

# Curriculum vitae

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## Education

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|---|--|------|
| ▶ Master's degree in Public Administration<br>Specialization in Organization's Analysis and Development | School of Public Administration<br>Quebec City, Canada | 2000 |
| ▶ Bachelor's degree in Business Administration<br>Specialization in Finance                             | Laval University<br>Quebec City, Canada                | 1997 |
| ▶ Diploma of college studies  | College of Sainte-Foy<br>Sainte-Foy, Canada            | 1993 |

## Advanced Training

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| ▶ Cognos ReportNet Workshop                                    | 2005 | ▶ Microsoft Business Intelligence Reporting Services Workshop | 2005 |
| ▶ Balanced Scorecard Seminar, Web Focus, Information Builders  | 2002 | ▶ Microsoft Excel Advanced 98/2000                            | 2001 |
| ▶ Data Warehouse: Concepts, techniques, tools and applications | 2001 | ▶ Project management with Microsoft Project 98/2000           | 2001 |

## Key Areas of Expertise

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|--|---|
| ▶ Corporate Performance Management (CPM) | ▶ Business Intelligence                 |
| ▶ Balanced Scorecard (BSC)               | ▶ Key Performance Indicators (KPI)      |
| ▶ Performance Management Dashboard       | ▶ Data Exploitation and Analysis        |
| ▶ Data Warehousing Systems               | ▶ Competitive Analysis and Benchmarking |
| ▶ Public administration reform           | ▶ Business Process Design               |

## Professional Experience

<b>CGI</b> (Information Systems and Management Consultants Inc.) Quebec City, Canada <a href="http://www.cgi.com">www.cgi.com</a>	<b>Titles: Management Consultant, Business Analyst, Enterprise Architect and Project Manager</b>  Founded in 1976, CGI is among the largest independent information technology (IT) services firms in the world. CGI provides end-to-end IT and business process services to clients worldwide, utilizing a highly customized, cost efficient delivery model that combines on-site and off-site operations. From providing consulting and systems integration services to managing IT and business functions on behalf of its clients, CGI provides an all-encompassing offering that includes the planning, design, implementation and management of highly effective IT environments.  <b>Major Achievements</b> <ul style="list-style-type: none"> <li>▶ Designing and developing strategic dashboards and strategic maps following the "Balanced Scorecard" approach.</li> <li>▶ Defining Key Performance Indicators.</li> <li>▶ Taking part in design and rollout projects for data warehouses and data marts.</li> <li>▶ Scheduling and managing CGI Group Balanced Scorecard design, development and maintenance.</li> <li>▶ Taking part in the development of a maturity model for Customer Relationship Management (CRM).</li> <li>▶ Defining terms of reference to clarify organizational processes supporting technology systems management and development.</li> </ul>	September 2001 to July 2005
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- ▶ Developing communication strategies, writing guides and ensuring user training.
- ▶ Making a progress report concerning existing problems, new user needs and possible solutions to improve systems.
- ▶ Offering recommendations and solutions to users.
- ▶ Taking part in the creation of a data warehouse development approach.
- ▶ Conducting research and development in Business Intelligence (BI) and Corporate Performance Management (CPM) fields.
- ▶ Performing comparative assessments between various display and data analysis tools.
- ▶ Taking part in the business development of the "Business Intelligence" practice in the CGI Quebec unit (business plan, strategy, initiatives, communication and proposals).
- ▶ Developing security rules and management methods for information system access.

**Major clients:** City of Montreal, Commission of Labour Standards, Ministry of Revenue, CGI Group, Ministry of Agriculture, Enterprise Registrar.

### Treasury Board Secretariat

Government of  
Quebec,  
Quebec City, Canada  
[www.tresor.gouv.qc.ca](http://www.tresor.gouv.qc.ca)

### Title: Project Manager

#### Project: Strategic dashboard system

In accordance with the application of the *Public Administration Act*, the Modernization of Public Management Secretariat initiated a layout and communication strategy to implement a new public sector management framework.

