

CHRIS BERGEN, MPA, PMP

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PROFILE SUMMARY

Results-driven professional with over 10 years of experience in program administration, strategic business planning and implementation, stakeholder engagement and relationship development, and leadership. A strong business and people leader, skilled in leading diverse teams to deliver exceptional results and achieve business objectives. Demonstrates a continuous improvement mindset, driving operational efficiency and implementing change management methodologies to optimize performance. A collaborative team player whose leadership motivates colleagues and subordinates, fostering a winning culture.

SKILL SUMMARY

- **Bilingual** – Intermediate proficiency in French spoken, written, and reading comprehension. Native English speaker.
- **Equity, Diversity, Indigeneity, and Inclusion** – Formal training and experience implementing and managing EDII programs, Indigenous Reconciliation, and Gender-based Analysis Plus (GBA Plus).
- **Strategic planning, management, and execution** – project management, evaluation, communications, and coordination.
- **Project and Change Management** – Developing and implementing KPIs, communications, stakeholder engagement, project coordination, performance and process improvements.
- **People leadership** – Coaching, training, development, and building positive work environments.
- **Communication** – Stakeholder engagement, committee leadership, reporting, and strategic communications planning.
- **Interpersonal skills** – Relationship and trust-building, discovering strengths and interests, leveraging motivations and goals.
- **Creativity and vision** – Breaking down complex problems, developing creative solutions, establishing scope and vision.

EDUCATION

- **Master of Public Administration**, Queen's University, Kingston, ON | 2022
- **Bachelor of Business Administration**, Vancouver Island University, Nanaimo, B.C. | 2007 – 2013

PROFESSIONAL DESIGNATIONS AND SPECIALIZED TRAINING

- **Project Management Professional (PMP)**, Project Management Institute | 2022
- **Certified Managerial Accountant**, Institute of Management Accountants | Expected graduation 2023
- **Building Trust in Teams**, Queen's University Industrial Relations Centre | 2020
- **Coaching Skills for Managers**, University of California, Davis (Coursera) | 2019
- **Reconciliation through Indigenous Education**, University of British Columbia (EdX) | 2018

AWARDS AND RECOGNITION

- **2022 Queen's University Emerging Leaders**: Competitive program offered for high-potential employees.
- **2021 Queen's University SGPS Staff Excellence Award**: Annual award recognizing exceptional work.
- **2013 Bell Top Performer**: National award given to the highest performing salesperson in each province.

PROFESSIONAL EXPERIENCE

Senior Manager, Programs, University of Ottawa, Ottawa, Ont. | 2023 - Present

In a pivotal leadership role, I oversee comprehensive human resources operations within a high-stakes, university-wide administrative transformation project. Tasked with orchestrating multiple project teams and engaging with concurrent governance bodies, my role necessitates strategic issue resolution, daily advisories to senior executives, and the management of significant procurement contracts with external providers. Key achievements include:

- **Leadership in Organizational Transformation:** Champion an extensive administrative transformation initiative aimed at elevating operational efficiency and enhancing program delivery university-wide. Lead a cross-functional team of change management and HR experts, along with external consultants, to cultivate a culture centered on continuous improvement and innovation. Successfully integrate advanced communication and technological solutions to streamline processes, demonstrating a commitment to operational excellence.
- **Strategic Change Management:** Execute comprehensive change management strategies to align with and advance the university's strategic goals. Facilitate effective governance processes through active collaboration with senior executives and various stakeholders, ensuring broad-based support and smooth transition phases across initiatives.
- **Advanced Data Analytics for Strategic Oversight:** Utilize leading data analytics tools, including Power BI and UniForum data, to inform and guide decision-making processes. Implement advanced reporting frameworks to track project progress and outcomes, significantly contributing to strategic planning and optimal resource distribution.
- **HR and Organizational Development Leadership:** Steer the human resources function through significant organizational changes, bolstering workforce capabilities and readiness for future challenges. Oversee a comprehensive talent management strategy encompassing recruitment, development, and retention, ensuring the organization attracts and maintains high-caliber talent.
- **Effective Stakeholder Engagement and Collaboration:** Forge and nurture robust relationships with both internal and external stakeholders, prioritizing engagement with equity-deserving groups. Excel in negotiating and managing expectations, mediating conflicts, and aligning diverse stakeholder interests with organizational objectives.
- **Governance and Compliance Expertise:** Develop and implement stringent governance frameworks to guarantee program initiatives are delivered on time, within scope, and budget, ensuring adherence to university policies and mitigating operational risks.

