

SEAN STADNISKY, CD, PMP, RMC
OTTAWA, ON

[HTTPS://WWW.LINKEDIN.COM/IN/SEANSTADNISKY/](https://www.linkedin.com/in/seanstadnisky/)

613-328-0463

SEAN.STADNISKY@GMAIL.COM

PROJECT MANAGER • PROGRAM MANAGER • CONSULTANT • MANAGER

SUMMARY

Accomplished Project / Program Management Professional and Senior Consultant / Manager, with more than 19 years of experience within large, diverse organizations. Expertise in project and program planning and consulting, possessing organizational, personnel, and performance management experience. A natural communicator, liaising at all levels, briefing executive stakeholders to leading small, multi-functional teams toward a common goal. Success derived from application of lessons learned analysis and industry best practices to effectively manage resources, improve processes, and deliver organizational excellence. Serving as key advisor to executive stakeholders, held responsibility for planning / allocating annual budgets of more than \$250M, managed department budgets to \$5M, with direct responsibility for more than 75 personnel.

Pursuing leadership role with an organization seeking a professional disposition with a commitment to organizational and performance excellence, and total customer satisfaction. Canadian Armed Forces Veteran.

AREAS OF EXPERTISE

Project Management
Project Planning – Delivery
Organizational Leadership
Training & Development

Program Management
Stakeholder Engagement
Performance Management
Budgetary Oversight

Senior Consultant
Risk Management / Mitigation
Personnel Development
Team Leadership / Mentor

CAREER HISTORY

SENIOR ASSOCIATE, CONSULTING AND DEALS – OTTAWA, ON

2018- PRESENT

- A member of the Operations Practice team specializing in business architecture, project, program and portfolio management
- Currently engaged with a federal government client implementing an Enterprise Project Management Office
- Focused on Organizational design requirements, human resources requirements, succession planning, and data analytics and reporting

FINANCIAL MANAGEMENT ANALYST – OTTAWA, ON

2017-2018

- Assists in the development of the forecasts, trend analysis, commitment review and variance analysis by collecting, evaluating, reviewing, validating and reporting financial information. Researches and assembles historical, current data and projected data and information on financial matters.
- Selects, analyzes and revises financial information for multi-year operational plans, estimates, budgetary allocations and forecasts. Provides input of budget information in SAP and prepares monthly reports.
- Participates in the analysis of budget variances. Assists in the development, implementation, evaluation and maintenance on internal financial control methods, procedures and practices.
- Advises managers and makes proposals to more senior financial officers on the consequences and appropriateness of proposed financial plans and expenditure patterns and changes with regard to financial situation as well as compliance with regulations and legislation.

OPERATIONAL PLANNER / ANALYST, HEALTH CANADA – OTTAWA, ON

2017

Primary Analyst / Advisor to the Regional Executive Committee, responsible for organizing, planning and preparing budget forecast for Fiscal Year 2017/2018 for FNIHB Ontario Region.

- Planning process consists of allocating budget of more than \$250M to fund FNIHB operations for the year.
- Provides analysis on project vetting, as well as recommendations on prioritization, with an unlimited amount of client requests, and very limited resources within the Federal government.

SENIOR PROGRAM MANAGER (OFFICER) / PLANNER, HEALTH CANADA – OTTAWA, ON

2016 – 2017

Provides Budget Management, Internal/External Communications, Time Management, Grants and Contributions Information Management System, Liaising with First Nations and Health Canada Stakeholders, Management of Federal Transfer Payments, Financial Management via SAP, Briefing Notes, and Risk Management Evaluation.

- Key Knowledge areas include Treasury Board Secretariat Policy on Transfer Payments, Financial Administration Act, FNIHB Management of Contribution Funding Agreements Policy.

- First Nations Inuit Health Branch (FNIHB) supports First Nations communities through contribution agreements to deliver community based prevention health programs, primary and public health nursing, environmental health services and Non –Insured Health Benefits.
- Manage a compliment of these contribution agreements, which requires developing relations with Health Directors, Chiefs and other community health staff within First Nation communities.
- First point of contact for communities to connect in all other areas in supporting the community.

TRANSITION PROJECT MANAGER (OFFICER), VETERANS AFFAIRS CANADA – OTTAWA, ON**2014 – 2015**

Provided detailed project analysis and planning to implement Program Evaluation and Performance Measurement on all Canadian Armed Forces Employment transition programs.

- Process included planning of Logic Model, and elements of Balanced Scorecard.
 - Coordinated communications and planning process through stakeholder engagement and feedback.
 - Worked to minimize change initiatives on daily operations of all stakeholders.
- Changed initiatives focus on Content Management Server (Cascade), upgrading web function / data collection services within Canada Company, Veterans Affairs Canada and Department of National Defence.
 - Identified inefficiencies in current reporting system and worked to find a common solution.
 - Maintained process of standardizing reporting schedules to all stakeholders and provided recommendations on the exact metrics that were to be reported by each stakeholder.
- Prepared project update reports to brief senior managers and stakeholders, up to and including executives at the government of Canada and Canada Company.

OWNER, PRINCIPAL (INDEPENDENT) CONSULTANT, CKS CONSULTING – KINGSTON, ON**2013 – 2015**

Conducted research in cooperation with the Queen's School of Business and Queen's University School of Policy Studies.

- Preliminary work focused on mental health in the workplace, leader and peer helping behaviors, executive leadership, and employee engagement.
- As the principal investigator, responsibilities included literary reviews of existing academic and practitioner research, designing and deploying data collection surveys, all analysis on compiled data, and historical data provided by Statistics Canada.

RESEARCH ANALYST, ONTARIO HOSPITAL ASSOCIATION – TORONTO, ON**2013**

Provided research and analytical support around provincial health human resources, including salary benchmarking and organizational analysis.

- Synthesized research findings from key policy reports / publications for sharing with a range of audiences.
- Obtained, analyzed, and integrated quantitative and qualitative information on strategic health human resources issues and solutions within Ontario and other jurisdictions.

CANADIAN ARMED FORCES**PERSONNEL SELECTION OFFICER – OTTAWA, ON****2007 – 2012**

Provided detailed project planning to implement program evaluation and performance measurement.

- Conducted Client satisfaction study examining efficiency levels of new Canadian Forces Vocational Rehabilitation Organization.
- Developed and implemented formal Program Evaluation and Performance Management Framework.
- Managed personnel military training schedules for a squadron of 78 personnel.
- Coordinated external communications and interviews with Senior and General Officers as part of a larger Qualification Standard Board, and was responsible for reporting interview findings to the Board.

EDUCATION • CERTIFICATION

MBA , (in progress), Pennsylvania State University	Expected 2020
Master of Industrial Relations , Queen's University – Kingston, ON, Canada	2013
BA , Industrial / Organizational Psychology (Honours), The Royal Military College of Canada	2011
PMP , Project Management Professional Certification	2018
Government of Canada Authority Delegation Certification	2016
Dispute Resolution Centre Esquimalt, Victoria, BC, Canada	
• Interest-Based Dispute Resolution Practitioner	2005
• Alternate Dispute Resolution Practitioner	2005
Microsoft Office Suite Complete Level III and Access (Visual Basic Level IV)	2003

Dr. Rodney Nelson, C.Dir., PAED, CAPA

1052 Brookfield Road ♦ Ottawa, Ontario K1B6J1
Home (613) 820-6444 ♦ E-mail rodney@rodneynelson.com

Professor, Senior Executive and Independent Director

Eight years of teaching at the University level including supervision of research projects, undergraduate teaching and first year seminars. I was recently awarded the Teaching Excellence Award and have consistently high teaching evaluations.

Over 30 years of experience in both public and private sectors with experience working with senior officials including Ministers, CEO's and corporate directors of Crown Corporations

Experienced academic administrator. Positions held include current chair of Carleton's Aboriginal Education Council, Coordinator of the Aboriginal Enriched Support Program, Senate Financial Review Committee, member of the Carleton University Institute on the Ethics of Research with Indigenous Peoples, Advisory board for the Centre of Indigenous Research Culture and Education.

Excellent ability to lead and conduct research. This includes extensive personal experience conducting interviews and collecting oral histories of Aboriginal peoples across Canada.

Proven leader in Aboriginal relations working with Aboriginal communities, governments and corporations. Expertise in governance, social policy, education, ethics and economic development.

Excellent board governance experience including Audit Committees, Governance and Nominating Committees and experience chairing board meetings.

I have a deep understanding of critical business and cultural issues including;

Aboriginal Relations

Policy development

Education

Governance

Economic Development

Business Development

Ethics

Indigenous Traditional
Knowledge

Identities and Diversity

Relevant Experiences

Board Trustee (Governor in Council position), The Canadian Museum of History formerly the Canadian Museum of Civilization, is Canada's national museum of human history.

Chair of FirstPlan Pension and Benefits. An Aboriginal company providing pension and benefits to first nations communities and businesses.

Co-Chair of Carleton University Aboriginal Education Council, to promote, guide and oversee the implementation of Carleton's Aboriginal Coordinated Strategy. The Aboriginal Education Council reports directly to the President and Vice-Chancellor.

Member of the Carleton Senate Finance Review Committee, A committee to oversee fiscal responsibilities and recommend financial advice to the Senate.

Past Chair and Board Member, AFOA Canada Aboriginal Financial Officers Association. A national Aboriginal association that helps communities better manage and govern their affairs and organizations through enhancing finance and governance practices.

Past Vice Chair of the board of directors for The Canada Dance Festival Association. This association presents, advances and celebrates dance excellence in Canada in association with the National Arts Centre and the Banff Centre for the Arts.

Past Chair of the Council on Corporate Aboriginal Relations. A council of industry and Aboriginal leaders who are responsible for relations with Aboriginal peoples.

Past Co-Chair of the Public Enterprise Governance Centre. A forum for Chairs, CEO's, and Board members of Canadian Crown corporations and agencies to discuss governance.

Past Chair of the Pandemic Preparedness Working Group. A working group for executives to discuss organizational and operational planning for a pandemic.

Past Ethics Officer for Public Works and Government Services Canada. Appointed by the Minister of Public Works and Government Services Canada.

