



J. André Paradis AND ASSOCIATES

Management consultants specializing in
performance measurement for the public sector.

André Paradis, has been Principal of J. André Paradis & Associates since 1990. André is a consultant with senior executive experience acquired over 25 years in private industry (20 with the General Electric Company), and over 14 years as a consultant to industry and to government. Fluently bilingual, he has worked in national and international arenas; he has also at times assumed regional responsibilities and has managed offices in Ottawa, Montreal, Quebec City, Vancouver, Hamilton and Toronto.

André's broad management background includes general management, strategic planning, performance management, product development, domestic and export selling, training and marketing. In addition, André brings sixteen years of public service experience as an elected official serving as a trustee with the Halton Roman Catholic School Board and in a French language advisory capacity to Sheridan College in Oakville.

As a management consultant, he...

- He is constantly speaking to public sector audiences across Canada and the USA on the subject of performance measurement and management, advocating the application of his methodology that has come to be known as the "Common Sense Approach".
- Will serve as an instructor in the University of Alberta's Management Development Program for Municipalities in 2005, focusing on the understanding of performance management of local government programs.
- Led a team from the Natural Resources Conservation Board of the Government of Alberta in the application of performance measures to the Board's business planning process.
- Teaches a Performance Measurement in Government course at the York University, Schulich School of Business' Executive Education Centre throughout 2004 and into 2005.
- For the City of Hamilton, Ontario, led the business planning process and facilitated the development of over 70 program performance frameworks that formed the basis for the 2003 business planning process. With a Toronto IT firm, contributed to the development of a piece of software designed to aid the management of program performance in government, first piloted in Hamilton.
- For the Office of the Auditor General of Canada, participated in a special examination of the Canadian Museum of Science and Technology in Ottawa; purpose of André's participation was to probe the Museum team's understanding and use of the principles of performance measurement and strategic planning.
- In Q-1 1999, completed a series of performance measurement workshops for the senior management team of the Langley Research Center of the National Aeronautics and Space Administration (NASA).
- Over a five month period, worked with Canadian Coast Guard (CCG) in the development of a high level performance framework for use by the CCG's management board.
- Facilitated a strategic plan renewal including performance measures for the District of Pitt meadows, BC.
- Works on an ongoing basis with the Conseil scolaire de district catholique de l'Est ontarien in areas such as performance management, strategic planning, priority setting and issues resolution.
- Worked with a team of staff and elected officials in Halifax Regional Municipality in the development and understanding of performance measurement, leading to the development of a balanced score card approach and approval of the score card by Council.
- Led a workshop for then Canadian Food Inspection Agency in Quebec, for the development of performance measures for Agency programs.
- On behalf of Indian Affairs Canada, presented the concept and application of performance measurement and management to west coast Tribal Council members.
- With an associate, has facilitated a series of workshops for Human Resources Development Canada designed to develop performance measures for application to the RMAF (Results Management and Accountability Framework) process.
- For the Population and Public Health Branch of Health Canada, facilitated the application of performance measures to Branch programs, developed an implementation plan and wrote a managers' Handbook.
- For House of Commons Administration, initiated the concept of performance measurement.
- Developed performance measures for programs of the Ontario's Ministry of Environment's Implementation and Transition Secretariat. For the same Ministry, advised Ontario Region staff.
- Led an Ontario Region meeting of Citizenship and Immigration Canada on the findings of a Region services evaluation.
- Advised the Workplace Improvement and HR Innovations team of the Treasury Board Secretariat.
- Assisted the Canadian Council of Professional Fish Harvesters in logic model development.
- Trained a group of stakeholders of the Centre de leadership en éducation in Ottawa on the concept of performance management.
- Assisted the City of Oshawa, Ontario in developing an understanding of the need for performance measurement of municipal programs.
- Speaks on an ongoing basis at Washington conferences of the Advanced Learning Institute of Chicago.
- Developed performance frameworks and a strategic plan for the International Trade Center of Industry Canada in Toronto.
- Advised the Office of the Auditor General of Canada in areas concerning strategic planning, development of reports on plans and priorities as well as performance reporting.
- Worked with the Illinois Office of Banks and Real Estate in the establishment of performance measures for Office programs; worked as well with the Illinois Pollution Control Board for the same purpose.
- Coached a group from the office of the Ontario Geologist on understanding of performance measurement and of its uses as a key management tool.
- Led the development of, and implementation into the business planning process, of performance measurement for the City of Whitehorse, Yukon.
- Coached City of Goodyear, Arizona staff on the development of performance measurement and management of City programs.
- Spoken at public sector conferences hosted by conference organiser INFONEX.
- Facilitated a two-day session on performance management for Finance Canada.