Programs Manager, Queen's University, Faculty of Arts and Science, Kingston, ON | 2019 – 2023

With 4 years of expertise in Strategic and Business Planning, Project Management, and Communications, I spearheaded multidisciplinary project teams across remote environments, ensuring stellar client-service delivery to diverse stakeholders. My role encompassed rigorous research, strategic issue analysis, and the crafting of detailed analyses and briefings, culminating in informed advisories and the seamless execution of initiatives to senior management. Key achievements include:

- **Institution-wide Development Initiative Leadership:** Championed the Individual Development Project (IDP), orchestrating a remote, multidisciplinary team to drive the program's development and

implementation. Adopted change management practices to guarantee smooth execution, conducting exhaustive research and formulating strategies that resonate with the university's ambitions. Played a pivotal role in data gathering, program evaluation, and stakeholder engagement, ensuring a confidential and efficient coordination of administrative and financial operations.

- **Hybrid Workforce Model Transition:** Engineered the transition to a hybrid workforce model, overseeing every facet from physical space planning to policy formulation. My project management acumen was instrumental in delivering strategic recommendations, workplans, and budgets for reorganization and remote operations, employing change management techniques for optimal stakeholder engagement and communication.
- **Research Grant and Awards Program Policy Management:** Led the development and implementation of policies for new research grant and awards programs, integrating change management methodologies to establish operational, communicative, and financial frameworks. Facilitated collaboration with senior leadership and specialists, ensuring confidentiality, and steered internal committees and marketing strategies for comprehensive outreach efforts.
- **Quality Assurance for Academic Programs:** Directed the quality assurance for new degree and certificate programs, aligning with both institutional and regulatory standards. My project management expertise underpinned program budgeting, enrollment strategies, and communication plans, providing strategic guidance on development and quality assurance to meet academic, financial, and strategic goals. Maintained diligent communication with stakeholders and upheld confidentiality in collaborations with academic and government bodies.

Manager, Service Delivery, B.C. Public Service, Ministry of Children and Family Development, Victoria, B.C. | 2018 – 2019

Oversaw comprehensive human resources operations within a dynamic, unionized environment, managing a diverse team of up to 80 staff across southern Vancouver Island. Tasked with steering multidisciplinary projects and service delivery teams, I synthesized complex strategic analyses into actionable insights for executive-level decision-making. My role demanded meticulous development and execution of program policies and regulatory initiatives, underpinned by a profound understanding of strategic issues and client-service excellence. Key accomplishments include:

- **Client-Service Excellence and Team Leadership:** Revolutionized client experience and employee satisfaction across multiple service functions by implementing targeted client-service KPIs, using robust change management strategies. Instituted employee recognition, coaching, and development frameworks, catalyzing a significant uplift in service metrics within six months. This strategic initiative not only elevated client satisfaction but also spurred a 20% uplift in staff retention and identified potential leadership candidates, underscoring my commitment to fostering a culture of excellence and collaboration.
- **Transformative Staffing Strategy Development:** Architected and executed a forward-thinking staffing strategy for over 80 unionized employees, leveraging change management insights to advocate for organizational evolution. My strategic vision and operational plan harmonized performance goals with budgetary and cultural aspirations, engaging stakeholders through workshops and iterative feedback mechanisms. This comprehensive approach not only ensured the seamless adoption of changes but also

manifested in a 20% improvement in retention, alongside notable enhancements in operational accuracy and employee morale.