Recent Career Highlights

Professor at Carleton University in the Sprott School of Business teaching Business Ethics and Entrepreneurship. Formerly with the Centre for Initiatives in Education teaching Introduction to Anthropology, Intro to Social Sciences, Early Colonial Contact and Indigenous Issues. I recent received a Teaching Excellence Award. The Dean of Social Science recognition for teaching excellence receiving the highest departmental evaluation and third overall in Social Sciences.

Board Trustee (Governor in Council position), The Canadian Museum of History and The Canadian War Museum

Past Chair of the **Aboriginal Financial Officers Association of Canada.**

Represented Canada at the world **APEC (Asia-Pacific Economic Cooperation)** symposium on ethics health policies relating to Pandemic Influenza.

Spoke at the **United Nations Permanent Forum on Indigenous Issues** on economic development and how corporate/First Nations partnerships have been addressing these issues.

Professional Experience

Professor, Carleton University

Current

Sprott School of Business

Academic Research

I teach Entrepreneurship, Business Ethics and Cross-Cultural Communications.

Aboriginal Issues

My current research examines how traditional Indigenous knowledge can be combined with board governance to help create an indigenous model of business governance and enhance economic development within Indigenous communities.

Community Engagement

CEO, The Global Governance Group

Current

Board Governance

Senior Management

Research Leader

Ethics

I am the current CEO of the Global Governance Group (GGG). This independent consulting firm provides research, training, strategic advice, negotiations and governance guidance to businesses and all levels of government. GGG is actively involved in training and consulting with Aboriginal leaders and communities on business and economic development, board governance, ethics, corporate relations, education and historical research for Aboriginal communities.

I also work with the Aboriginal Financial Officers Association delivering courses on ethics, performance reporting, strategic planning and negotiations in the Aboriginal workplace.

Professor, Carleton University

2012-2019

Centre for Initiatives in Education, Department of Anthropology, School of Canadian Studies

Academic Research

I taught Introduction to Indigenous Studies, Contemporary Indigenous Issues, Introduction to Social Sciences and Indigenous History courses.

Aboriginal Issues

I managed the Indigenous Enriched Support Program at Carleton University. This is an entrance program for Indigenous students that may not meet traditional university admission requirements.

Community Engagement

Senior Manager, Executive Networks, The Conference Board of Canada 2006-2009

Board Governance

Aboriginal Issues

Fiscal Responsibility

Negotiations

Maintaining Organizational Membership

Director of the Centre for Aboriginal Issues
Chair of the Council on Corporate Aboriginal Relations
Chair of the Public Enterprise Governance Centre
Chair Pandemic Preparedness Working Group

As a senior manager I was responsible for both the corporate governance and Aboriginal portfolios. My role included overall management of a four-million-dollar budget, staffing, contract management, research and the strategic direction.

I sat helped facilitate several negotiations and agreements including the billion-dollar Kitamat container port project and the Churchill hydro projects. I was the media spokesperson on Aboriginal issues and business continuity.

Public Works and Government Services Canada **2005-2006**

Management	A/Director of Audit and Evaluation – Reporting to the Chief Risk Officer of PWGSC. I managed a team of auditors, evaluators and risk managers. Our branch was responsible for oversight of the department's fiscal responsibilities, governance reporting structures and management accountability framework.
Fiscal and Program Accountability	

Public Works and Government Services Canada **2003-2005**

Management	Ethics Officer – I was appointed by the Deputy Minister as the Ethics Officer for Public Works. I sat at the senior management table to ensure compliance to the Values and Ethics Code of the Public Service. Working alongside the Minister, Assistant Deputy Minister and the Chief Risk Officer I was responsible for enhancing the ethical climate of the organization.
Compliance and Ethics	

Public Works and Government Services Canada **2000-2003**

Policy Development	Senior Policy Advisor – I worked on several national social policies including Ralph Goodale's Good Neighbor Policy, Aboriginal procurement strategies, access to education policies and the National Accommodation Strategy.
Aboriginal Policy	
Budgeting	I co-managed a 5-million-dollar national research innovation fund for the development of new green technologies in the STEM disciplines.

CEO and Chair - Sirius Consulting Ottawa **1996-2000**

Board Chair	Co-founded a communications company in 1994. Under my direction as CEO and Chair, I increased capacity to become a national company increasing the operational budget to over a million dollars.
Governance	
Marketing	I was responsible for the strategic vision, mandate and direction of the company that increased revenues by over 300 per cent. Client base included fortune 500 companies.

Carleton University – Instructor of Anthropology **1994-1996**

Aboriginal Issues	I was an instructor at the University where I taught <i>Native Studies and Anthropological Research Methodology</i> . I was recognized by the Dean of Social Science for teaching excellence by received the highest student evaluation in the department and third overall in social Sciences.
Research Methodology	

Department of National Defence – Various Positions **1985-1994**

Risk Management	Intelligence Officer – I worked during the Gulf War to develop and implement military security procedures to ensure national security. I was a liaison with several international governments and military leaders to ensure coordinated strategies.
Research	
Procurement and Supply Chain Management	Procurement Officer – I developed and delivered innovative supply chain solutions including leveraging Department of National Defence's buying power through implementation and facilitation with United States Government effecting saving of 3-5 million dollars in purchasing power.

Recent Speaking Engagements

International Union of Anthropological and Ethnological Sciences, Moderator and Plenary
Indigenous Movements/ Mouvements autochtones, 2018

Indigenous modernity and the concept of Bimaadiziwin: reconciling environmental stewardship and economic development from an Indigenous perspective. Panel entitled: Ambivalent Stewards: Communities, Disparities, Shifting and Resilient Subjects at the Conservation-Extraction Nexus. American Anthropological Society, Washington D.C. 2017

Understanding Meta Data and Ethical Research. Modern Treaties and Reconciliation: A New Relationship 150 Years Later, Ottawa, 2017.

Indigenous Sustainable Economic Development and Community Governance: How to Connect Strategy to Economic and Social Outcomes, AFOA International Conference, Vancouver, 2017

International Union of Anthropological and Ethnological Sciences, Moderator and Plenary
Indigenous Movements/ Mouvements autochtones, 2017

Pipelines and Puppy-dogs: Decolonizing Anthropology. Canadian Anthropology Society,
Decolonizing Anthropology: Practicing Anthropology with Indigenous Communities, 2017

Generational Sustainable Development: A Path to Self Determination, Native American and Indigenous Studies Association conference, Hawaii, 2016

Ethics and Research with Indigenous Communities, Indigenous Research Ethics Institute,
Carleton University, Ottawa, 2016

Aboriginal Governance in the Canadian Context, Emerging Leaders in the America Program,
Ottawa, 2016

Unceded Ottawa: The Algonquin and the Outaouais, Arboretum Festival, Ottawa, 2015

Self Determination through indigenous leadership and Mentoring, Zelikovitz Centre for
Jewish Studies Conference Developing Future Leaders: Partners in Emerging Leadership:
Campus and Community, 2015

Evaluation and Reporting for First Nations, Waswanipi First Nation, Quebec, 2015

Aboriginal Governance in the Canadian Context, Emerging Leaders in the America Program,
Ottawa, 2015

Evaluation and Reporting for First Nations, Waswanipi First Nation, Quebec, 2015

Conflict and Negotiations for First Nations Economic Development Opportunities,
Opaskwayak Cree Nation, The Pas Manitoba, 2014

Governance for Chief and Council, Waswanipi Cree First Nation, Waswanipi Quebec, 2014

Session Chair, Financial Management - Analysis of Debt - Good or Bad - The Ulnooweg
Community Report Process, Aboriginal Financial Officers Association, Halifax, 2014

Guest Key Note Speaker: Education and Economic Development Successes for First Nations in Canada: Indigenous Perspective, Botho University International Research Conference and the British Council, Gaborone, Botswana, 2013

Access to Education in Canada, an Indigenous Perspective, World Congress on Access to Post-Secondary Education, Montreal, 2013

Working with First Nations communities: The ethical debate on economic development. The Centre on Values and Ethics (COVE) Annual Spring Research Day. Carleton University, Ottawa, May 6th, 2013

Facilitating Chair - Indigenous Leadership and Self Governance Conference, presentation: **"Revising Your Election Code and Using Performance Measurements to Help Conquer Obstacles to Effective Leadership"**, Ottawa, 2013

Lessons in Business Strategy Planning: Aboriginal Entrepreneurs Conference, Ottawa, Oct. 2011

"A Traditional Board: Practical Applications for First Nations Board of Directors", Aboriginal Financial Officers Association, Conference Workshop, Vancouver, 2011

"Economic Development and Poverty Among First Nations in Canada" Queens University, Kingston Poverty Conference, 2010

University of Notre Dame, Promoting Student Success Conference, **"Recruitment and Retention of Native Students in Colleges and Universities: A Canadian Experience"**, Oct, 2010

Council for the Advancement of Native Development Officers, Niagara Falls, **"Incorporating Indigenous Knowledge into Good Board Governance Practices"**, 2010

"Incorporating Indigenous Knowledge into Good Board Governance Practices", Aboriginal Financial Officers Association, Ottawa, 2010

"The Role of Leadership in Community Health - Business Continuity Planning", Aboriginal Financial Officers Association, Ottawa, 2010

Keynote Speaker on **"Aboriginal Indigenous Knowledge and Corporate Governance"**, First Plan Benefits AGM, Winnipeg, 2009

"Leveraging Our Joint Resources", Land Claims Agreements Coalition Conference, Ottawa, 2009

"Seven Generation Crisis: Building Capacity for Aboriginal Board of Directors", United Nations Permanent Forum on Indigenous Issues, 2009

Moderator of Aditawazi Nisoditadiwin Aboriginal Conference at Carleton University, Sessions Nation-to-Nation and Aboriginal Ways of Knowing, 2009

"Economic Development for the Métis Nation", Métis Nation of Ontario, 2008

Represented Canada at the **Asia-Pacific Economic Cooperation** symposium on Pandemic Influenza Preparedness, 2008

"Understanding the Duty to Consult in Aboriginal Business Partnerships", Council for Corporate Aboriginal Relations, St. John's, Newfoundland, 2008

"Board Governance and Pandemic Planning: All Hazards Approach", Pandemic Preparedness Working Group, Conference Board of Canada, Montreal, 2008

"Creating Wealth and Opportunity in Aboriginal Communities", Aboriginal Financial Officers Association Conference (AFOA), Winnipeg, 2007

"Continuity and Pandemics - Are We Prepared?", Canadian Pension & Benefits Institute's National Conference, Winnipeg, 2007

