



Céline Lamoureux
MPA/MPM
Expert in HR / Spécialiste en RH

HR Services / Services RH
Organizational Design/Classification/ Training/
Talent Management/Project Management

RESUME

CÉLINE LAMOUREUX *(HR Services)*

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Federal Public Service Security Clearance:

Level: Secret

Certificate # 95691035-0001891536

Validity Period: 2016-06-24 to 2026-06-24

Language: Fluently bilingual (Official Languages Exemption)

Education

- *Masters Degree in Public Administration, École nationale d'administration publique, Hull, Québec, 2004.*
- *Graduate Specialized Diploma in Public Administration, École nationale d'administration publique, Hull, Québec, 2003.*
- *Certificate in Business Administration, University of Ottawa, Ontario, 1982.*

Professional Certification and Training

- Accreditation in Organizational Design and Classification 1986 to current.
- Staffing Certification Certificate from Public Service Commission 1984.
- Hay Management Group Training 1999 and 2009.
- Organizational Design, Analysis and Costing; Work Process Re-engineering; Benchmarking; Project Management and HR Systems.
- Leadership Reflection and Action; International Executive Leading for Results Canada-Sweden and Leading Transitions Program.

Summary

Over 40 years of significant experience in Human Resources including major HR transformation and modernization initiatives and projects within the Greater Public Service which includes departments, separate agencies, special operating agencies and central agencies. Over 30 years of extensive experience in providing strategic and operational organizational design and classification services. Since 2011 providing strategic and organizational design services as a consultant on short term projects.

Work Experience

As Organizational Design and Classification Consultant Specialist 2011-2017

Mission Security and Emergency Management Program, Global Affairs Canada - November 2015 to March 2016 and December 2016 to March 2017.

Conduct analysis of organizations and accountabilities for the delineation of two programs and accountabilities of Executive Management Category positions and recently for the integration of two programs and realignment of mandate and divisional programs. Conduct interviews with directors and develop organizational structures options with pros and cons with an optimal option and functional organizational chart with proposed groups and levels. Develop list of principles for the review and a presentation for consultation with the ADM with proposed options and recommendation. Provide strategic advice on the Hay Plan. Develop specific accountabilities for EX and Non-EX position key activities. Write two Executive Management Category (EX-2 and EX-3) work descriptions. Develop listing of positions and actions required and an HR plan for implementation.

Occupational Health and Safety Tribunal May 2015 to June 2015 and December 2016 to February 2017

1-Conducted an analysis of the Executive Director and General Counsel position responsible for the Tribunal. Prepared a report with detailed account of responsibilities and events, from 2008 to 2017, including an analysis of the new Law Group Classification Standards. Conducted a relativity study and proposed a classification level and effective date for the ADM review.

2-Reviewed organizational structure and conducted analysis of services between the Tribunal and the Department. Developed a new AS-05 work description in line with OCHRO policies, directives and guidelines; identified the group allocation and evaluated the position; conducted relativity study and prepared a draft classification evaluation rationale.

Innovation, Science and Economic Development Canada November 2015 to March 2016

Conducted analysis and developed a Risk Based Classification Framework and reviewed the Instrument of Delegation for Classification. Designed and developed the implementation schedule. Conducted a consultation process with HR managers and met with HR Executive Management and obtained agreement on final products. Provided a presentation, training and communication pieces to HRB on how to assist their clients to use risk based classification.

Office of the Protocol of Canada, DFATD June 2015 to July 2015

Conduct an analysis of the organizations and accountabilities of two programs for its integration in the Office of Protocol. Review organizational structures; analyse the current and end state; develop a number of organizational structure options with pros and cons and develop the optimal organizational structure for the integration of two programs. Review and update EX work descriptions at the EX-3 and EX-1 level. Responsible for the entire organizational design and review processes and the provision of advice and guidance on classification practices and policy interpretation/application as required.

Agriculture and Agri-Food Canada February 2015 to March 2015

Reviewed and provided input into training workshops. Delivered eight workshops in HQ, regional offices, on site and through video-conference (up to 9 locations in one session) on the new Public Service Performance

Management Program to managers and supervisors to assist AAFC with the implementation and assist managers and supervisors in increasing their knowledge of the new program, of their responsibilities and accountabilities and in the application of the work objectives, competencies, narrative assessment and rating of their employees.

August 2013 to December 2014 - Time off to travel

Conservation and Protection Branch – Department of Fisheries and Oceans

February 2013 to July 2013

Provided expert services in organizational design and functions alignment of C&P Regional and National HQ organization structure and propose changes based on program needs. Developed Guiding Principles and list of questions and conducted 23 consultations with directors across Canada. Conducted analysis using SWOT and GAP approach. Identified options for consolidation and delivery location including the concept of hubs; identified recommendations with pros and cons, risks and issues to be addressed. Prepared a detailed report with recommendations and made presentations to management team for decision making and implementation plan.

Security Services Employees Association under the House of Commons

October 2012 to November 2012

Provide independent assessment of generic positions descriptions for Sergeant, Corporal and Constable applicable to 130 positions, through review of various generic work descriptions from 2004 to 2012, review and application of the House of Commons Hay System for classification. Provide analysis, evaluation and comparison with other organizations. Develop various documents such as functional chart, flow of work, classification evaluation and final report. These documents may be used to assist with SSEA adjudication case.