- **Performance Management and Strategic Reporting:** Led a pivotal initiative to establish division-wide KPIs, setting performance benchmarks and crafting leadership reporting protocols. My adept project management and analytical prowess enabled the effective utilization of CRM software and data analytics tools, ensuring the alignment of KPIs with organizational objectives. Through strategic communication and training, I rallied support from staff, union representatives, and senior leadership, achieving marked improvements in service delivery and labor efficiency within a mere six months.

Policy Analyst, B.C. Public Service, Ministry of Advanced Education, Skills and Training, Victoria, B.C. | 2017 – 2018

As a Policy Analyst, I was entrusted with the preparation of intricate analyses and briefing materials for senior management, addressing complex policy issues and program development initiatives. My role demanded strategic insight and adept stakeholder management, alongside the management of sensitive information with utmost discretion. Key contributions include:

- **Program Policy Development for Employee Training:** Spearheaded the design and rollout of an innovative training and development program, applying change management principles to foster a culture of continuous learning and diversity. My approach involved comprehensive research, stakeholder collaboration, and the presentation of strategic proposals to senior executives, ensuring alignment with organizational objectives. This initiative not only enhanced the onboarding process but also introduced a sustainable fund for self-directed career development, marking a significant improvement in employee engagement and retention.
- **EducationPlannerBC Platform Project Leadership:** Demonstrated exceptional project management capabilities in leading the development and governance of EducationPlannerBC, a unified online application system for B.C. post-secondary institutions. Managed project budgets, contractor relationships, and governance activities with a focus on change management, resulting in a user-centric platform that simplified the application process for students, thereby enhancing accessibility and user experience across the educational sector.
- **Salesforce Database Implementation for Stakeholder Engagement:** Directed the development and maintenance of a Salesforce database to streamline stakeholder management across 80 labor market projects. This involved close consultation with economists and CRM experts to ensure the database effectively supported data-driven decision-making. The successful implementation led to significant advancements in data accessibility, reporting accuracy, and operational efficiency, empowering leadership with critical insights for strategic planning.

Store Manager, Bell Canada Enterprises Inc., Victoria, B.C. | 2014 – 2017

Planned, prioritized, managed, and assessed the work of up to 18 employees across two locations in the greater Victoria area; built the highest performing team on Vancouver Island, demonstrating strong organizational and project management skills. Achievements include:

- **Effectively managed two of the highest-selling locations in the Vancouver Island region simultaneously for a period of six months.** Recognizing potential leaders among the staff, I provided support and opportunities for growth, while also delegating responsibilities to maintain uninterrupted daily

operations. By prioritizing efforts towards exceptional client experiences and achieving sales targets, both stores surpassed their performance indicators. My continuous improvement mindset and strong services orientation enabled me to adapt and deliver outstanding results. Additionally, my leadership style motivated colleagues and subordinates, resulting in the promotion of two employees into leadership positions whom I had personally developed.

- **Developed and implemented a 1-Year strategic plan, utilizing knowledge of change management methodologies, tools, processes, and approaches, to build an exceptional award-winning team:** Created a strategic hiring plan, established performance standards, conducted regular performance evaluations and formal reviews, organized team-building activities, and facilitated the collaborative establishment of values and goals to foster a winning culture.
- **Implemented region-wide training camps to enhance skills, promote cross-store collaboration, and foster a sense of pride across the region:** Led the project team to develop and implement employee training camps. Oversaw budgeting, developed a comprehensive communications strategy, and managed day-of operations. Successfully elevated the region to the #1 position in B.C. within one year, based on key performance metrics as a result of the training camps initiative.
- **Achieved multiple awards, including #1 store in B.C. for B2B sales (2015, 2016), Overall Sales (July 2015), and Operations (2016). Additionally, three employees were promoted to management roles as a result of their development under my leadership.**

EXTRACURRICULAR EXPERIENCE

- Treasurer / Executive Committee Member, Ontario Council of University Lifelong Learning, Kingston, Ont | 2020 – 2023
- Governor and Senator, Vancouver Island University, Nanaimo, B.C. | 2012 – 2013