"Building Better Aboriginal Relations Through Cultural Understandings", Council for Corporate Aboriginal Relations, Prince Rupert, 2007

"Business Continuity and Pandemic Influenza, Is Canada Prepared?", Information Technology Insights Network, Montreal, 2007

"Creating Wealth and Prosperity in Aboriginal Communities", Council for Corporate Aboriginal Relations, Calgary, 2006

"Managing Organizational Change Management" Invited to speak on organizational change management at the World Workplace Conferences in Toronto, Japan and Czech Republic, 2004

"Managing Organizational Change Management", World Workplace Conference, 2003

Tsimshian Secret Societies. Canadian Anthropological Society Association, Toronto, 1999

Publications

Beyond Dependency Economic Development and First Nations in Canada, Journal of Environment and Development, 2019 (forthcoming)

Book Chapters in **"Canada and the Challenges of International Development and Globalization"** Chapter on *"Historical Developmental Colonialism"*, Chapter on *"Indigenous Peoples and Western Development: A New Perspective"*, 2017

The Role of Values in Ethical Decision Making for Indigenous Leaders, Journal of Aboriginal Management, 2016

Rethinking Economic Strategies for First Nations in Canada: Incorporating Traditional Knowledge into Governance Practices, PhD Thesis, Carleton. 2016

"Corporate Social Responsibility and Partnership Development with First Nations" in Journal of Aboriginal Management, 2015 (refereed)

"A Long Shadow Looms: Opportunity Through Economic Development and Education for Indigenous People in Canada", in BURIC, Botho University Press, 2014 (refereed)

"Dispute Resolution the Anthropologist in the Middle" in Cultural Anthropology, 4th Edition with Liam Kilmurray, William Haviland, Shirley Fedorak, Richard Lee and Gary Crawford, Nelson Publishing, 2013

"A Tale of Two First Nation: Traditional Knowledge in Today's Business World" in Cultural Anthropology, 4th Edition with Liam Kilmurray, William Haviland, Shirley Fedorak, Richard Lee and Gary Crawford, Nelson Publishing, 2013

"Economic Development: The Role of Good Governance" Aboriginal Resources and Economic Development Forum, Insight Publishing, June, 2012.

"Traditional Knowledge in the Boardroom a Quest for a New Model of Aboriginal Corporate Governance", JAM: The Journal of Aboriginal Management, Sept 2010 - Volume 8 (refereed)

"Pandemic influenza planning: The Asia-Pacific Economic Cooperation Emerging Infections Network", Journal of Telemedicine and Telecare, Oct 2009, 15 (7): 368-372. (refereed)

"From Vision to Venture: The Story of Five Successful Aboriginal Businesses", The Conference Board of Canada, 2008

"The Value of Aboriginal Cultural Industries", Heritage Canada, 2008

"Through the Eyes of the Board; Governance, Enterprise Risk Management and Performance", The Conference Board of Canada, 2007

"Creating Economic Development Through Governance Structures in Aboriginal Businesses", Conference Board of Canada and INAC, 2006

"Me Change, No Way, Managing Resistance to Change in Workplace Accommodation Projects", 2003 Journal of Facilities Management, Vol: 1 #4 (refereed)

"Masking Rituals of South East Asia" 1996, Museum of Civilization

Research and Collections of Marius Barbeau, North West Coast Art, Museum of Civilization, 1995

"It's Not About Bricks and Mortar, It's About the People: An Anthropologist Perspective in the Corporate World." MA Thesis, Carleton University, Dept. Sociology and Anthropology

Consulting and Other Relevant Activities

Creation of the Values and Ethics/ Conflict of Interest documents for Micmacs of Gesgapegiag First Nation, 2017

Revision of Nemaska Cree First Nation Development Corporation's ByLaws, 2017

Comprehensive Health Policy for Interior BC Health Authority and Nlha'7kpmx Nation Health Authorities, 2017

Board training for Scw'Exmx Health Society, BC Health, 2017

Consultant for the Anishinabek Nation Economic Development committee on 20-year economic plan, 2016

City of Ottawa, Audit and evaluation of the City's Cultural Funding, 2015-2017

Nak'azdli Band Governance Workshop, 2013

Nunasi Corporation, Conflict of Interest and Policy review, 2012

Indian and Northern Affairs Canada (INAC) Economic development and leadership capacity for Aboriginal businesses, 2006

Creation of Canadian Food Inspection Agencies Internal Lines of Disclosure, 2006

Aboriginal Businesses in Nunavut, consulting on compliance structures, 2005

Delivered several courses on "Ethics in the Public Service" for the Government of Canada, 2005

Education and Credentials

Doctor of Philosophy (PhD)

Carleton University, Department of Indigenous and Canadian Studies
An interdisciplinary approach combining, Indigenous Studies, Business and Anthropology

Chartered Director (C.Dir.)

McMaster University; DeGroote School of Business, The Directors College
Certificate for director education required to be an effective board and committee member.

Master of Arts (MA) in Anthropology

Carleton University; specialized in Cultural and Medical Anthropology

Bachelor of Arts (BA) in Sociology/Anthropology

Carleton University; specialized in Native Studies and Medical Anthropology

Bachelor of Arts (BA) in Psychology

Carleton University; specialized in Clinical and Group Psychology

Professional Aboriginal Economic Development Certificate (PAED)

Council for the Advancement of Native Development Officers, 2012

Certified Aboriginal Professional Administrator (CAPA)

Aboriginal Financial Officers Association, 2013

Other Credentials

Graduate University Teaching Skills Certificate, Carleton University, 2010

Facilitation Training - Niagara Institute, 2007

Media Spokesperson Training - McLoughlin Media, 2006

Facilitation Training - Conference Board of Canada 2005, 2006

Memberships and Honors

Member of the Canadian Board Diversity

Council's Diversity 50

American Anthropological Society

Society for Cultural Anthropology

Aboriginal Barr Association

Aboriginal Financial Officers Association

Canadian Anthropological Society

Association of Indigenous Anthropologists

Society of Canadian Studies

Council for the Advancement of Native

Development Officers

Awards and Grants

Member of the Canadian Board Diversity Council's Diversity 50	
New Faculty Excellence in Teaching Award, Carleton University	2016
SF Wise Graduate Award	2013
Dr. Thomas Betz Memorial Award	2013
Diversity 50 New Corporate Leader, Canadian Board Diversity Council	2012
Ottawa Chamber of Commerce 2010 New Business of the Year - finalist	2010
Colonel William B. Sutherland Graduate Award	2010
New Sun Aboriginal Scholarship	2009
Canadian Studies Graduate Award	2008
Carleton University Doctoral Research Award	2007-2010

Research Grants

2016-2022	Social Sciences and Humanities Research Council of Canada Partnership Grant, <i>Youth Futures</i> . Building youth resilience and prosperity in First Nations communities. Amount: \$2,500,000 (over seven years)
2013	<i>Assembly of First Nations E-Governance Project</i> , AFN This research examined e-governance systems worldwide and how they can be adapted to First Nations. Amount: \$6,000.00
2010	<i>Aboriginal recruitment strategy</i> , Carleton University. To examine and recommend recruitment strategies for Aboriginal students. Amount: \$6,500
2010	<i>Aboriginal community engagement project</i> , Algonquin College. Examined post-secondary access and barriers for Aboriginal people to attend colleges and universities. Amount: \$44,700
2008	<i>Assessing the Aboriginal culture industries in Canada</i> , Heritage Canada. This research examined the Aboriginal culture industries to gain an understanding of the value it has for communities and Canada. Amount: \$120,000
2007	<i>Aboriginal entrepreneurship research project</i> , Conference Board of Canada. This research examined five successful Aboriginal businesses and proposed best practices and guidelines. Amount: \$150,000
2006	<i>The state of readiness: Canada's pandemic planning</i> , Public Health Agency of Canada. This research examined how prepared the Canadian and provincial governments, essential services and businesses are in the case of a pandemic. Amount: \$250,000

ROBERT D'Aoust

PROFILE: Senior executive and professional with thirty-eight years of diversified experience in both the public and private sectors, primarily in areas of: governance and strategy, performance and productivity, financial management and controls, auditing and evaluation, management information and systems, procurement, and grants and contribution funding. Both breadth and depth of experience gained from a wide-variety of hands-on assignments and senior executive and management responsibilities. Solid track record of judiciously assessing issues, evaluating organizational needs, and devising innovative and value-added solutions. Please refer to the next pages for examples of numerous accomplishments.

In addition, broad academic background and professional expertise spanning a number of symbiotic disciplines, including public sector governance, commercial and management sciences, operational research and quantitative analysis, public accountancy and finance, forensic examination, financial and performance auditing, productivity and program evaluation.

EDUCATION & DESIGNATIONS

- B.Com.** Baccalaureate in Commerce (Honours, Cum Laude) University of Ottawa, 1978
M.B.A. Master in Business Administration - Science of Management, Univ. of Ottawa, 1981
CPA-CA Chartered Professional Accountant, "Ordre des comptables agréés du Québec", 1984
CFE Association Certified Fraud Examiners, 1998
Certificate Public Sector Leadership and Governance, University of Ottawa, 2016

CAREER HISTORY

- 2017 - present Executive in Residence, University of Ottawa
2011 - 2017 Chief Audit & Evaluation Executive, Environment Canada, Gatineau, QC
2008 - 2010 Director General, Financial Services, Environment Canada, Gatineau, QC
2005 - 2008 Comptroller and CFO, Office of the Auditor General of Canada, Ottawa
2002 - 2004 Audit Director, Office of the Auditor General of Canada, Ottawa, ON
1996 - 2004 Founding Partner, MLL Management Consultants Inc., Ottawa, ON
1992 - 1996 Independent Management Consultant, Ottawa, ON
1990 - 1992 Director of Business Development, The MIS Group (Health Care), Ottawa, ON
1987 - 1990 Manager / Senior Consultant, Deloitte & Touche, Ottawa, ON
1981 - 1987 Manager/Supervisor/Auditor, Raymond, Chabot & Partners - CAs, Hull/Ottawa

PROFESSIONAL ASSOCIATIONS AND BOARDS

- Quebec Order of Chartered Professional Accountants
- Association of Certified Fraud Examiners
- Board of Directors - Arnprior Hospital (2009-12);
- Board of Directors - Champlain Community Care Access Centre (2015-17)

