master's degree.

### Abbreviations:

IOB – Institute of Business (now Arthur Lok Jack – Graduate School of Business)

UWI - University of the West Indies

IDB – Inter-American Development Bank

BDO – Business Development Office at UWI

T&T – Trinidad & Tobago

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2022 Mar- Dec	T&T	<i>Instructional Design Consultancy: Pilot Course Conversion for Online Delivery</i>	UWI-ROYTEC	A pilot project to assist faculty in converting their classroom courses for full online delivery.	<ul style="list-style-type: none"> <li>▪ Faculty &amp; Institutional Status &amp; Readiness Assessment</li> <li>▪ Pre-conversion quality check of existing courses</li> <li>▪ A complete set of templates and resources to convert classroom to online courses</li> <li>▪ Workshops in conversion of courses</li> <li>▪ Workshops on the use of the <i>Canvas</i> LMS</li> <li>▪ Development of a standard LMS course shell</li> <li>▪ 17 courses converted and ready for the summer semester</li> </ul>	Leader-Sole
2021 Jan	T&T	<i>Pandemic Business Impact-Response Trinidad &amp; Tobago</i>	T&T Chamber of Commerce, NOVA Committee on Entrepreneurship	Survey of Chamber small and medium business members to determine the pandemic's impact and their response to it	<ul style="list-style-type: none"> <li>▪ Research survey questions and responses</li> <li>▪ Administer the survey online</li> <li>▪ Analyze the data and results</li> <li>▪ Write a 31-page report with recommendations for members and for government</li> </ul>	Design, administer, & report
2016 May- Aug	T&T	<i>Unit-Level Integrated Planning &amp; Reporting System</i>	University of the West Indies – Office of Institutional Advancement	UWI did not have a campus-wide system for annual planning and performance reporting at the unit level. This system covers strategic	<p>Procedure Manual with forms, checklists, documents covering:</p> <ul style="list-style-type: none"> <li>▪ Integrating unit planning with UWI and unit strategic and operational plans</li> </ul>	Leader-Sole

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				plan integration, projects, programs, and processes.	<ul style="list-style-type: none"> <li>▪ Preparation of annual work plans</li> <li>▪ Preparation of annual budgets</li> <li>▪ Documenting processes, programs and standards</li> <li>▪ Performance reporting</li> <li>▪ Performance improvement (problem solving issues)</li> <li>▪ Individual performance appraisal input</li> </ul>	
2009-10	T&T	<i>Local Area and Regional Development Planning Process</i>	Ministry of Local Government via UWI-Business Development Office (BDO)	A local government reform and decentralization programme based on a 2006 White Paper model for the 14 municipal corporations.	<ul style="list-style-type: none"> <li>▪ Drafted local government developmental planning framework and proposal</li> </ul>	Specialist
2006 Nov- Dec	Jamaica	<i>Diagnostic &amp; Strategic Planning for Post Education &amp; Training</i>	Consortium of Institutions for Teacher Educators (CITE) & Min of Educ. & Youth via Inter-American Development Bank (IDB) (ATN/SF 8183-JA)	Develop a process for development of a 4-year B.Ed. programme for pre-service teachers and an upgrade of at least 45 credits from the diploma in Teaching to a first degree (B.ED.) for in-service teachers covering all 10 Jamaican Teacher Colleges (30 man-days).	<ul style="list-style-type: none"> <li>▪ Training Needs Assessment of educational technology skills</li> <li>▪ Training Plan for all targeted CITE stakeholders</li> <li>▪ Specify the equipment needed to create SMART (interactive) classrooms</li> <li>▪ Provide a model and guide to convert f2f courses to an online format</li> <li>▪ Supporting Workshops</li> </ul>	Leader-Sole
2006 May- Oct	Caribbean	Moodle-Mediated Online Course Development,	Caribbean University Project to Integrate Distance Education	Develop the human resources within the region through enabling each of the five	Workshop Modules:  <b>INSTRUCTORS</b>	Leader-Sole

