

Gary I. Bergel
Vice President and Senior Associate

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Gary Bergel is a change management and employee/labor relations professional with over thirty-five years of experience as an international management consultant and Fortune 500 human resources director. Gary's areas of expertise include: high performance organization redesign and implementation; strategic labor-management relations; interest-based collective bargaining, problem-solving, and issue resolution processes; leadership development, coaching and facilitation; conflict management; and, group effectiveness.

Experience:

1994 – Present	Vice President and Senior Associate, Restructuring Associates Inc. (RAI) Washington, DC
1997 – 2002	Managing Director, Coors Schneider Pty. Ltd. (an RAI Joint Venture) Melbourne Australia
1993 – 1994	Consultant, Sibson & Company Chicago, IL
1991 – 1993	Associate, Restructuring Associates Inc. (RAI) Washington, DC
1985 – 1991	Director of Human Resources, Information Systems Division, 1989 - 1991 Human Resources Manager, Specialty Manufacturing Plants, 1988 – 1991 Human Resources and Training Coordinator, Carlisle, PA Plant Start-Up, 1987 - 1988 Assistant Human Resources Manager; Human Resources Asst; West Chicago Mfg. Facility, 1985 – 1987 General Mills Minneapolis, MN

Education:

- Kellogg School of Management, Northwestern University, MBA, Organization Behavior, Management Policy, Evanston, IL, 1985
 - Selected by Kellogg faculty as the Outstanding Student in Organization Behavior
- Columbia University, BA, Political Science, New York, NY, 1982

Certifications and Professional Activities:

- Senior Professional in Human Resources (SPHR), HR Certification Institute, 2009 – present
- Senior Cert. Professional (SHRM-SCP), Society for Human Resource Management, 2016 – present
- “Nationally Recognized Expert” (NRE) by the United States Government, Office of Personnel Management (OPM), 2009 – present

- Faculty member and technical review panelist for World@Work (formerly the American Compensation Association), 1991 – present
- Adjunct Professor, Deakin University Faculty of Business and Law (Melbourne, Australia), 2002 – 2005
- Keynote speaker, author, guest lecturer, and workshop leader in North America and Australia.

Experience:

Restructuring Associates Inc., Washington, DC

Gary provides strategic advice, coaching, facilitation, and implementation support to senior executives, managers, union leaders, and frontline employees, for RAI clients across a wide spectrum of industries and sectors. Examples of comprehensive client engagements include:

- Designed and delivered leadership skills, communications, performance management and problem-solving training to 70+ members of department employee-management committees across six Yale University departments, including Health Services and Libraries. Using analytical tools and techniques, underpinned by an interest-based approach, these joint department committees developed solutions to operational challenges, resolved labor-management conflicts, and provided structured vehicles to increase the level of engagement of University staff. Provided strategic advice and coaching to Yale Director of Best Practices and five-person internal Best Practices consulting team, designed and delivered change management skills training to team members, and facilitated department strategic planning.
- Developed, trained, facilitated and consulted to a Yale University-wide eight-member employee-management team that designed a new performance feedback and goal-setting process for employees and management; strengthened focus on organizational and individual performance, and introduced coaching and career planning for non-exempt employees.
- Project managed six-year, multi-contract engagement with TSA to support transition to collective bargaining, and development and implementation of labor relations strategy. Designed and delivered NLRB compliance training for 450+ field directors and managers across the United States; designed and piloted leadership skills training that was rolled out to 1,500+ headquarters and field leaders; provided strategic advice, coaching and project management support to eight member CBA bargaining team and labor relations leadership; provided strategic advice and facilitation to Human Capital management team to support the development of the Human Capital workforce plan.
- Facilitated seven successive rounds of collective bargaining between Kaiser Permanente and the Coalition of Kaiser Permanente Unions, verified by MIT as the largest, interest-based collective bargaining process in US. Designed and delivered interest-based negotiations training to joint bargaining sub groups of 25 to 35 managers, physicians and unionized staff members; planned and facilitated multi-day, interest-based bargaining sessions for bargaining sub groups, and provided strategic advice to union and management/physician leaders and their respective caucuses. Each agreement was achieved on time and approved by 90% of employees.
- Facilitated development of comprehensive multi-union solution that enabled nationwide implementation of Kaiser Permanente's integrated medical records technology strategy.

Corrs Schneider Pty.Ltd., Melbourne, Australia (an RAI Joint Venture)

- As Managing Director of CS, was responsible for the start-up and ongoing operations of a U.S. - Australia joint venture consultancy. Established and doubled size of the firm during leadership tenure.
- Led CS team that provided: C-Suite strategic advice; site-level organization design education and facilitation; implementation coaching; and team skills training delivery; to support the start-up of Australia's largest letter handling facility. Project success led to additional redesign work at other Australia Post facilities.
- Developed and led new, interest-based negotiations process for Nabalco, a large Australian mining company, and its five unions. Successful negotiations were concluded ahead of schedule, with no days lost to labor disputes. This strategic approach to bargaining was featured in a 2000 article in *Business Review Weekly (BRW)*, a leading Australian business publication.

Sibson & Company, Chicago, IL

Worked with clients in multiple industries in the development of work and rewards systems designs, including broad-banded salary structures, dual career paths, and performance-based pay.

General Mills, Minneapolis, MN

- Introduced high performance organization principles to corporate Information Systems function, resulting in redesign and simplification of operations roles and work processes.
- Human Resources and Training leader and member of on-site leadership team that developed and led implementation of new design, greenfield manufacturing facility. With Dr. Gerald Ledford of USC, co-authored frequently cited case study on design and start-up of this facility. Based on success of this assignment, was promoted to lead the culture change process for multiple General Mills facilities at various stages of high-performance organization start-up/conversion.
- Led preparation and delivery of successful on-site EEO/AA audit for 800-employee manufacturing facility.

Published Work:

“Moving from Interest-Based to Results Focused Bargaining,” Stepp, John R. and Bergel, Gary I., *Perspectives on Work*, Winter 2008.

“What Have We Learned About Trust from Recent Experiences with Teaming and Empowerment?” Bergel, Gary, *Business and Professional Ethics Journal*, Volume 16, Nos. 1-3, 1997.

“Choosing the Right Pay Delivery System to Fit Banding,” Bergel, Gary I, *Compensation and Benefits Review*, Volume 26, No. 4, August 1994.

“Skill-Based Pay Case Number 1: General Mills,” Ledford, Gerald E. Jr. and Bergel, Gary, *Compensation & Benefits Review*, March 1991; vol. 23, 2: pp. 24-38