EXPERTISE AND EXPERIENCE HIGHLIGHTS

Strategy, Finance and Comptrollership

- Strategic and operational planning
- Executive and external reporting
- Financial and budget management
- Policy, procedures and process re-engineering
- Contracting and procurement
- Financial, accounting and treasury operations
- Financial systems management and implementations

Performance Audits, Evaluations and Reviews

- Financial management and controls
- Contracting and procurement
- Grants and contribution funding
- Evaluation and performance measurement
- Environment and sustainable development
- Special accounting investigations

Governance, Management and Operations

- Board directorships
- Governance, policies and processes
- Governance and management research
- Management information framework
- Program and project management
- Contribution funding
- Facilities and material management
- Organizational reviews and devolution

BACKGROUND INFORMATION

Languages: French and English (fully bilingual)
Citizenship: Canadian
Security: Secret clearance (expires 2027)
Residence: 5248 Stonecrest road
Ottawa, Ontario K0A 3M0
Tel.: 613-623-1097 (Residence)
819-938-5017 (ECCC)
613-868-2439 (Cell)

Annex A Detailed Experience (pp 2-8)
Annex B Letter of Recommendation (p 9)

PSC EXECUTIVE ASSESSMENT: The following is a summary of an earlier assessment of Mr. D'Aoust by the Public Service Commission of Canada, based on a simulation exercise for senior executives:

"The Candidate greatly exceeded expectations in the area of action management. He exceeded expectations for strategic thinking, communication and financial management ... He was particularly effective at mobilizing teams and delivering through action management. His performance was equally balanced in both the presentation and the question period. Overall, it is considered that he exceeded expectations in this simulation for the EX03 level."

ANNEX A.: DETAILED EXPERIENCE AND EXAMPLES**A.1. FINANCE AND COMPTROLLERSHIP****EC: Director General – Financial Services Directorate (2008 - 2010)**

Director General of Finance and Deputy CFO at Environment Canada, a large federal department with total budget exceeding \$1 billion and over 6,500 employees. Responsible for all aspects of corporate finance and accounting functions, including accounting operations, financial services in regions and in the NCR, financial planning and reporting, financial systems and policies, strategic analysis and support (MCs, TB submissions). Headed the Finance directorate and managed a staff of approximately 250 in the National Capital region and across the country, and an operating budget of close to \$20 million. As senior executive, participated or coordinated a number of strategic initiatives and provided leadership on number of Department priorities. Selected examples include:

- Functionally responsible for the implementation of audited departmental financial statements and the financial statement audit readiness assessment and remedial action plan.
- Member of the Department's strategic review management team and coordinated the financial components of the strategic review exercise.
- Participated and lead a number of initiatives to revise key aspects of the financial management and governance framework, and improve financial management information and processes.
- Directed a review of the Financial Services' delivery model and organization to improve the effectiveness and responsiveness of services provided to managers.
- Participated in a number of the Government's Comptrollership and management agenda initiatives (e.g. MAF).
- Senior liaison with central agencies, including Treasury Board Secretariat and Office of the Comptroller General, and directed the coordination of the memorandum to Cabinet and Treasury Board Submission processes (including CFO attestations).
- Member of Departmental Executive Committee and Finance Committee; provided regular financial and strategic advice on the Department's financial situation and related issues.
- Representative on the Inter-departmental Oracle system cluster group (DG level).
- Directly responsible for a major multi million-dollar infrastructure contribution program (Toronto Waterfront Revitalization Initiative).

OAG: Comptroller & Chief Financial Officer (2005-2007)

As Chief Financial Officer (SFO/CFO) for the Office of the Auditor General of Canada, responsible for all aspects of financial management and accounting for the entire Office (approximately 700 employees), and for directing the financial and administration branch of approximately 40 staff. Directed and responsible for financial planning and reporting, financial policies, financial and accounting operations, financial systems, procurement and material management, and facilities and distribution. As a member of senior management, contribute to the Office's strategic decisions and priorities, and lead a variety of key initiatives. Selected examples include:

- Responsible for the Office's public accounts and financial statements, Performance Report (DPR) and Report on Plans and Priorities (RPP), and participated in related hearings before Parliament's Public Accounts Committee.
- Representative at the Departmental Oracle system cluster group (ADM level).
- Participated as SFO in government comptrollership initiatives, and was the senior liaison with the Treasury Board Secretariat and the Office of the Comptroller General.
- Participated in a project to establish an independent funding mechanism for the Officers of Parliament (i.e. Parliamentary Panel). Supervised the yearly funding and Main Estimates processes.
- Responsible for operational and financial planning in support of the Executive Committee's strategic planning exercises.
- Responsible for ongoing financial monitoring and budget reviews, and related briefings to the Executive Committee.
- Member and Coordinator of the Executive Committee's Working Group on Finance.
- Member (ex-officio) of the Office's Audit Committee.

- Spearheaded a project to implement an Office-wide staff scheduling system and business procedures.
- Responsible for directing the implementation of a new financial system and re-engineered financial business processes.

NRC: Audit of Construction Contracting (2002)

Managed a Value-for-Money (VFM) audit of Construction Contracting and Projects for the National Research Council of Canada. As part of this audit, performed a detailed survey and examination of construction contracting and project management, including:

- Detailed review of the functions and processes related to: Construction Contracting / Procurement, Facilities Engineering, Realty Management, Facilities Maintenance.
- Detailed examination of a selection of contracts and related transactions to assess compliance with Treasury Board requirements and policies pertaining to contracting, procurement and capital projects.
- Assessment of management and financial controls pertaining to construction projects and contracts.

NSERC: Review of FIS Accounting Policies (2001)

Provided assistance to the Finance Division of the National Sciences & Engineering Research Council of Canada in reviewing the Financial Information Strategy (FIS) small agencies accounting policies. Ensured the consistency of the French version of the policies with Treasury Board's FIS Manual and accounting standards, and with the CICA's Public Sector Accounting Policies.

NCC: General Accounting Professional Support and Review (1997)

Acted as interim manager of general accounting for the Finance division of the National Capital Commission, during a turbulent period which saw both significant reorganisation and a major financial system implementation initiative (Oracle). Responsibilities included: treasury and investment operations, banking operations, accounts verification and payments, centralised general accounting and ledger, accounting reconciliations and monitoring, Receiver General reports (public accounts plates). Participated in the identification and resolution of various financial control and process issues ensuing from the implementation of the new financial system. Oversaw the transition to the new general accounting unit and trained the new staff in their functions.

EC: Financial Management Framework Review (1996)

Conducted a comprehensive review of the Capital region's Financial Management Framework, for the Review Branch of Environment Canada. This review examined a number of key financial topics at the Department, including: overall financial structure and organization, financial resources and capabilities, financial management and accountability framework, functional direction, key internal controls, and financial information and reporting.

SWC: Financial Operations & Management (1993-1995)

Acted as interim senior financial officer for Status of Women Canada, a federal government agency governed under the Financial Administration Act. As such, assumed overall responsibility for ongoing financial and accounting operations, for coordination of financial planning and preparation of central agency submissions (e.g. MYOP, Main Estimates, Treasury Board submissions, Receiver General requirements), and for the development and implementation of financial policies and procedures.

CPVAW: Financial & Accounting Support (1992-1993)

Senior finance manager for the Canadian Panel on Violence Against Women. Provided direction for all key aspects of accounting, budgetary and financial operations. Reviewed the Panel's accounting controls, assisted with the implementation of financial management procedures and systems, supervised the reconciliation of the Panel's accounting records, and provided direction and training to the accounting staff.

Subsequently, provided assistance with the financial wind-down of the Panel, and managed the closure and transfer of the Panel's remaining financial functions and systems after completion of its mandate.

CIDA: Financial Management Audit (1989-1990)

Managed the comprehensive audit survey of the Comptroller's Branch; as well as the detailed audits of Accounting and Financial Controls, and of Budgetary and Financial Management, for the Internal Audit Division of the Canadian International Development Agency. These integrated projects examined in detail most major aspects of financial management at CIDA, and included the audit of accounting and financial controls, planning and budgeting, budgetary and financial management, and financial reporting.

Miscellaneous Financial Audits (1981-1987)

- Participated as audit supervisor in the external financial co-audit of the Bank of Canada.
- Participated in the Auditor General's audits of a federal department and of the Canada Council.
- Managed a special financial co-audit of a major engineering firm in the defence industry, and reviewed its management accounting practices.
- Participated in the financial audits of various public non-profit organizations such as school boards, municipalities, health institutions, and cooperatives.
- Managed audits of Individual Band Accounts for the Department of Indian & Northern Affairs.
- Managed audits of Fitness and Amateur Sport's contributions to National Sport Governing Bodies.

A.2. PERFORMANCE AUDITS, REVIEWS AND EVALUATIONS**ECCC: Chief Audit and Evaluation Executive (2011-2017)**

Previously Director General of Audit and Evaluation at Environment and Climate Change Canada, a large federal department with total budget exceeding \$1 billion and over 6,500 employees. This position reported directly to the Deputy Minister (DM) and included the responsibilities of Chief Audit Executive and Head of Evaluation for the Department. Responsible for all aspects of the audit and evaluations functions including overseeing the conduct of risk based internal audits to provide assurance on the governance, risk management and control processes; and evaluations of the relevance and performance (effectiveness, economy/efficiency) of the Department's very diverse programs (including regulatory, scientific, meteorological, enforcement and stewardship/conservation programs). Executive responsibilities of the position also include:

- Member of the Department's Executive Management Committee.
- Member of the External Audit Advisory Committee and the Departmental Evaluation Committee
- Key liaison with the Office of the Auditor General and the Commissioner of the Environment and Sustainable Development (CESD), including coordination of the Environmental Petitions Process.
- Provided periodic monitoring of management actions in response to internal and external audit and evaluation report recommendations.
- Implemented all aspects of the revised Treasury Board policies and related directives on Internal Audit and Evaluation (and subsequently the TB Policy on Results).
- Provided ongoing support and advice to the DM and senior management on variety of issues and departmental priorities (e.g DRAP implementation, CESD reports and responses, MAF assessments)

CESD-OAG: Audit Director (Executive Interchange - 2002-2004)

Participated in an executive interchange program with the Office of the Commissioner for the Environment and Sustainable Development (part of the Office of the Auditor General). Assumed the responsibilities of Audit Director within the OAG. Managed the examination of Infrastructure Canada's progress toward its sustainable development commitment to invest in green infrastructure (2003 Report, Chapter 3). Responsible for Chapter 1 of the Commissioner's 2004 Report, on International Environmental Agreements. Directed the government-wide audit of results achieved under various international agreements and the lead federal departments' accountabilities under the agreements.