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		Delivery, Administration, & Student Orientation	(CUPIDE) via UWI	participating universities to develop and deliver quality distance education programmes using ICTs. UWI St. Augustine (with Cave Hill participants) and Mona, and Jamaica's University of Technology participated (49 man-days).	<ul style="list-style-type: none"> <li>▪ A-1 Blended Learning</li> <li>▪ A-2 Resources for Blended Learning</li> <li>▪ A-3 Converting f2f to Online Courses</li> <li>▪ A-4 Moodle for Instructors: Configuring Courses</li> <li>▪ A-5 Blending Delivery Competencies</li> </ul> <p><b>ADMINISTRATION</b></p> <ul style="list-style-type: none"> <li>▪ B-1 Introduction to Blended Learning</li> <li>▪ B-2 Moodle for Administrators</li> </ul> <p><b>STUDENTS</b></p> <ul style="list-style-type: none"> <li>▪ C-1 Learning Online: An Introduction</li> <li>▪ C-2 Moodle for Learners</li> </ul> <p><b>MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>▪ D-1 Blended Learning for Senior Management</li> </ul>	
2006	T&T	Operational improvement	Alston's Marketing Company Limited (AMCO)	AMCO has three divisions: Consumer Products, Pharmaceuticals, and Liquor. There were many 'practices' as opposed to standardized procedures and many processes needed updating.	<ul style="list-style-type: none"> <li>▪ Organisational Assessment</li> <li>▪ Creation of 4 internal teams to improve operations</li> </ul>	Partnered with Dr. Manfred Jackson
2006-07	T&T	<i>Executive Development Programme (EDP)</i>	Ansa McAl Group of Companies	Coming out of the success of the 2005-06 LDP, Ansa McAl decided to make the programme a generic one for developing future	Used LDP systems and content to make a generic programme.	Partnered with Dr. Manfred Jackson

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				executives.		
2005- Oct 2006- Aug	T&T	<i>Leadership Development Programme (LDP)</i>	Ansa McAl Group of Companies	To develop 21 promising managers for senior leadership positions in the Caribbean region without relying on a pure training programme, instead a <i>competency-based</i> approach demands changes in behaviour in terms of attitudes, values, skills, belief-systems, assumptions, principles, and experience, all of which leads to expertise (ability). This is accomplished, not by teaching participants <i>about</i> things, but by active learning—learning by doing.	<ul style="list-style-type: none"> <li>▪ Created the LDP System Manual</li> <li>▪ Developed Programme Schedule</li> <li>▪ Designed all documents, forms, and instruction sheets</li> <li>▪ Oversaw assessment and evaluation activities</li> <li>▪ Wrote all reports</li> </ul>	Partnered with Dr. Manfred Jantzen
2005 Jul- Sep	T&T	Policy & Procedure Manual Development	Ministry of Education – Finance & Accounting Division	Participants learned how to identify and map selected finance processes then convert maps into a policy and procedure manual. Some improvements were made where issues or gaps existed.	<ul style="list-style-type: none"> <li>▪ Developed models and documents for process mapping, policies, and procedure writing</li> <li>▪ Conducted process mapping and procedure manual writing workshops</li> </ul>	Leader-Sole
2004	T&T	e-Learning Course Delivery System	Republic Bank Limited via Optik Ltd.	Develop an on-demand (just-in-time) training system linked to	<ul style="list-style-type: none"> <li>▪ Cataloged all generic training needs</li> <li>▪ Researched Internet providers that could provide</li> </ul>	Leader-Sole