- Helped apply the concept of performance measurement to the Literacy and Basic Skills program of Ontario's Ministry of Education.
- Spoke at a Washington DC conference of the Performance Institute in January 2004.
- Facilitated workshops on performance measurement for the Canadian Evaluation Society in Ottawa, Charlottetown PEI and in Halifax, NS. Some of the Ottawa workshops were held in French.
- Advised the Canada Information Office (CIO) on the development of performance measures for CIO programs.
- Facilitated two day workshops on performance measurement and management for the International Institute for Research, in Montreal, Toronto and Vancouver.
- Worked with the Public Service Commission of Canada on the implementation of performance management.
- Coached senior managers of the Department of Health of the State of Missouri on strategic planning and measurement of performance.
- Coached senior managers of the Workers' Compensation Administration (WCA) of the State of New Mexico on the application of performance measures to WCA programs.
- For the Office of the Auditor General of Canada, participated in a special examination of the Canadian Museum of Nature in Ottawa; purpose of André's participation was to probe the Museum team's understanding and use of the principles of performance measurement and strategic planning.
- Spoken at public sector conferences hosted by conference organiser Insight Corporation.
- Worked with the US Army Corps of Engineers, Huntington District, West Virginia on the application of measurement to District programs.
- With an associate, participated in the development of a performance measurement framework for the Canadian Museum of Civilization.
- Coached a group of managers and staff of the department of Heritage on the development of performance measures for their programs.
- Facilitated performance measurement training sessions with staff and Board members of the Aboriginal Finance Officers' Association of British Columbia.
- Led a series of dedicated workshops for the City of Toronto on the development and application of performance measures for City programs.
- Worked with British Columbia Securities Commission on the understanding of performance management and the development of measures; led a focus group to probe client views on the Commission.
- On an ongoing basis, acts as an arbitrator (binding arbitration process) for the Canadian Automotive Vehicle Manufacturers' Arbitration Plan (CAMVAP).
- Worked with Ontario's French public TV channel (TVO) on the initial articulation of a strategic plan.
- Assisted the Illinois Department of Agriculture in the implementation of performance measures throughout all of the Departments Bureaus.
- Worked for the Board of Directors of the Caisse Populaire Trillium on an exercise to develop a vision statement, a mission statement and expressions of core values, as a beginning to strategic planning.
- Worked for Oakland County, Michigan in developing awareness for performance management.
- Worked with the Board of Directors of the Fondation de l'Hôpital Montfort in an exercise to redefine the roles and responsibilities of board members.
- Chaired the 1999 "Summit on Performance Measures for Government" in Ottawa, in June 1999.
- Spoke at the annual meeting of the National Health and Environmental Effects Research Laboratory (NHEERL) of the Environmental Protection Agency (EPA), on the implementation of the Government Performance and Results Act (GPRA), in Pensacola, Florida.
- Has facilitated workshops in St. Louis, Missouri and in Harrisburg, Pennsylvania for the Quality Alert Institute in May, 1999.
- Completed performance measurement workshops for two groups within the Department of National Defence, the Directorate of Recruiting, Education and Training and for the Chief of Reserves and Cadets.
- Is recognized as a qualified consultant specialist in the field of performance measurement in government by the State of Maine.
- Worked with the City of Appleton, Wisconsin on the implementation of performance management, and continues to advise City managers on the development of measurements for specific programs.
- For the Office of the Auditor General of Canada, participated in a special examination of the Canadian Museum of Science and Technology in Ottawa; purpose of André's participation was to probe the Museum team's understanding and use of the principles of performance measurement.
- Completed a significant assignment with the Ontario Native Affairs Secretariat in the development of and implementation of performance measures for the Secretariat and its key programs.
- Completed a series of performance workshops for Manitoba Health including one on site at the Selkirk Mental Health Center, designed to supplement and support the implementation of the Manitoba Measures program.
- Delivered a workshop on performance measurement in education business management at the annual meeting of the New York State Association of School Business Officials (NYASBO) in Buffalo in June 1999, and subsequently worked with the Association's Board of Directors.
- Has delivered performance measurement workshops to public sector audiences for the American Institute in California in March 1999, and again in San Francisco and in San Diego in September and October 1999.
- Completed a series of focus groups for Power Analysis of London, as part of a project studying the question of English as a Second Language training for immigrants to Canada.
- Has completed a ten month assignment with the Therapeutic Products Programme of Health Canada in the development of, and implementation of a performance management framework.
- Has chaired conferences on performance management for the International Quality and Productivity Center in Ottawa and in Washington D.C. and still another in Washington, in December 1998 on the theme of "Best Practices in Performance Based Contracting for Government Agencies".
- Led a performance measurement workshop for the Canadian Institute in Ottawa, in May 1998.
- Chaired "Perform '98" in Ottawa in June 1998, for the Institute for International Research.
- On a regular basis, leads professional development sessions (performance measurement for government and benchmarking) for the benefit of chartered accountants in New Brunswick, Nova Scotia, British Columbia and Manitoba.
- Worked with the District of Maple Ridge, British Columbia on the implementation of performance management and its integration into Maple Ridge's business planning process.
- Worked with approximately 100 staff members of the Government of Alberta on the implementation of performance management.
- Worked with the City of Takoma Park, Maryland on the implementation of performance management.
- Worked with the Enforcement Group, Civil Aviation (Transport Canada) on the implementation of performance management. Within Transport Canada, has also been involved with General Aviation, Program Services and with Corporate Services.
- Worked with the City of Sioux City, Iowa on the implementation of performance management.
- Worked with the Canadian Department of Justice at the invitation of the Program Evaluator, Family Violence Initiative, on the development of performance indicators and identification of data sources.
- Worked with the Canadian Department of Justice at the invitation of the Program Evaluator, Child Support Initiative, on the development of performance indicators, identification of data sources and in target setting.
- Worked with the Canadian Centre for Justice Statistics, on the development of performance indicators and the identification of data sources for the Centre's key strategic objectives.
- Worked with the new District School Boards numbers 65 and 66 in the Ottawa area on the development of performance measures in education and on developing an understanding of the roles and responsibilities of elected officials.
- In cooperation with John Allen, completed a significant assignment with the Ontario Realty Corporation in the development of both program and corporate performance measures and data sources including recommendations for reporting frequency. This work was being done in preparation for a significant outsourcing project by the Corporation.
- Has spoken frequently to public sector audiences in Québec City and in Hull on the subject of performance measurement in the public sector.
- Worked with Natural Resources Canada, Energy Group, on the development of performance indicators.
- Has worked with the City of Cape Coral, Florida on the implementation of performance management.
- Has worked with the City of Reno, Nevada on the implementation of performance management.
- Worked with the Board of County Commissioners and the Managers of the County of Sarasota, Florida by coaching department managers on the development of results information for ongoing management use and for inclusion in the FY98 budget plan.
- Completed an assignment with Management Board Secretariat of the Ontario Government for development of a series of performance measures for internal administration services, for use by each of Ontario's provincial ministries.