Also, as a member of the OAG's Practice Development Committee, participated in the development of professional audit practice methodology and standards.

CIDA Financial Contribution Audits (various; 2001-2002)

Managed financial attest audits of contribution recipients for the Financial Compliance Unit of the Canadian International Development Agency (conducted under Marcil, Lavallée, Loyer & Partners). As well, conducted supplemental operational and financial review procedures as requested by CIDA for selected NGO recipients. Examined compliance to the terms and conditions of the funding agreements.

OAG: Public Accounts Audit - DFAIT (2001)

Participated in the Office of the Auditor General's Public Accounts Audit at the Department of Foreign Affairs and International Trade for 2000-01. Responsible for the audit of expenditures, liabilities, central accruals and contingencies in accordance with OAG standards and methodology.

HC: Comprehensive Review of CATIE (2000)

Managed the comprehensive review of the management and use of contribution funds provided to the Community AIDS/HIV Treatment Information Exchange (CATIE) by Health Canada, for the 1998-99 and 1999-00 fiscal years. This comprehensive review included 3 key components:

1. A review of the governance and strategic framework;
2. An operational review (value for money);
3. A financial and compliance audit based on the terms and conditions of the contribution agreement.

OAG: Audit of Defence Support Productivity (2000)

Assisted the Office of the Auditor General in its progress (follow-up) audit of Support Productivity at the Department of National Defence. Primarily responsible for the examination of the performance of supply and transportation operations at selected Canadian Forces Bases, Wings and Supply Depots. Managed the preparation, compilation and analysis of detailed information requests (questionnaires) to selected Bases/Wings. As well, coordinated data extractions from DND's Supply (CFSS) and Fleet Management (FMS) systems, and compiled and analysed performance and productivity information (using data extraction and analysis software). Also provided support for the review of Environmental Commands Business Plans and Operational Budgets.

CIC: Management and Audit Support for Year 2000 Initiative (1998-1999)

Participated in Citizenship & Immigration Canada's Year 2000 initiative, and in the monitoring and audit of IT projects to ensure Year 2000 compliance of the Department's various systems and applications. This comprehensive initiative encompassed all life-cycle activities (initial assessment, planning, problem definition and analysis, development, testing, and roll out) pertaining to ensuring the Y2K compliance of a large number of mission critical and priority applications. The audit review of the various projects was conducted according to a SUD (system under development) approach and methodology, and included the utilisation of the CobiT framework (Control Objectives for Information and Related Technology). The assignment also included the participation in the review of the overall strategy, management and operations of the Y2K initiative.

TC: Audits of Privately Operated Ferry Services (1998-1999)

Managed audits of two federally subsidized and privately operated ferry services for the Corporate Audit & Advisory Services of Transport Canada. These audits reviewed the ferry companies' compliance with both the financial and operational terms and conditions of the subsidy agreements.

CIC: Operational Audit of Investigations (1997)

Participated the audit of the Investigation function and operations, for the Review Branch of Citizenship & Immigration Canada (CIC). The project comprised both an audit and a best practices research component, and served to assess: the effectiveness and efficiency of Investigation policies and activities; the reliability of information to support management's accountability for results; and the compliance to established policy and procedures by regional delivery groups. Assisted the CIC Audit Manager in performing all aspects of the fieldwork in the Québec region, and with the preparation of the draft report.

HC: Value for Money Audits of Contributions (1996-1997)

Managed and conducted value for money audits of contribution recipients under Health Canada's HIV-AIDS Prevention & Community Action Programs. Audited the compliance of Non Governmental Organizations (NGOs) to the financial terms and conditions of the contribution agreements. Also, examined the economy and efficiency of selected operations funded under the contribution, as well as reviewed the overall management framework and controls under which the contributions were administered.

OAG: Base Supply Operations & Productivity (1996)

As part of the Office of the Auditor General's 1996 Comprehensive Audit of Defence Support Productivity, managed a comparative review of Base/Wing Supply at 22 selected Canadian Forces Bases. This benchmarking exercise assessed the productivity and costs of labour resources in relation to the activities, performance and facilities of Base/Wing Supply operations.

CIDA: Audit Survey & Management Review (1990)

Managed a combined audit survey and management review of the Africa 2000 program at the Canadian International Development Agency.

NGC: Comprehensive Audit Survey (1989)

Managed a comprehensive audit survey at the National Gallery of Canada, for the National Museums of Canada Corporation.

AC: Comprehensive Audit of Research Station (1988)

Managed the comprehensive audit of the St. John's Research Station for the Internal Audit Division of Agriculture Canada. This audit assessed the operations and effectiveness of the research station, mainly with respect to the following areas: research project management, human resources, facilities and material management (including the management of dangerous substances), records management, support service interfaces, expenditure and budgetary controls, revenues and accounts receivables.

NMC: Devolution Reviews (1988)

Co-managed the devolution reviews of four major national museum, for the Internal Audit Division of the National Museums of Canada Corporation. The reviews examined the dismantling of the centralized corporate structure of the National Museums of Canada Corporation in favour of four autonomous national museums. The reviews involved an examination of services devolved in the areas of Finance, Personnel, Protection Services, Library and Administrative services including Planning, Materiel Management, Public Relations, Records and Mail, and Information Services.

NMC: Asset Acquisition Operational Audit (1988)

Participated in the operational audit of the acquisition, transfer and inventory management of the Canada Pavilion (Expo 86) assets for the National Museums of Canada.

INAD: Follow-up Audits (1988)

Conducted a comprehensive follow-up of previous internal audit findings for Indian & Northern Affairs Canada.

AC: Audit of the Special Grains Program (1987)

Co-managed the financial compliance audit of Agriculture Canada's payments to grain producers under the 1986 Special Grains Program, as well as the overall administration and management of the program.

AC: Management & Compliance Audit of Advance Payments for Crops (various; late 1980s)

Managed various audits of producer organizations' management and compliance with Agriculture Canada's Advance Payments for Crops Act and funding program.

CDC: Compliance & Capital Project Audits (mid 1980s)

Participated in internal audit engagements for the Canadian Dairy Commission, including the audit of a Capital Acquisition Project, and Milk Quota compliance audits of producer organizations.

A.3. GOVERNANCE, MANAGEMENT AND CONSULTING**University of Ottawa:****Residency and Research Study of Public Sector Management Reforms (2017 - ongoing)**

Executive in residence with the University of Ottawa's Graduate School of Public and International Affairs (GSPIA), and subsequently with the Institute of Fiscal Studies and Democracy (IFSD). The residency has a number of objectives, including: to conduct original research on common challenges, success factors and lessons stemming from federal public service management reforms; to contribute to the academic life and curriculum of the GSPIA; to support as required to work of the IFSD, and to support when opportune beneficial liaisons between the University and the public service. Amongst some of the highlights of the residency's many activities and deliverables:

- Conducted broad research on past public sector management reforms and analysed the outcomes of different reforms through case studies, various reports of the auditor general and annual reports of the clerks of the Privy Council and Secretary to the cabinet to the Prime Ministers.
- Published an article "*The Repeated History of Federal Management Reforms*" in the Canadian Government Executive magazine (July-August 2018).
- Developed and conducted a survey of federal public service executives on management reforms results and impacts on their work. Provided the final survey report to central agencies and collaborators.
- Submitted a second article for publication, concerning the results of the aforementioned executive survey on management reforms (expected publication in November 2019)
- Through various activities supported the GSPIA activities and curriculum (provides assistance on an academic article, participated in lectures, mentored various graduate students).
- Contributed to public service objectives through liaison with the university. For instance, participated in GSPIA's policy experiential learning initiative with Agriculture and Agri-Food Canada (2018).
- A final detailed research study report is in progress, and planned for completion in early 2020.

Health Sector: Boards of Directors (2009-2017)

Member of the Boards of Directors of organizations in the health care sector, namely the Arnprior District Memorial Hospital (now Arnprior Regional Health), and the Champlain Community Care Access Centre. As such, directly participated in all governance activities, decisions and special projects of these organizations, as well as in a number of Board sub-committees.

CH: Support for the Canadian Volunteerism Initiative (2002)

Provided support and advice to the Citizenship and Promotion Program of the Department of Canadian Heritage to develop the terms and conditions of the Canadian Volunteerism Initiative. Assisted with the development of the funding request for proposals, with stakeholder (NGO) consultations, and provided advice to the Review Committee regarding the process for the assessment of funding proposals. Also performed financial and budget analysis of the funding proposals received from NGOs.

HC: Assistance with Review of Funding Proposals (2001)

Provided assistance and support to the Review Committee of the HIV/AIDS Policy, Coordination & Programs Division of Health Canada, with the analysis and review of operational funding proposals submitted by selected NGOs under the Canadian Strategy on HIV/AIDS.

HC: Development of Operational Funding Guidelines and Application Instruments (1999-2000)

Assisted the AIDS/HIV Prevention & Community Action Programs of Health Canada in defining the terms and conditions of operational funding contributions to national non-governmental organizations (NGOs) under the Canadian Strategy on HIV/AIDS. Developed the operational funding guidelines and request for funding proposals, and provided information sessions and support to NGOs on the guidelines.

Subsequently, also assisted with the development of similar Funding Guidelines and Application Documents for the Hepatitis C Disease Prevention, Community-Based Support & Research Program.

CIC: Management Information and Reporting (1995)

Provided professional assistance to the Planning, Review & Renewal Branch of Citizenship & Immigration Canada, to develop and implement a management information and reporting framework for the Department. As part of this assignment, conducted a survey of information needs and issues, and developed an initial Information Management & Reporting approach. Assisted selected program branches with the review of available management information and requirements according to a comprehensive information structure, and coordinated the production of integrated Executive Management Reports and the implementation of a periodic and structured reporting process.