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				Internet course providers.	online courses	
2003	Jamaica	<i>High School Equivalency Program (HISEP)</i>	Jamaica MOE via IDB (# JA-0119)	Utilize JAMAL's (Jamaican Movement for the Advancement of Literacy) network to provide advisor-guided, self-paced curriculum that would lead to a high school certificate for at-risk youth (drop-outs, etc.).	<ul style="list-style-type: none"> <li>▪ Institutional Analysis of JAMAL</li> <li>▪ Transition Plan for JAMAL to support HISEP operations</li> <li>▪ Development of a Quality Assurance Plan for HISEP</li> <li>▪ Implementation Plan &amp; Budget</li> <li>▪ HISEP Delivery Operations Manual</li> <li>▪ TOR for JAMAL Institutional Strengthening</li> </ul>	Partnered with Dr. Alan Norley
2003 May - Jun	T&T	<i>Assessment of MPAI as Vision 2020 Executing Agency &amp; Programme Management Unit Design</i>	Ministry of Public Admin & Information (MPAI) via IDB (# TT-0057)	As the title suggests, <i>Vision 2020</i> was to be realized by many public sector development projects including institutional strengthening and was to be based in the MPAI, so an assessment of their capability to function in that role was conducted in addition to the design of the proposed project management unit itself.	<ul style="list-style-type: none"> <li>▪ Assessment of the following MPA units: National Information &amp; Communication Technology Planning Secretariat, IT, e-Government Unit, Public Service Academy, Legal Unit, Compensation Management Division, HR, Public Management Consultant Division, and Public Service Transformation Division</li> <li>▪ Design of the Programme Management Unit (PMU) to include organizational design, special powers, procurement, operations manual, and budget and implementation plan.</li> </ul>	Leader-Sole
2003	T&T	Organizational Assessment & Policy Manual	National Agricultural Marketing and Development Corporation (NAMDEVCO) via IOB	NAMDEVCO, a state enterprise, needed its operations upgraded to fulfill its mandate, especially in the area of policy development.	<ul style="list-style-type: none"> <li>▪ Rapid Organisational Assessment</li> <li>▪ Policy Manual process and formatting</li> </ul>	Team member

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2003	T&T	Rapid Response Mechanism (RRM) Research	CARICOM Regional Task Force on Crime & Security	To create and fund a system and supporting structure that would facilitate the instantaneous sharing of Law Enforcement Agencies (LEA) expertise or support within member states for the purposes of investigation or incident management such that the prosecution process would be enhanced or situation managed, leading to both deterring crime and creating a sense of safety and security among the citizens.	<ul style="list-style-type: none"> <li>▪ Conducted research interviews with top LEA officials to get ideas on RRM initiatives</li> <li>▪ Report</li> </ul>	Partnered with Azad Hosein
2003	T&T	Regional Crime Plan Strategic Framework	CARICOM Regional Task Force on Crime & Security	Develop a strategic framework for both preventing and fighting crime for a senior police officer Lance Selman to present to a funding agency in Belgium.	<ul style="list-style-type: none"> <li>▪ Designed flowchart for the framework</li> <li>▪ Coached the officer in presenting it</li> </ul>	Leader Sole
2003	T&T	Action Plans for Operational Improvement	Scotia Bank via IOB	SB need to address some of its operational problems and wanted to do it with its own management taking the lead. We facilitated a process using the <i>Matches</i> problem-solving model to	<ul style="list-style-type: none"> <li>▪ Ten managers engaged in solving critical issues for the bank</li> </ul>	Leader-Sole

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				accomplish that.		
2003	T&T	Expansion Business Planning	UWI School of Veterinary Medicine via IOB	The annual student intake was 50 per year and they wished to double it using existing resources.	<ul style="list-style-type: none"> <li>▪ Produced a business plan and schedule that would allow for all faculty, staff, classroom, labs, and other resources to support 100 student intake</li> </ul>	Team member
2002	T&T	Process Improvements	UWI School of Veterinary Medicine via IOB	Reviewed affected processes and made recommendations to support higher student intake.	<ul style="list-style-type: none"> <li>▪ Action Plans to address gaps</li> </ul>	Specialist
2002	T&T	Doctoral Applied Dissertation on "Transfer of Training"	PowerGen/Nova Southeastern University	Conducted a 'Relapse Prevention' (RP) experiment by training two groups of supervisors in Kaizen (continuous improvement) and then gave one group an additional workshop in RP.	<ul style="list-style-type: none"> <li>▪ The group the received the 'Relapse Prevention' module made more improvements to their units than the control group</li> <li>▪ Completed my Dissertation field work</li> </ul>	Leader-Sole
2001	T&T	<i>Preliminary Assessment of the Proposed Process Mapping Initiatives of the Ministry of Education</i>	Ministry of Education via IDB (#1180/OC-TT)	To create a process reengineering master plan and budget for three MOE divisions: Human Resources, Educational Planning, and School Supervision targeting 83 processes (63 existing and 19 proposed).	Final report with the following findings. The project was designed to be completed in 2 ½ years with total costs estimated at US\$3.2M. It would involve 101 project team members having 22 job specialties and 20 full-time MOE assistants, mostly for data capture and clean up.	Leader IT Systems assistance from Flo DeLeon
2001	T&T	Evaluation of Computer Based	PowerGen via IOB	To measure the amount of transfer of training from the	<ul style="list-style-type: none"> <li>▪ Assessment of Transfer</li> <li>▪ Report</li> </ul>	Leader-Sole