- Led a workshop on performance measurement at a federal/provincial/territorial Social Services Senior Management Forum in Morley, Alberta in November, 1996. The workshop focussed on teaching senior managers about how to develop and use performance indicators for their own management purposes, and on developing an initial iteration of a national accountability framework for four main programme areas of the social services field.
- Led a two day workshop on performance indicators for the Government Finance Officers' Association in Charleston, South Carolina in November 1996.
- Led two one day workshops for members of the Canadian Institute of Chartered Accountants, Manitoba, on the subjects of Performance Management and on Benchmarking in 1996 and again in 1997.
- Spoke at the 1996 annual conference of the Canadian Association of Municipal Administrators on the use of performance indicators in municipal government.
- Worked with the Departments of Traffic Planning and Control, Social Services and Management Audit of the City of Calgary in developing performance indicators for their areas.
- Led a one day workshop for a public sector audience, on behalf of the Institute for International Research, in Québec City in October 1996.
- Led a two day workshop on performance indicators for the Government Finance Officers' Association in Denver, Colorado in July 1996.
- Has presented an approach to performance management for the benefit of the Canadian Coast Guard and has reviewed applications of Performance Management models in Coast Guard units around the world.
- Consulted with the Managers of the City of Takoma Park, Maryland on the preparation of their budget submission to Council for the coming fiscal year. André's role was to coach department managers on the development of results information as part of the budget plan.
- Led a two day workshop on performance indicators for the Prairie Farm Rehabilitation Program management team in Lumsden, Saskatchewan, as well as for a senior Agriculture Canada management group in Ottawa.
- Was keynote speaker at a Board of Directors' meeting of the Transportation Association of Canada, speaking on the subject of benchmarking.
- Facilitated a workshop on Performance Indicators for the French Catholic School Board of the Regional Municipality of Ottawa-Carleton. This workshop focussed on the use of performance management in prioritising programmes when facing significant budget constraints.
- Co-facilitated a workshop on performance management in November 1995, for public sector members of the Canadian Institute of Chartered Accountants of Manitoba in Winnipeg, Man.
- Co-facilitated a presentation and panel discussion on the subject of benchmarking, on behalf of the Transportation Association of Canada in Victoria, B.C.
- Facilitated a workshop on Performance Indicators for the Department of Social Services of the Regional Municipality of Ottawa-Carleton.
- Co-facilitated similar workshops for the benefit of RCMP senior management in Ottawa and for officials of the federal Ministry of the Environment.
- Facilitated workshops on Performance Indicators for the Department of Health of the Government of the North West Territories in Yellowknife.
- Facilitated workshops on Performance Indicators for the Baffin Region regional health Board in Iqaluit, Baffin Island.
- Facilitated workshops on Performance Indicators for the H.H. Williams Memorial Hospital in Hay River, North West Territories.
- Consulted with the Department of Health of the Government of the North West Territories in Yellowknife on the preparation of their Operations Plan for the 1994-95 fiscal year.
- Spoke on behalf of the Institute for International Research in Ottawa and in Edmonton, to senior public sector executives; the topic was "Establishing Organization Objectives that can be Easily Monitored and Reported".
- Has delivered a series of workshops on performance management for the Ontario Ministry of Environment and Energy.
- With an associate, presented the "Canadian Model" of Performance Management in Government to the National Academy for Public Administration in Washington, DC.
- Presented a workshop in Québec City in August, 1995 for the Institut international de recherche on the question of performance management and the setting of performance indicators.
- With an associate, participated in the review of an operating section of the Communications Security Establishment in Ottawa.
- As Chairman of the Budget Committee of the Halton Roman Catholic Separate School Board, initiated a Board motion for the establishment of a strategic planning initiative and then participated actively in the development of the Strategic Plan for the Board.
- Served as a member of a working committee studying property tax at the Ontario Treasurer's Fair Tax Commission.