IC: Interfirm Comparisons (various 1988 to 1995)

Participated in numerous Interfirm Comparison Studies for Industry Canada, in various manufacturing or industrial sectors. The objective of these productivity studies was to provide the participating firms with an in-depth independent analysis of their respective strengths and weaknesses in relation to their industry sectors, and consequently identify areas where productivity could be improved. Within this context, performed intensive reviews and analysis of the operations of the participating companies, including examination of production facilities and processes, marketing strategy and financial performance.

NHIC: Health Information Task Force (1991-1992)

Participated in projects of the National Health Information Task Force to review the needs and constraints pertaining to comprehensive management information developments in the Canadian health industry. Coordinated the MIS Group's response and reports to the Task Force and to the National Health Information Council.

MISG: Strategic & Business Planning (1991-1992)

Coordinated the MIS Group's strategic and business planning exercise, and supported the development of the organization's planning documents. Assisted in defining the corporation's policy development and planning framework and processes (i.e. the MIS Group was an NGO in the healthcare sector).

NGC: Organizational Study (1989)

Conducted an organizational study of the National Gallery of Canada. The study addressed various issues of functional responsibilities and managerial processes. Recommended an integrated organizational framework for the museum which defined the basic parameters of the organizational structure, functional responsibilities and authorities, committees, and policy development and planning processes.

CAC: Management of Receivables (late 1980s)

Participated in the study of a federal department's managing of accounts receivable, under contract with Consulting and Audit Canada.

Miscellaneous (1981-1987)

Provided accounting, financial and general consulting and tax services to numerous commercial clients including: retail stores, manufacturing plants, machine shop, construction companies, car dealerships, and various service organizations such as hospitals and school boards.

ANNEX B.: LETTER OF RECOMMENDATION

Auditor General of Canada
Verificatrice générale du Canada

23 October 2007

CONFIDENTIAL

To Whom It May Concern

Re: Robert D'Aoust

I am pleased to write this letter of recommendation for Robert D'Aoust.

Robert was the comptroller of the Office of the Auditor General from January 2005 to October 2007. In this role, he reported directly to the Deputy Auditor General however he often presented at our Executive Committee meetings, so I have a reasonable knowledge of his contributions.

As Comptroller, Robert had the full responsibility for all of finance, management reporting, procurement, contracting, distribution centre and facilities management.

Robert consistently demonstrated his effectiveness, reliability, diligence, and loyalty to the Office. He was willing to work hard and to put in long hours to meet timelines when necessary. He was also well liked by his direct reports and colleagues.

I wish Robert the best of luck in his future career.

Yours sincerely,

Sheila Fraser, FCA

SIOBHAN DEVLINdevlinsiobhan@gmail.com

1 Kings Landing Private
OTTAWA, Ontario, K1S 5P8
June 4, 2019

613 231-3788 (Home)
613-809-7669 (Mobile)

Profile

Siobhan is a seasoned lawyer with private law firm experience, including as a partner, and extensive in-house counsel experience in progressively senior positions in both mid-sized (Revenue\$50-\$500M) and large-sized (Revenue>\$500M) organizations. She has practiced in the Law departments of Canada's leading satellite telecommunications company, a major public-sector pension fund, as General Counsel to a leading global Software-as-a-Service provider of communication services and as General Counsel and Corporate Secretary to a global technology-enabled IT consulting and database management provider with subsidiaries in multiple jurisdictions.

She has acquired knowledge and experience of a broad spectrum of legal issues which arise in day-to-day corporate operations. She has consistently demonstrated her ability to provide strategic, commercially-minded, risk appropriate yet creative legal solutions in a wide range of areas of law, including on issues of risk, liability and exposure.

Siobhan is a dynamic leader with an established track record of designing, leading, motivating and leading effective legal services teams. She has proven skills as a mentor and the ability to develop and implement legal strategies in collaboration with partners across the entire organization, bridging diverse personalities, leadership styles and corporate objectives. She is recognized as a strong team-player, with the ability to generate support for the work of the legal team through relationship building at all organizational levels.

A skilled multi-tasker, throughout her career Siobhan has leveraged her ability to absorb and retain substantial information to provide strategic and tactical advice to senior leadership teams and boards of directors in a diversity of industries and in a wide range of legal areas. She is a highly motivated self-starter respected by her managers, peers and direct reports for her strong work ethic.

Testimonials

"Outside of your family, please name a woman you admire and why:
Without a doubt, that would be Siobhan Devlin, Pythian's General Counsel and Corporate Secretary. She's the epitome of grace under pressure and has the biggest heart. We've worked together for more than seven years - she's been my rock and I'm grateful for her wisdom and friendship. Siobhan always looks for a solution that works for everyone, which you don't typically see in a legal department. She is always looking to partner with her "client", whether us in business development, sales, or customers. . ."

-Vanessa Simmons, VP, Business Development, The Pythian Group Inc. in acceptance of her recognition as CRN 2018 Women of the Channel

"At the time Siobhan was hired, we were looking for someone who would take full ownership of, and be accountable for, the various legal functions and, most importantly, the corporate legal strategy. From the outset Siobhan took leadership and exceeded our expectations. She immediately established credibility with all members of Protus' board of directors,

executive team, its senior management and staff. She quickly developed rapport with Protus' external legal counsel and, as was our objective, was soon leading the strategic direction of Protus' litigation portfolio with positive results – both in terms of outcome and costs. She is a well-rounded lawyer who brings solid experience and business acumen regardless of area of law or subject matter. She has significant transactional experience which translated into more diligent contract review than Protus had enjoyed in the past . . . While a seasoned lawyer, Siobhan's business experience and strategic thinking gives her an advantage in providing business savvy, sensible, practical advice . . . I would also add how much I enjoyed working with Siobhan. Without hesitation I would welcome the opportunity to do so again."

-Joseph Nour, C.E.O. (Former) Protus IP Solutions Inc.

" . . . when Telesat was seeking a Director, Legal Services, we approached Siobhan and offered her this key position. Throughout the course of her 12 years of service she consistently provided leadership in her role as Director, Legal Services. She built a legal division with a reputation as enablers of the business deal . . . Siobhan is an extremely hard worker who can always be counted on to provide solid strategic, yet practical, advice in a full range of legal areas. . . It was a distinct Telesat advantage to have had her as a key contributor on its team during its financially most successful years to date. I am confident that it will similarly be her next employer's good fortune to have her join its team."

-Larry J. Boisvert (Retired) Chief Executive Officer, Telesat Canada

Employment Chronology

April, 2013 – current General Counsel and Corporate Secretary, The Pythian Group Inc.

- Introduced to Pythian by former Protus CEO while operating a virtual in-house counsel practice. Was later recruited by Pythian to serve as its first in-house counsel and to develop a full-service, in-house law department. Was appointed as Pythian's General Counsel in December, 2013 and Corporate Secretary in November, 2015.
- Reports directly to the CEO, with additional reporting obligations to Pythian's Board of Directors, and to Pythian's Audit and Compensation Committees.
- Hires, mentors and manages a team of lawyers and contract specialists/paralegals. Establishes goals and standards, monitors workload, provides guidance and assesses performance. Oversees quality of service and responds to timeliness of legal services.
- Retains, directs and evaluates Pythian's outside counsel, with responsibility for legal budgets, outside counsel fees and ensuring timely, appropriate payment.
- Responsible for the overall management of the legal affairs of the corporation, leads the strategic and tactical provision of the organization's legal services and provides counsel on legal matters to the corporation, its subsidiaries and its Board of Directors.
- Leads the development of solutions and/or compliance with internal clients to mitigate risk.
- Demonstrated "hands on" legal manager, with broad legal knowledge in the areas of commercial law (with particular emphasis on risk analysis, liability and exposure), corporate law and corporate governance, information technology law, privacy law, intellectual property law, international business law, employment law, litigation and dispute resolution, mergers and acquisitions, risk management and insurance, and general matters of law.

March, 2011 – April, 2013 Virtual In-House Counsel

- Provided full range of legal services to corporate clients (including current employer, The Pythian Group Inc.), with a primary emphasis in the areas of commercial and employment law.

**May, 2009 – General Counsel, Protus IP Solutions Inc.
December, 2010**

Responsibilities and Selected Achievements

- Responsible for the corporate legal strategy and efficient administration of the legal affairs of the company with accountability for a multi-million dollar annual budget.
- Reported directly to the CEO and presented regularly to Protus' Board of Directors on legal matters of strategic importance.
- Completed, with a legal team, the \$213M sale of the business in December, 2010 to Protus' main competitor representing major financial success for Protus founders and its private equity investors.
- Mentored and managed a team of legal professionals including in-house legal counsel, paralegals and patent agents.
- Managed a \$5MUS annual budget for Protus' relationships with outside counsel and, as a seasoned litigator, directed strategy in a wide-array of domestic and international litigation.
- Achieved substantial cost reductions in external legal spend without compromising favourable legal outcomes.
- Partnered with Human Resources in the areas of employee discipline, termination of employment, employment contracts, human rights, privacy, safety & health.

January – May, 2009 Director, Compliance, OMERS Administrative Corporation

Responsibilities and Selected Achievements

- Conducted review of selected internal functions to ensure compliance with statutory and other legal requirements, Board directions and established corporate policy and worked on developing procedures to ensure ongoing compliance.
- Reviewed established HR policies to ensure compliance with statutory and other legal requirements and, with stakeholder approval, updated as necessary.

**September 1995 - Director, Legal Services, Telesat Canada and Corporate Secretary to
November, 2007 TMI Communications Inc.**

1999-2007	Director, Legal Services
1997-2006	Corporate Secretary, TMI Communications Inc.
1995-1999	Secondment from Nelligan/Power as Director, Legal Services

Responsibilities and Selected Achievements

- Hired, mentored and managed a team of three in-house lawyers and a paralegal earning the reputation as enablers of the business deal.
- Served as Corporate Secretary to the Board of Directors of Telesat's affiliate, TMI Communications Inc., for over 9 years.
- Provided full range of legal services contributing to Telesat's then most financially successful years culminating, in 2007, with its sale by BCE inc. for \$3.2 billion.

- Delivered broad range of legal areas including commercial (with particular emphasis on risk analysis, liability and exposure), corporate, litigation and dispute resolution, employment (including human rights), export/import control, intellectual property, mergers and acquisitions, insurance, corporate governance, and on general matters of law.
- Successfully negotiated and drafted a wide variety of complex domestic and multi-jurisdictional commercial contracts for the sale of services globally (including substantial US, Mexican and European experience), the procurement of products and services (including technology licensing agreements) and other agreements of strategic importance.
- Routinely negotiated domestic and multi-jurisdictional sales contracts in support of Telesat's core business, its satellite operations services and international consulting.
- Developed and implemented variety of risk management tools to mitigate company's legal risk including development and regular review of corporate policies and procedures, standard contracts, checklists and reporting summaries.