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		Training		computer-based training (CBT) modules, to be done in a pilot programme at the Port of Spain's plant.		
2001 - 2005	T&T	Supervising Practicum Projects in the <i>Executive Diploma in Effective School Management &amp; Leadership (EDSML)</i>	SEMP/MOE via Arthur Lok Jack GSB	Each of three cohorts of secondary school principals, VP's, deans, and HOD's had to complete an 11 module training programme and then conduct a School Improvement Project (SIP) using a structured approach and course content principles, under the supervision of the a Lok Jack facilitator.	<p>In addition to supervision of 15 participants, I designed the following:</p> <ul style="list-style-type: none"> <li>▪ <i>School Assessment Questionnaire</i></li> <li>▪ <i>SIP Guidelines</i></li> <li>▪ <i>Practicum Support Skills Manual (40 pages)</i></li> <li>▪ <i>Matches Problem Solving Model</i></li> <li>▪ <i>Practicum Rubric (Grade sheet)</i></li> <li>▪ <i>Post-Training Impact Assessment</i></li> </ul>	Team member
2001	T&T	<i>Critique of the Competency-Based Job Design Model</i>	Caribbean Epidemiology Centre (CAREC) via IOB	Systems Management Consultants Limited (Syscom) developed a <i>Competency-Based Job Design Model</i> and CAREC wanted it evaluated for effectiveness.	<ul style="list-style-type: none"> <li>▪ <i>Critique of the Competency-Based Job Design Model Report</i></li> </ul>	Leader-Sole
2001	T&T	Evaluation of the Multi-source	Caribbean Epidemiology Centre	Evaluate their first 360 individual performance appraisal system	<ul style="list-style-type: none"> <li>▪ Report on Evaluation of the Multi-source Appraisal System</li> </ul>	Leader-Sole



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		Appraisal System (1996)	(CAREC) via IOB	implemented in 1996.		
2001	T&T	Strategic Modeling	Ministry of Infrastructure via IOB	The client was not satisfied with a previous consultant's work and I conducted some work sessions to assist them in producing a strategic plan.	<ul style="list-style-type: none"> <li>▪ Strategic Modeling Workshop</li> <li>▪ Strategic Modeling work sessions</li> </ul>	Leader-Sole
2000	Guyana	<i>Distance-based Delivery of a Spanish Course</i>	Guyana Ministry of Education	At that time both web-based delivery and electrical power supply in the interior were unreliable or non-existent, so an alternative distance learning method was required.	<ul style="list-style-type: none"> <li>▪ Utilized an AM broadcast station in Georgetown to reach students hundreds of miles away on transistor radios (battery powered) to learn pronunciation</li> <li>▪ Oversaw the development of a companion instructional manual mailed to students to follow along on each week's lesson</li> <li>▪ Specified assessment methods for certification</li> </ul>	Team Leader
2000	Guyana	<i>Middle &amp; Technical Management Training Project</i>	Consultative Association of Guyanese Industries (CAGI) via IOB and IDB (ATN/MH 5592-GY)	There has been a mass exodus of educated Guyanese to countries that pay better leaving a competency gap. This six-module programme provided middle managers with generic management skills In TQM, Finance, Marketing, Environment, Operations, and HR.	<p>Created templates for:</p> <ul style="list-style-type: none"> <li>▪ <i>Training Material Production Sheet</i></li> <li>▪ <i>Training Materials Inventory System Handbook</i></li> <li>▪ <i>Module Training Manual Evaluation</i></li> <li>▪ <i>Student's Pilot-Module Evaluation</i></li> <li>▪ <i>Module Validation Report</i></li> <li>▪ <i>User's/Instruction's Guide</i></li> </ul> <p>Workshops:</p> <ul style="list-style-type: none"> <li>▪ <i>Strategic Modeling Workshop</i></li> </ul>	Leader Team & Training Materials Development Specialist 5 member team at IOB