- Researched and authored a response to government legislation dealing with municipal conflict of interest, on behalf of the Trustees of the Ontario Public School Boards Association, the Ontario Separate School Trustees Association, the Association franco ontarienne des conseils des écoles catholiques and for the Association française des conseils scolaires de l'Ontario.
- Participated in an organisational review of the administration and finance staff of the Canadian Mental Health Association, Ontario Division, and was involved in the preparation of a strategic plan for the Division.
- Completed an organisation analysis and restructuring proposal for the Haldimand Board of Education when this Board was moving from two head office locations into a single new Education Centre. The study methodology included interviews with central office staff members from both locations, with the Board Chair and with other Trustees, and with some school principals in order to gain an understanding of the expectations of the organisation from most of its key stakeholders.
- Completed an organisational analysis and a structuring proposal for French Language Education within the Ministry of Education of Ontario. Prior to this work, the role of the Assistant Deputy Minister for French Language Education had been an advocacy one. Subsequent to the study and its implementation, the ADM's role has changed significantly and is now one of greater involvement in direct service to French language education.
- Completed the writing of a strategic directions paper on behalf of the Directors of Contact North, a public sector organization undergoing a legislated Sunset Review.
- Completed an organisational analysis of the administrative unit of the Ministry of Skills Development. The purpose of the study was to measure the section's human and technological resources against mandated service delivery to its clients and to provide a professional opinion on the section's ability to deliver. The study reviewed overload and underload in connection with the distribution of functions conducted by all employees, and it specified options in terms of the redistribution, elimination or divestment of functions within the unit or to outside agencies.
- Has completed an assignment for Jobs Ontario Training, within one of their local brokerage groups, where organisation analysis and conflict resolution were the key elements of the task. The final recommendations that were implemented by the client group resolved some long-standing and difficult organisation issues.
- Been involved in an assessment of management performance and client attitudes for IWF Laboratories, an international medical research facility. This included an in-depth assessment of perceptions of clients in Canada, the U.S. and Europe.
- Developed and delivered a management skills development programme for the shop floor lead hands of Cleveland Range, a commercial products manufacturing firm.
- Completed an evaluation of the process for developing and producing Apprenticeship Training Standards, for the Ministry of Skills Development. While a Standard is focussed on the developmental needs of an apprentice, it is also a significant marketing medium for the Ministry; the finished publication tends to be a complex one requiring an ability to respond effectively to various objectives.
- Completed an evaluation of supervisors' management skills for Baxter Corporation, an international medical products manufacturer, and subsequently developed and implemented a training programme for supervisors and managers. He was involved in the development and delivery of the program which went on for eighteen months.
- Completed an assignment with Zeneca, an agricultural products manufacturer on the implementation of a dealer information retrieval system, allowing the access on a daily basis, of end-user purchase data from participating dealers across Canada.
- Participates in management development and coaching of managers of many private and public sector organisations, as well as of managers in transition.
- Completed an assignment with Sony Canada, a consumer and commercial products multinational company, doing an organisation assessment in order to improve the operating results of two key departments, as well as seeking ways to develop interdepartmental cooperation in the development of programmes.
- Completed a preliminary analysis of the sales and marketing needs for Lockwood Inc., a Brantford, Ontario manufacturing and distribution firm, providing feedback on a series of areas needing to be prioritised for action.
- On an ongoing basis, holds binding arbitration hearings to resolve disputes between consumers and manufacturers through the Canadian Motor Vehicle Arbitration Plan.