**May, 1986 -
February, 1999**

Law Firm of Nelligan/Power (now Nelligan O'Brien Payne)

1994-1999	Partner
1988-1994	Associate
1986-1988	Articling Student and Law Clerk

Initially as an associate and, subsequently, as a partner, conducted an active litigation practice with particular emphasis in the areas of commercial litigation, insurance and employment law. This included conducting litigation and appearing before various courts, preparing legal opinions on complex issues, correspondence, pleadings, motions, factums, and other written submissions, conducting pre-trial examinations/cross-examinations, trials and regularly making oral arguments before the courts. Acted for a diverse range of clients; individuals and corporations in a wide range of industries.

Education, Professional Associations and Volunteer Activities

Member in good standing of the Law Society of Upper Canada

1988 Call to the Ontario Bar

1986 LL.B. University of Ottawa

1983 B.A. (Honours), First Class Honours in Political Science, Carleton University

1981 Universite d'Aix-Marseilles

Speaking Engagements

- Panelist, Ethics in Practice Management Issues sponsored by the Law Firm of Borden Ladner Gervais.
- Speaker, Canadian Corporate Counsel Association WEBINAR, "Effective Intellectual Property Management for the non-IP Specialist", sponsored by the Law Firm of Smart & Biggar.
- Panelist "Best Practices for Information Management and eDiscovery" in CLE Program, "Best Legal Practices for Canadian Companies Doing Business in the U.S.", sponsored by the US Law Firm of Loeb & Loeb LLP, Navigant Consulting and OpenText.

Past Instructor – Practice Skills, Bar Admissions Course, and University of Ottawa, Law School, Trial Advocacy Course and Panelist, Ethics, Real Estate Section, Bar Admissions Course. For several years ran Nelligan/Power's student advocacy program.

Current Member Steering and Settlement Committees FACES (First Avenue Churches and Community Embracing Sponsorship) for the sponsorship of refugees to Canada.

Past Member Board of Directors and Counsel, Disabled Persons' Community Resources/Ressources Communautaires Personnes Ayant un Handicap

Professional Development

Various Continuing Legal Education Courses in corporate law and governance, cloud technology, business, employment, immigration, and intellectual property law.


Alliance Francaise, Intermediare

Queen's University, Executive Program

Society for International Affairs, International Traffic in Arms Regulations (U.S.) Course

Osgoode Hall, York University, Intensive Trial Advocacy Course

References – Available on request.

Pari Johnston
38 Grange Avenue, Ottawa, Ontario
(613) 581-1385 and parijohnston@gmail.com
Find [me](#) on  and on  [JohnstonPari](#)

Who I am...

I'm a dynamic senior executive with 20 years' experience in advancing the transformative mission of Canada's universities. Recognized as an influential thought leader in Canadian higher education, I open doors and get results, with an impressive track record of federal policy and Budget wins. Hallmarks of my leadership include being a connector, navigator and strategic alliance-builder in complex multi-stakeholder environments. As a Board Director for a non-profit national digital media start-up, I also experienced outstanding success in building new partnerships and raising funds. I am fluently bilingual.

What I'm Like to Work With...

A versatile, authentic and inspiring leader, I'm seen as a purpose and values-driven strategist with a talent for building high-performing and high-impact teams in an inclusive and innovative culture - leadership that made Universities Canada a top Ottawa employer for over a decade. Known for my high energy and people skills, I'm a lateral thinker and exceptional communicator who is decisive and cool under pressure, agile and anticipatory.

Leadership

I excel at leading transformation in an evolving landscape; promoting a compelling vision for the future that Boards, partners and staff embrace; and seizing opportunities to move organizations forward. A stand-out in public roles, I can always be counted on to build organizational credibility and profile.

- For Universities Canada's 2011 centennial, helped define and advance a narrative of universities as nation-builders committed to collaboration. This forward-looking vision unified the sector and raised its profile, catalyzing new partnerships with Indigenous organizations and community foundations.
- Quarterbacked sectoral crisis response to Saudi Arabia's decision in 2018 to pull 4000 university students from Canada following a diplomatic rift. With \$260 M in tuition revenue at stake, led government and stakeholder relations and human-impact focused media strategy. 8 weeks later, the Saudi government allowed medical, health and graduate students to remain in Canada.
- A founding Board member of *The Conversation Canada* - a new digital media start-up for academic journalism - oversaw launch in 2016 and rapid growth by 2019 to 32 universities, 500 republishers, and 2 M monthly page views. I recruited 25 universities, 5 funders and guided the 2018 launch of *La Conversation Canada*, to achieve a truly national bilingual platform.
- As a senior ambassador, enhanced Universities Canada's reputation through leadership roles in official Government of Canada bilateral fora for international academic cooperation; leading Board and university presidents' missions overseas; and presenting to Parliamentary Committees.

Governance

I have deep experience working with a 13-member Board of Directors and Board Committees made up of university presidents. I'm viewed as a trusted and credible senior advisor and influencer whose skills helped unite the Board and full membership. A seasoned Board Director, I excel at good governance.

- Provided leadership to Universities Canada's Board of Directors by setting out a multi-year federal Budget and election strategy. My strategic political and policy advice, and ability to stickhandle diverse institutional interests, ensured a coherent university agenda in Ottawa, creating the conditions for major investments in four successive Budgets. *For details on impact see below.*
- Worked with the Education Committee in 2017 to craft new principles on equity, diversity and inclusion (EDI) and a 5-year plan to support system-wide action. Led consultations that resulted in unanimous approval by members. 70% now have EDI strategies in place or under development.
- As Secretary to the Governance Committee, was responsible for stewarding complex and sensitive deliberations among 96 university presidents - facilitated by a former Supreme Court Justice - on the first-ever institutional membership criterion on non-discrimination (approved in 2016).
- As Board Director for *The Conversation Canada*, initiated external governance review that resulted in amended by-laws and new Committees, better Board orientation and pursuit of charitable status.

Public Affairs & Policy Influence

I excel at strategic leadership that combines smart public policy solutions with political acumen, a sharp focus on opportunities and skill in managing key relationships. My best-in-class staff team achieved sustained Budget success through imaginative campaigns operating at the policy-advocacy nexus.

- Under my leadership, Universities Canada defined and rolled out "Seizing Opportunities," a 3-year advocacy initiative. Under the banner of universities as nation-builders, participated in 15 policy reviews, leveraged more than 100 third party champions, and used Canada 150 as a strategic platform to position the sector with 338 new MPs and the senior public service. In a competitive landscape, universities were big winners in the 2015-19 federal Budgets with over \$10 B in infrastructure, innovation, research and skills investments. *Three specific examples are below.*
- 2017 marked Canada's 150th birthday. With the US and UK cutting research funds and closing borders, seized the moment to align political aspiration for legacy initiatives with creative public policy and worked with senior officials on a new program to attract top foreign scholars. Budget 2017 announced \$177 M to bring 25 *Canada 150 Research Chairs* to Canada.
- United and led 20-member Canadian research community coalition to mount unprecedented public campaign over 2017 to "*Support the (Fundamental Science Review) Report.*" With allies in industry and the charitable sector mobilized, secured an historic \$3B for research in Budget 2018.
- Provided leadership to *Going Global Canada* campaign for a national student mobility program. Leveraged creative digital-storytelling, business champions and strong relations with influential MPs and civil servants to make the case for a \$95 M program in Budget 2019. 11 K students will go overseas in new pilot managed by Universities Canada and Colleges and Institutes Canada.

Member & Stakeholder Relations

Through innovative programming, I positioned Universities Canada as *the* go-to national forum for university presidents. I built an extensive network across the Canadian postsecondary education sector - including provincial and regional university associations - to coordinate policy advocacy on issues of national importance.

- Under my leadership, the Association increased its value for members through reimagined meetings, policy workshops and leadership seminars. Resulted in enhanced reputation; greater member engagement and support for the mission; and stronger relations with Quebec universities.

- Advanced new university women's leadership program to mentor and grow the pipeline of women presidents. Resulted in a 30% increase in the number of women presidents since 2015.
- As Secretary to several member taskforces, provided leadership to improve the student experience. Organized first national leaders' workshop on mental health in 2010 and led sustained follow up. Universities across Canada now have resourced mental health strategies for student well-being.
- Provided strategic direction over 2016 -18 to broad coalition of provincial and national university, college, student, faculty and librarian groups engaged in the federal copyright law review. Led negotiations to shape a unified strategy to protect fair dealing for educational institutions.

Operational Leadership & Business Acumen

I have leadership experience in ensuring that mid-size and start-up organizations in the non-profit sector are financially sound, well-run, talent-driven and underpinned by robust policies and fair practice.

- As a member of Universities Canada's Senior Management Committee (SMC), played a key role in financial and operational leadership: helped build the rolling 3-year budget plan; enhanced program revenue growth by identifying new prospects through advocacy role; championed modernization of IT and knowledge management systems; and improved staff engagement.
- As Finance Committee Chair of *The Conversation Canada*, oversaw development of 3-year budget, business plan and reserve policy, resulting in sustained membership and revenue growth (from 9 to 32 members and \$570 K to \$1.2 M in revenue from 2016-19) and a healthy operational reserve.

Where I Did All This...

Universities Canada, Ottawa 1997 - 2019

The national voice of Canada's 96 universities. 85 staff lead advocacy, policy, member services, publications and partnership programs. 13-member Board and 4 Advisory Committees. \$13 M budget.

Vice-President, Policy and Public Affairs, Universities Canada 2016 - 2019

Reporting to the President, I led 35 staff (government/international relations, research, policy and communications) to advance overall federal advocacy agenda. Member of SMC. Worked with Board and Board Committees on Education, Research and International Relations. \$4.5 M budget.

Director, Public Affairs and Member Relations, Universities Canada 2013 - 2016

Reporting to the COO, I led 25 staff (government/member relations, communications) to advance public affairs and serve members. Secretary, Board Committees, Education and Governance. \$3.2 M budget.