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					<ul style="list-style-type: none"> <li>▪ <i>Train-the-Trainer</i> Workshop</li> <li>▪ Web-Supported Delivery</li> <li>▪ Web-access to learning materials</li> <li>▪ Web enhancements for classroom-based learning</li> </ul>	
2000	T&T	Executive Management Assessment Center	Petrotrin via IOB	The top level of Petrotrin's executives were going to retire and needed to be replaced, so the assessment centre put approximately 20 candidates in four groups through a series of tasks in order to rank their behavioural performance in addition to work history and qualifications.	<ul style="list-style-type: none"> <li>▪ Assessment reports on each candidate</li> </ul>	Team member  Dr. Manfred Jantzen - Leader
1999	St. Lucia	Reforming the Ministry of Education (MOE)	MOE - St. Lucia via IOB	Create an <i>Educational Development Plan 1999-2005</i> (EDP) for early education, primary, secondary, and vocational education.	<ul style="list-style-type: none"> <li>▪ <i>Strategic Planning</i> Workshop</li> <li>▪ <i>Educational Development Plan 1999-2005</i></li> <li>▪ <i>EDP Implementation Framework</i></li> </ul>	Team member
1999	T&T	Business Process Improvement Projects	Alescon Readymix Limited via IOB	As part of a supervisory workshop, supervisors facilitated by IOB facilitators identified process problems and provided	<ul style="list-style-type: none"> <li>▪ 15-Session Supervisory Workshop</li> <li>▪ Process Improvement Projects</li> </ul>	Team member

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				solutions.		
1999	T&T	Management Reporting System Design	Alescon Readymix Limited via IOB	There was no monthly management report for the executives to review operational performance.	<ul style="list-style-type: none"> <li>▪ Develop key performance indicators</li> <li>▪ Set up data collection systems</li> <li>▪ Produce monthly management reports</li> </ul>	Team Leader
1999	T&T	Strategic Business Planning	Child Welfare League	This social welfare organization was stalled in its implementation of its current strategic plan (1997 – 2000) and needed a way forward to avoid losing critical funding.	<ul style="list-style-type: none"> <li>▪ Facilitated the Strategic Planning Process</li> <li>▪ <i>Strategic Plan 2000 - 2002</i></li> </ul>	Leader-Sole
1998	T&T	Strategic Modeling	TRACMAC Engineering via IOB	Introduce strategic modeling to replace traditional strategic planning for the upcoming strategic plan.	<ul style="list-style-type: none"> <li>▪ Development of a complete <i>Strategic Modeling</i> system</li> <li>▪ Workshops for executives to utilize the system</li> </ul>	Leader-Sole
1998	T&T	Strategic Planning	National Flour Mills via IOB	Conduct strategic planning sessions.	<ul style="list-style-type: none"> <li>▪ Creation of <i>Strategic Plan 1999 - 2004</i></li> </ul>	Team member
1998	T&T	Strategic Planning	British Gas via IOB	Conducted a Tobago Retreat for executives to start the strategic planning process.	<ul style="list-style-type: none"> <li>▪ Strategic Retreat</li> </ul>	Leader-Sole
1998	T&T	Organizational Assessment	PowerGen via IOB	Conducted a short organizational assessment.	<ul style="list-style-type: none"> <li>▪ Organizational assessment report</li> </ul>	Team member