Canada Border Service Agency – one client that of Director General, Labour Relations and Compensation Directorate

August 2012

Provide services to examine the current organizational structure, determine the areas that need to be addressed and design a number of models with identification of impact on EX and Non-EX positions with a recommendation on a new structure that allows the Directorate to meet its operational needs. It included a number of meetings and provision of a work plan, a draft and final report.

Health Canada – three clients

October 2011 to March 2012

Three projects which all required providing organizational design and classification services. Develop plans, timelines and processes for the review and conduct interviews, focus groups, develop surveys and conduct GAP analysis to get additional information on the work and workforce and conduct workshops with management, develop organizational structure including costing, pros and cons and recommendation. Consulted and obtained agreement on the proposals and implementation and next steps for the roadmap.

1. Health and Food Protection Branch – Policy, Planning and International Affairs

Provided process for merging of policy functions with engagement and consultation with Branch Director Generals and provided organizational design proposals and classification implementation processes for the Deficit Reduction Action Plan (DRAP);

2. Planning, Integration and Management Services Directorate

Provided challenge function on current proposals and conducted benchmarking and organizational design proposals including centralization vs decentralization and merging of HR functions and classification evaluation of the EX positions;

3. Human Resources Directorate

Conducted benchmarking and provided organizational design proposals, identified impact on existing EX and Non-EX positions, identified gaps and cost. Identified impact and required actions under DRAP.

Security Services Employee Association under the House of Commons

October to November 2012

Conducted an independent assessment of generic positions descriptions for Sergeant, Corporal and Constable applicable to 130 positions using HoC Hay Plan. Analyzed, evaluated and made comparison with Provincial Parliament Organizations. Developed functional chart and flow of work. Evaluated positions and prepared rationales. Prepared detailed report on analysis with recommendations and made presentation to Executive SSEA Committee.

Human Resources System Group (HRSB)

September 2011

Developed and delivered a presentation on Organizational Review and Design to assist with the current Public Service Restructuring and Downsizing under the Deficit Reduction Action Plan. Session was delivered to approximately 200 managers and Human Resources representatives in the greater public service. Session is also available on Webinar under HRSB.

Communications Security Establishment Canada

April 2011 to June 2011

Responsible for the Review of Succession Planning and Knowledge Transfer Best Practices.

Developed a methodology for developing proposals for Talent Management and Knowledge Transfer. Conducted benchmarking at the national and international level; developed proposals, developed and made presentations to HR and to Steering Committee with recommendations and wrote a comprehensive report.

Project Assignment References

-Mission Security and Emergency Management, GAC : Reid Sirrs, DG and Carlos Munante, Special Advisor (343)203-2657.

-Occupational Health and Safety Tribunal: Marie-Claude Turgeon, ED and General Counsel, (613)437-0602.

-Health Canada: Former HR Planning Manager, Karine Guyon (819)319-5575.

-Public Service Organizations: Danica Shimbashi, former DG HR at CIDA, now at PCO (613)948-6694 and Sheila Tenasco, (IRB, CIDA and now Director, HR at GAC) (343)203-5587.

Federal Public Service Experience -specialist and managerial positions occupied between 1987 to 2011

Canadian International Development Agency: 2008/2011

- Director, Executive Services, Classification and Organizational Design – EX-01

Public Service Commission: 2005/2008

- Director, HR Innovation Practices – EX-01

- Regional Director General, Quebec Region – A/EX-01

- Director, HR Modernization – EX-01

Defence Research and Development Agency: 2001/2005

- Director, Human Resources Directorate – EX-01

Canadian Food Inspection Agency: 1998/2201

- Manager, Corporate Classification and Organization – PE-06

Treasury Board Secretariat: 1997/1998

- Project Manager, UCS Implementation – A/PE-06 on secondment

Immigration and Refugee Board: 1987-1997

- Chief, Organization, Classification and Human Resources Systems – PE-05

Canadian Transport Commission, Health and Welfare Canada, etc.: 1974/1987

- Advisor, Staffing, Organizational Design and Classification

ACHIEVEMENTS: In addition to possessing a comprehensive knowledge of and expertise in various Human Resources fields, including both classification accreditation and staffing certification. I developed line and project management skills capabilities leading to successful:

-Management and redesign of HR programs to meet new strategic direction and transition to Special Operating Agency (DRDC); design of HR activities across Canada under a cost-recovery concept for a Parliamentary Agency (PSC); development and integration of matrix and functional models and decentralization abroad under the transformation and restructuring of CIDA.

-Management of Executive Services - Performance and Talent Management program. Corporate and operational Organizational Design and Classification EX and Non-Ex program.

-Development of IRB organization structure and merger of Adjudication Branch within IRB and merging of 4 entities into the newly created CFIA and development of organizational design proposals for centralizing programs including benchmarking.

-Management of classification reviews of Administrative Functions with classification decisions impacting 60 (IRB) and 135 (CIDA) positions and incumbents resulting in no grievances.

-Project management for the implementation of the new Public Service Employment Act, PeopleSoft HR System, Public Service Delivery Services, HR Strategy for a Scientific organization, Review of Succession Planning and Knowledge Management Framework for Executive, Manager Communities and HR.

-Managed, developed and delivered training and coaching to HR Advisors and training to managers and employees on organizational design, classification and staffing under the new PSEA. Managed and developed staff and managed large budgets.

-Development and Implementation of new classification standards, namely GIC (PCO/IRB), Professional Locally Engaged Staff (CIDA/DFAIT-GAC).