#### Major Achievements

- ▶ As a project manager: planning, designing, achieving and rollout different technological solutions to support the implementation and follow-up of the new management framework.
- ▶ Participating in the development of performance guidelines and strategic objectives.
- ▶ Establishing and setting priorities to develop performance indicators for each phase of the project and creating indicator data specification sheets.
- ▶ Creating a prototype model of a management dashboard and organizing performance indicator design parameters and visual presentation.
- ▶ Designing and developing the dashboard production system (data entry process – extracting, transforming and loading data – results presentation).
- ▶ Coordinating development of the data entry system addressing more than 70 ministries or organisms subject to the Public Administration Act.
- ▶ Participating in the development of a data base with Microsoft SQL Server.
- ▶ Preparing and offered necessary training to users.
- ▶ Producing a user's guide and offering necessary support.
- ▶ Designing an intranet site for diffusion of dashboard data.
- ▶ Presenting results to the members of the board, the modernization implementation committee and the network of ministerial respondents.

April 2000 to  
August 2001

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### Title: Project Manager

#### Project: Internet site on the modernization of public administration

The Modernization of Public Administration Secretariat set up a communication plan to inform and heighten awareness of government employees concerning new government framework management and the Public Administration Act

#### Major Achievements

- ▶ As a project manager, planning, designing, achieving and rollout a website in order to diffuse any information related to a new government framework management system.
- ▶ Participating in the writing of the content of each page of the site
- ▶ Presenting the new website to the decision-makers of the Treasury Board Secretariat (Minister and Deputy Minister).
- ▶ Ensuring the statistical follow-up of website hits and producing a monthly follow-up scoreboard of hits on each page of the site.

Sept. 1999 to  
March 2000

<b>Executive Council Ministry</b> Government of Quebec, Quebec City, Canada <a href="http://www.mce.gouv.qc.ca">www.mce.gouv.qc.ca</a>	<b>Titles: Consultant, Analyst</b>  <b>Project: Integrated monitoring network on government policies</b> The Government of Quebec introduced a set of policies in order to enhance the efficiency of its public policies. The integrated monitoring network of government policies is another tool implemented in order to enhance the government's contribution to prosperity in Quebec through performance improvement of its public policies.  <b>Major Achievements</b> <ul style="list-style-type: none"> <li>▶ Conducting research, gathering and processing useful information based on targets to be monitored as established by management.</li> <li>▶ Establishing and maintaining the necessary links with numerous data base and governmental and non-governmental information sources.</li> <li>▶ Writing syntheses and presenting them to management.</li> <li>▶ Participating in the meeting of the monitoring network.</li> <li>▶ Making recommendations for improvements to the monitoring network system.</li> </ul>	May 1999 to August 1999
<b>Agrodeboriki</b> Car dealer Atalanti, Greece	<b>Titles: Consultant, Analyst</b>  <b>Project: Evaluation of the inventory control computer system</b> In June 1995, Agrodeboriki acquired an inventory control system. This system permitted management of incoming and outgoing auto parts and customer billing. After one year, the company wished to conduct an evaluation in order to determine system advantages and disadvantages.  <b>Major Achievements</b> <ul style="list-style-type: none"> <li>▶ Managing the inventory using the computer system.</li> <li>▶ Maintaining customer service.</li> <li>▶ Participating in the definition of needs in terms of information technologies in order to maintain efficient management of supplies.</li> <li>▶ Evaluating the computer system and making recommendations for the improvement of some modules.</li> </ul>	June 1996 to August 1996

## Computer Skills

- ▶ Windows 2000 and XP
- ▶ Microsoft Office 2000 and 2003 (Word, Excel, Access, MS Project, FrontPage, Visio, PowerPoint, Publisher, Outlook, OneNote, InfoPath)
- ▶ Oracle Discoverer
- ▶ Oracle Portal
- ▶ Oracle Database Designer
- ▶ Cognos ReportNet
- ▶ Cognos Metrics Manager
- ▶ IIS Server
- ▶ Apache Server
- ▶ SAS Strategic Performance Management
- ▶ Web Data Entry
- ▶ SPSS
- ▶ Macroscopic System Development Methodology (P+ Productivity)
- ▶ IOTA Data Warehouse Development Approach
- ▶ Business Intelligence Development Methodology MDSIA
- ▶ Business Intelligence Solutions Benchmark

## Languages

Greek, French and English (Intermediate).

**References available upon request**