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1998	T&T	<i>Organizational Needs Assessment</i>	Cariflex (1994) Limited (Printers) via IOB	Assess the following areas: Strategic Direction, Stakeholder Relationships, Operational Activities, Image/Identity & Feedback, Work Culture, and Leadership.	<ul style="list-style-type: none"> <li>▪ Organisational Assessment</li> <li>▪ Report</li> </ul>	Partnered with Sean Victor
1998	T&T	Strategic Visioning	BWIA (British West Indian Airlines) via IOB	Provided assistance in drafting BWIA's new vision, mission, and values statements.	<ul style="list-style-type: none"> <li>▪ Revised strategic statements</li> </ul>	Leader-Sole
1998	T&T	Strategic Visioning	CL Financial via IOB	Held a one-day visioning retreat at Lawrence DuPrey's Mona estate to create a holding company vision.	<ul style="list-style-type: none"> <li>▪ Strategic Vision</li> </ul>	Team member
1998	T&T	<i>Institutional Analysis, Management &amp; Administration, Decentralisation and Project Management</i>	MOE in Secondary Education Modernisation Programme (SEMP) via IDB (ATN/JF-592-TT)	We had the "Institutional Analysis and Strengthening" sub-component which included an organizational assessment	<ul style="list-style-type: none"> <li>▪ MOE Organisational Assessment</li> <li>▪ <i>MOE High Performance Model</i></li> </ul>	Partnered with Dr. Alan Norley
1998-99	T&T	<i>Automatic Voltage Regulator Project Case Study</i>	PowerGen via IOB	Sometimes just teaching management principles with no context is not very effective, so a	<ul style="list-style-type: none"> <li>▪ <i>Automatic Voltage Regulator Project Case Study</i></li> </ul>	Leader-Sole

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				real project was investigated and a case study completed to be used in workshops.		
1998	T&T	Teambuilding Consultancy	PowerGen via IOB	PowerGen diagnosed one of its main issues as poor teamwork, communications, and other interpersonal issues. Assessments were done and it was decided to use a case study as an educational tool (see above).	<ul style="list-style-type: none"> <li>▪ Assessment of Issues</li> <li>▪ Report</li> </ul>	Partnered with Laila Valere
1997	T&T	<i>1998 Training Needs Assessment Project</i>	NEMWIL Insurance via IOB	To create training needs lists for all 150 employees by job description and customised individual training needs for all management.	<ul style="list-style-type: none"> <li>▪ Training Needs Report</li> </ul>	Leader-Sole
1997	T&T	Opportunistic Improvement Projects	Caribbean Steel Mills Ltd. via IOB	After conducting training with the staff they identified operational issues that needed to be addressed and were broken down into four teams that the IOB facilitated.	<ul style="list-style-type: none"> <li>▪ 12 opportunistic projects executed</li> </ul>	Team member
1997	T&T	<i>Strategic Business Plans for Growth</i>	CL Financial via IOB	Lawrence DuPrey asked the IOB to facilitate the process to create <i>Strategic Business Plans for</i>	<ul style="list-style-type: none"> <li>▪ Facilitated Business Plan Development for: Flavorite, EDC Caribbean Limited, Romaro Technologies Limited, and Wopromak Limited</li> </ul>	Partnered with Zameer Mohammed

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				<i>Growth</i> for designated subsidiary companies.		
1997-98	T&T	<i>Institutional Strengthening Programme</i>	Ministry of Consumer Affairs via IOB	The Ministry desired to modernise its operations by first conducting an organizational assessment in the areas of process, competencies, stakeholder relationships, structure, strategic direction and performance management systems to determine issues and areas to be improved.	<ul style="list-style-type: none"> <li>▪ <i>Organisational Assessment Report</i></li> </ul> The following workshops: <ul style="list-style-type: none"> <li>▪ <i>Managing Organizational Transformation</i></li> <li>▪ <i>Strategic Modeling</i></li> <li>▪ <i>Managing Organizational Transformation</i></li> <li>▪ <i>Managing Human Relations Workshop</i></li> </ul>	Partnered with Dr. Manfred Jantzen
1997	T&T	Strategic Business Plan for Growth	Flavorite via IOB	Develop business plan with goals, strategies, and action plans	<ul style="list-style-type: none"> <li>▪ Strategic Business Pan</li> </ul>	Leader-Sole
1996	T&T	Business Process Redesign	UWI-Institute of Business	In its beginning, starting with only a few full time employees, most activities varied by personality (practices) and as it grew in numbers the IOB needed to standardize and formalise its procedures, documents, and reporting system.	<ul style="list-style-type: none"> <li>▪ <i>Business Process Reengineering Manual</i></li> <li>▪ BPR workshops</li> <li>▪ Process Mapping &amp; New System Designs</li> </ul>	Leader of staff team