Director, Member Relations, Universities Canada 2011 - 2013

Reporting to the COO, I led 6 staff to build inaugural member services program to better serve presidents. Secretary, Board Committee on Governance. \$900 K budget.

Director, International Relations, Universities Canada 2003 - 2011

Reporting to the VP International, I led 5 staff to drive international advocacy and partnership agenda, including missions abroad. Secretary, Board Committee on International Relations. \$370 K budget.

Various roles, International Partnerships Program, Universities Canada 1997 - 2003

Reporting to the Director, I served as Program Officer then Manager to lead international projects.

Independent international development consultant, Ottawa 1995 - 1997

Led research projects for South Asia Partnership and the Canada Council for International Cooperation.

English Teacher, Osaka, Japan 1994 – 1995

Participant of the *Japan English Teaching (JET) Program* at an elite high school for expatriate students.

Board & Volunteer Engagement

Founding Board Member and Chair, Finance Committee 2016 - 2019

The Conversation Canada/La Conversation Canada, Toronto, Montreal and Vancouver

National organization for academic journalism with revenues of \$1.2 M, 9 editorial staff and 3 offices.

Member, External Review Committee 2019 and ongoing

Institute for Mental Health Research, Ottawa

Advise on family and patient-oriented research directions and co-design research programs.

Member, Family Advisory Council 2019 and ongoing

The Royal Mental Health Centre, Ottawa

Advise on client and family-centred care to guide the policies and practices of the hospital and affiliates.

Education & Professional Development

The Digital Director: Cybersecurity and Social Media for Directors* course 2018**NFP Governance Essentials* program 2017**

Institute of Corporate Directors, Toronto

***Leadership Development Program* 2011**

Niagara Institute, Niagara-On-The-Lake

MA with distinction (International Affairs) 1994

Norman Paterson School of International Affairs, Carleton University, Ottawa

BA Honours (French Literature) 1991

University of Regina, Regina

It's Not All About Work...

When I'm not committed to professional pursuits, I love tent camping (when it's not raining), yoga and yoga retreats, my book club, long bike rides, and road trips. With two neurodiverse sons, I'm a dedicated caregiver, volunteer and advocate for client and family-centred healthcare and innovative housing so we can create a future where living well with autism and good mental health is the norm.

BIOGRAPHY

GLENN G. BRIMACOMBE

Mr. Brimacombe will be joining the Canadian Psychological Association as its Director, Policy and Public Affairs in January 2020. In this role, he will have chief responsibility for bringing the science and practice of psychology to bear on public policy and programs in the service of Canadians.

Previously he was Vice-president, Strategic Partnerships and Priorities at the Canadian Centre on Substance Use and Addiction from 2018-2019.

From 2013–2017, Mr. Brimacombe was Chief Executive Officer of the Canadian Psychiatric Association (CPA), the national voice of psychiatry.

Mr. Brimacombe was President & CEO of the Association of Canadian Academic Healthcare Organizations (ACAHO), from 2002-2013 – now *HealthCareCan* – where he created a national voice and presence for the country's research hospitals, academic health sciences centres and regional health authorities, and their research institutes.

From 2009–2014 Mr. Brimacombe was Co-Chair of the Health Action Lobby (HEAL), with Dr. Karen Cohen, a coalition of 41 national health organizations focused on the role of the federal government in health and health care.

Mr. Brimacombe was the Chair of the Science Media Centre of Canada from 2010-2012, and a founding member of the Canadian Health Leadership Network (CHLNet) in 2009. He has also served as a Board Director of the Royal College of Physicians and Surgeons of Canada.

Trained as an economist, Mr. Brimacombe worked for the Ontario Medical Association (1988-1990), the Canadian Medical Association as Director of Health Economics (1991-2000), was a visiting senior policy analyst at Health Canada (1997-98), and was the inaugural Director of Health Programs at the Conference Board of Canada (2000-01).

Throughout his career, much of Mr. Brimacombe's focus has been on a range of strategic policy issues related to the organization, management, financing and delivery of health care, in addition to the federal role in research, innovation and commercialization. In different capacities, he has focused on the identification, development and nurturing of a number of strategic alliances and partnerships. He has also supported medical profession-government fee negotiations in several provinces. Of the 32 years working in the health sector, he has spent more than 26 working for national health organizations.

Mr. Brimacombe has an Honour's (1986) and Master's Degree (1988) in Economics from the University of Ottawa. In his spare time, Glenn enjoys time with his family, keeping active through sport and playing music in a local band.

November 2019

- CURRICULUM VITAE -

*Glenn G. Brimacombe, 861 Clearcrest Crescent
Ottawa, Ontario K4A 3G1, (613) 866-3613*

EMPLOYMENT EXPERIENCE

Director, Policy and Public Affairs, Canadian Psychological Association (2020-ongoing)

Responsibilities: Maintains chief responsibility for the voice of psychology as it contributes to a range of public policy issues. This includes research, practice and the education of psychology and its relationship to the overall architecture of the mental health system. Provides advice to the CEO on a range of strategic issues. www.cpa.ca.

Vice-President, Strategic Partnerships & Priorities, Canadian Centre on Substance Use & Addiction (2018-2019)

Responsibilities: Led the development, implementation and monitoring of the strategic initiatives necessary to advance priorities in the substance use and addiction field. Provided strategic advice to the CEO, while ensuring that best practices guide CCSA's work in stakeholder engagement and knowledge mobilization. Had overall responsibility for the deliverables of the Research, Policy, and Strategic Partnerships and Knowledge Mobilization divisions. www.ccsa.ca.

Chief Executive Officer, Canadian Psychiatric Association (2013-2017)

Responsibilities: Worked closely with the Board of Directors, was responsible for the overall management and execution of the organization's strategic plan, which focused on the development of public policy as it relates to mental health and the role of psychiatry; provided a range of continuing professional development programs to enhance clinical decision-making; and increased member engagement. www.cpa-apc.org.

President & CEO, Association of Canadian Academic Healthcare Organizations (2002-2013)

Responsibilities: Worked closely with the Board of Directors, had overall responsibility for the strategic focus and management of the organization – which provided national leadership, advocacy and policy representation on behalf of Canada's Research Hospitals, academic Regional Health Authorities and their Research Institutes. Also identified, nurtured and developed several strategic alliances and partnerships across the public, charitable and private sector. Led the strategic process to merge ACAHO with HealthCareCan. www.healthcarecan.ca.

Director, Health Programs, Conference Board of Canada (2000-2001)

Responsibilities: Developed and implemented an integrated strategic plan to expand the Conference Board's program of policy-relevant research in the area of health, health care and wellness. Had overall responsibility for *The Leaders' Roundtable on Health, Health Care and Wellness*. The mission of the Roundtable was to develop an ongoing dialogue on health, health care and wellness issues across principal stakeholders in the business community, health-related sectors, governments, health research organizations, and other groups closely aligned with Canada's health system. Published a series of policy-relevant research papers. www.conferenceboard.ca.

Visiting Senior Policy Analyst, Health Canada, Policy and Consultation Branch (1997-98)

Responsibilities: Seconded to Health Canada to provide strategic and policy-related analysis on process and content issues in developing national approaches to pharmacare. Supported the Federal/Provincial/Territorial (FPT) Task Force/Working Group to explore the feasibility of developing an FPT action plan for a national approach to pharmacare. www.hc-sc.gc.ca.

Director, Economic Affairs, Canadian Medical Association (1991-2000)

Responsibilities: Provided strategic assessment and ongoing policy-relevant analysis and advice on key issues facing the medical profession in the area of health policy and economics. Provided professional support to all CMA advisory structures in matters relating to health economics and public policy. Participated in the identification, nurturing and development of a number of strategic alliances and partnerships. www.cma.ca.

Economist, Ontario Medical Association (1988-1990)

Responsibilities: Coordinator of the Committee on Economics and the Central Tariff Committee. Advised physicians and the public on matters relating to the OHIP Schedule of Benefits, provided background support and analysis to (non) fee-for-service negotiations, and analyzed legislative and regulatory issues pertaining to the medical profession. www.oma.org.

SELECT PRESENTATIONS

- House of Commons Standing Committee on Finance. Presentation of the CPA's recommendations as part of the government's 2018 Pre-Budget process. September 21, 2017.
- House of Commons Standing Committee on Finance. Presentation by the Canadian Alliance on Mental Illness and Mental Health regarding the Bill C-44, the Budget Implementation Act. March 22, 2017.
- Liberal Health Caucus. Presentation of the Canadian Alliance on Mental Health and Mental Illness' five-point plan Mental Health *Now!* December 5, 2016.
- House of Commons Standing Committee on Health. CPA Presentation on the development of a mental health strategy. May 14, 2015.
- Senate Standing Committee on Social Affairs, Science & Technology. ACAHO Presentation as part of Committee review of the 2004 Health Accord. September 2011.
- House of Commons Standing Committee on Finance. ACAHO Presentation as part of 2004-2012 Pre-Budget Consultation Process, 2003-2011.

EDUCATIONAL BACKGROUND

- Master of Arts, Economics
University of Ottawa, 1986-1988
- Baccalaureate, Social Sciences, Honours, Economics (*Cum Laude*)
University of Ottawa, 1982-1986
- Diplôme Etude Collégiales (D.E.C.), Psychology
Vanier CEGEP, Montréal, 1980-1982

CERTIFICATES/MEMBERSHIPS

- Member, Canadian Society of Association Executives (2016-2017).
- Board Member, Royal College of Physicians and Surgeons of Canada (2013-15) www.royalcollege.ca.
- Co-Chair, Health Action Lobby (HEAL) (2009 - 2014) www.healthactionlobby.ca.
- Chair, Science Media Centre of Canada (2010 - 2012) www.sciencemediacentre.org.
- Founding Board Member, Canadian Health Leadership Network (2009 - 2013) www.chlnet.ca.
- Co-Chair, Steering Cttee, Future of Canada's Academic Health Sciences Centres (2009-11) www.ahsc-ntf.org.
- Rotman School of Management/University of Toronto – Advanced Health Leadership Program Certificate (2010)
- Member, Federal Government's Sectoral Advisory Group on International Trade (SAGIT) in Health
- Past-Member, Board of Directors, Canadian Health Economics Research Association (CHERA)
- Negotiations for Senior Executives, MIT – Harvard Pubic Dispute Program (1993)

REFERENCES

Available upon request.