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1996	T&T	Route Sales Resource Manual	Flavorite via IOB	Route salespeople did not have the information they needed to be effective. Also, to decrease product return, customers were called ahead of deliveries for their orders (instead of guessing what they would order).	<ul style="list-style-type: none"> <li>▪ <i>Flavorite Product Information</i> Sheet</li> <li>▪ <i>Route Sales Resource Manual</i></li> </ul>	Leader-Sole
1996	T&T	Strategic Communications Plan	North West Regional Health Authority	The NWRHA was being rocked by a series of bad press articles on its operations, so a more proactive media approach was developed for both internal and external publics.	<ul style="list-style-type: none"> <li>▪ Strategic Communications Plan</li> </ul>	Team member
1996	T&T	Opportunistic Projects (PG2000)	PowerGen via IOB	Coming out of the divestiture of PG from TTEC, the US-based leadership had local managers identify projects that could be executed in the near term to improve performance.	<ul style="list-style-type: none"> <li>▪ Facilitation of the Process</li> </ul>	Team member
1996	T&T	Production Department Systems	UWI-Institute of Business	The material production department had weak systems and documents, so this project designed an upgraded system.	<ul style="list-style-type: none"> <li>▪ Document Design</li> <li>▪ Procedure Manual</li> </ul>	Leader-Sole
1996	T&T	Job Descriptions	Caribbean	CAREC needed to update its job	<ul style="list-style-type: none"> <li>▪ Job Descriptions updated</li> </ul>	Leader-Sole

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		Exercise	Epidemiology Centre (CAREC) via IOB	descriptions and how it formatted them.		
1996	T&T	360 Performance Appraisal System	Caribbean Epidemiology Centre (CAREC) via IOB	Create their first 360 individual performance appraisal system.	<ul style="list-style-type: none"> <li>▪ 360 Performance Appraisal System</li> <li>▪ Training Users</li> <li>▪ Report</li> </ul>	Lead team
1996	T&T	Business Plan (1997)	Central Regional Health Authority via IOB	The Ministry of Health instructed all RHA's to have annual business plans in addition to strategic plans.	<ul style="list-style-type: none"> <li>▪ <i>Business Plan</i> (1997)</li> </ul>	Team member
1989	T&T	Product Catalogue Development	ABEL (Clay & Metal Products)	ABEL manufacturers of clay block and steel products (doors, windows, etc.) had over 3,000 products but no catalogue to put into hardware stores or for contractors and architects.	<ul style="list-style-type: none"> <li>▪ Created first product catalogue (140-page Computer-Assisted-Drawing)</li> <li>▪ Redesigned product identification code system (from 18 to 7 digits)</li> </ul>	Partnered with Richard DiLema
1988 - 89	T&T	Systems Improvements	Carib Brewery Ltd. via Richard Dilema	Carib had been using legacy systems that were not working in the current environment. A number of areas were identified for upgrades.	<ul style="list-style-type: none"> <li>▪ Designed an operational performance measurement and reporting system with executive report</li> <li>▪ Assisted in developing their first Strategic Plan</li> <li>▪ Restructured sales force compensation system</li> <li>▪ Restructured product distribution by opening regional depots</li> </ul>	Specialist



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1987	T&T	Systems Improvement	Specialists Furniture Ltd.	SF was a family owned business and run in a very informal manner. Many problems were due to poor communication and no standardized practices or reporting system.	<ul style="list-style-type: none"> <li>▪ Developed a complete marketing system including order forms</li> <li>▪ Designed a production scheduling system</li> <li>▪ Designed a reupholstering quotation system</li> <li>▪ Developed a performance reporting system</li> </ul>	Leader-Sole
1981-82	USA	Subscription Services Division	TIME magazine via Leonhardt-Sullivan & Associates	TIME needed to improve the efficiency of its subscription services division while at the same time recognizing that they were over staffed. Mail distribution was a particular bottleneck and <i>TIME-LIFE</i> books was restructured to operate “just-in-time” to reduce inventories.	<ul style="list-style-type: none"> <li>▪ Redesigned their subscription services process to accomplish same volume of work with 30% less staff</li> <li>▪ Restructured the Mail Distribution Department</li> <li>▪ Improved performance of the <i>TIME-LIFE</i> Books inventory and reporting system</li> </ul>	Team member
1980	T&T	Printing operations performance improvement	Trinidad & Tobago Printing & Packaging via APC Skills	TTPP was a family-run business with all of the problems of same. Two areas were identified for quick turnaround: job quotations and inventory control.	<ul style="list-style-type: none"> <li>▪ Redesigned quotation estimating system that increased profit by 15%</li> <li>▪ Improved Inventory Control &amp; Accounting system</li> </ul>	Team member
1980	T&T	Supermarket check-out line efficiency	Neal & Massy Hi-Lo Supermarket Chain via APC Skills	Hi-Lo identified a bottleneck at the check-out lines that caused long lines and loss of business.	<ul style="list-style-type: none"> <li>▪ Improved check-out line efficiency</li> </ul>	Team member

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				Improved technology and procedures sped up processing time per customer.		
1979-80	T&T	Airline operations performance improvement	British West Indian Airways (BWIA) via APC Skills	BWIA was a state enterprise with all of the inefficiencies that go with a government-run enterprise. A team of 10 consultants spread out over all the affected departments began a transformation effort to improve quality and performance.	<ul style="list-style-type: none"> <li>▪ System design and training in handling and tracking baggage and cargo with 50% drop in baggage damage claims; 30% reduction in lost bags; 80% of all lost bags delivered within 48 hours; baggage off-loading from 2 hours to 20 minutes; and, introduced curb-side tagging</li> <li>▪ Customer Relations training for non-flight staff with 70% reduction in complaints from ground staff</li> <li>▪ Improved traffic operations on-time performance from 25% to 75%</li> <li>▪ Redesigned the aircraft delay reporting system</li> <li>▪ Designed the <i>Station Weekly Operating Report</i></li> <li>▪ Created the system-wide (manual) reservations system</li> <li>▪ Drafted the <i>BWIA Systems Procedure Manual</i></li> <li>▪ L-1011 aircraft turnaround time reduced from 3 hours to 45 minutes</li> <li>▪ Decreased absenteeism from 8% to 4%</li> <li>▪ Speedier passenger check-in from 4.5 to 1.5 minutes and time in line down from 30 minutes to 15 minutes</li> </ul>	Team member

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1979	USA	Box die cutters	International Paper, Kansas City, MO via APC Skills	IP was experiencing a high scrap rate on their cardboard box cutting machines and a training program was developed to improve quality.	<ul style="list-style-type: none"> <li>▪ Training program for corrugated box die cutters machine operators</li> </ul>	Team member
1979	USA	Printed circuits quality control	Searle Medical, Chicago, IL via APC Skills	There was a high scrap rate or rework rate on poorly made printed circuits for medical equipment. A QC system was designed to catch problems where they occurred instead of downline.	<ul style="list-style-type: none"> <li>▪ Developed a quality control system for printed circuits</li> </ul>	Team member
1979	USA	Metamucil packaging machine operators	Searle Medical, Phoenix, AZ via APC Skills	It took many months for a new machine operator to get to the level of proficiency of a senior operator. The latter's secrets were put into a training film and delivered in a workshop.	<ul style="list-style-type: none"> <li>▪ Training film and program for Metamucil packaging machine operators</li> </ul>	Storyboard designer for film
1978	USA	Forklift operators training	Gifford-Hill, Dallas, Texas via APC Skills (Division of Alexander Proudfoot)	GH manufactured large concrete drainage pipes and improper forklift handling resulted in much damage. A training program was designed for them.	<ul style="list-style-type: none"> <li>▪ Training for forklift operators for production/storage resulting in 30% reduction in pipe chipping</li> </ul>	Team member
1978	USA	Sports stadiums	Sports Services,	SS who operated food	<ul style="list-style-type: none"> <li>▪ Developed stadium crowd forecasting model so</li> </ul>	Team

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		sales systems	Buffalo, NY via APC Skills	concessions in many major league parks did not have a sophisticated sales system and were either over or under staffed for a given game, staff had no specialized training.	<ul style="list-style-type: none"> <li>▪ staffing is optimized</li> <li>▪ Developed “Hawking” techniques training to improve product sales with stadium vendors</li> <li>▪ Taught vendors to give correct change quickly</li> <li>▪ Above resulted in 250% increase in sales</li> </ul>	member

68 projects total

