

Heather de Berdt Romilly, BComm, LLB, LLM

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Career Experience

de Romilly & de Romilly Ltd.
Vice-President

2003 - 2014
(PRIVATE CONSULTING)

Through the past ten years as Vice-President of de Romilly & de Romilly Ltd. consulting engagements have involved strategic planning and leading and directing the planning and implementation processes to advance program deliverables including the development of policy, program, and strategy initiatives for a number of public sector organizations. This work has involved building strong working relationships in collaboration and consultation with an extensive array of internal and external government stakeholders including municipal, provincial, and federal level, synthesis of feedback, development of reports and recommendations and strategy development. Key responsibilities have included project management, relationship management and issues management with an emphasis on workforce planning approaches and human resource policy and program development within complex multi-stakeholder frameworks. Advice to Deputy Ministers and senior teams has been a key part of these initiatives. Highlights of projects undertaken both locally and internationally are outlined in Appendix A.

Public Service Commission

1995 - 2003

Director of Policy, Policy Division

1999 - 2003

Contact: former Judith Sullivan-Corney, former Public Service Commissioner

Provided policy advice, recommendations and legal analysis on all aspects of human resource management including organization design and development in Government, to the Public Service Commissioner, Deputy Ministers, Human Resource Directors, Executive Council and the Premier. Key member of the senior management team, accountable for six professional staff, and an annual operating budget of \$400,000. Deputy Minister/Commissioner's representative at high profile functions and regularly appointed to acting role (1999-2001). Prepared ministerial briefings and made presentations to Cabinet on key human resource policies which were approved. Responsible for strategic planning, business planning and performance reporting. Advised the Commission on applications related to the *Freedom of Information and Protection of Privacy Act*. As the former Director of Policy and a member of the senior management team with the Public Service Commission, extensive experience in providing strategic advice on policy and strategy development and regulatory management. As Director of Policy, responsible for leading the Policy, Planning and Research Unit at the Public Service Commission and oversaw the development of policy and research in all areas of human resource management, the development of business and strategic plans, and supporting Federal/Provincial/Territorial (FPT) Relations. A key strength was developing and maintaining continuous, positive and effective relationships working with high level, multi-partnered tables in order to advance agendas and work toward the achievement of common objectives and outcomes. Effective and skilled networker with experience developing and sustaining relationships with a wide range of partners and stakeholders, working with them to develop plans and address key priorities. The initiatives required strong leadership and excellent communication and interpersonal skills.

Policy Development:

- Developed pro-active policies in human resource management, including attendance management, code of conduct, diversity management, employee liability, labour relations, leadership development, moving, personal services contracts, occupational health and safety, performance management, personal protection, records management, recruitment, sexual harassment, staffing, talent retention, training and travel.
- Researched and made recommendations regarding the design of the organizational structure and mandate for the new Public Service Commission (2000/01) to emphasize a stronger policy direction.
- Assisted with the establishment of the Master of Public Administration (MPA) program for government managers at Dalhousie University, including negotiating the contract on behalf of government, and advising on the policy content of the program.
- Developed, in consultation with Human Resource Directors across Government, a comprehensive draft *Human Resource Management Strategy* for Government including employer of choice, recruitment, retention and succession planning. Key areas include a Flexible Work Options Program (including Telework, Flexible Work Hours, Pre-retirement Leave and Family Leave), an Employee Recognition Program, a Disability Management Program (emphasizing early return to work and wellness programs), Secondment Policy, Senior Officials Compensation and Benefits Policy and Personal Services Contract Policy.
- Co-ordinated a committee of Atlantic Provincial and Federal Deputy Ministers and Commissioners that worked with the Canadian Policy Research Network Inc. to produce a report entitled: “Public Service Recruitment and Retention in Atlantic Canada: Benchmarking the Quality of Work Environments”.
- Developed an Attendance Management Policy and Manager’s Handbook resulting in improving Government’s management of sick leave benefits. Contributed to Government savings in excess of \$3 million over a three-year period. This material has been widely requested by governments in other jurisdictions and private sector organizations.
- Designed and delivered training on absenteeism management to over 900 managers from all levels and departments in Government over a three week period.
- Prepared a *Code of Conduct for Civil Servants* that involved a comprehensive consultation process and presentations to all senior management teams in government. Designed and delivered associated training to managers across Government. Assisted with the development of a *Code of Conduct for Ministers*.
- Developed a *Policy Development Process* for human resources utilized across Government. Additionally, established *Policy Audit and Evaluation Processes* to ensure ongoing policy audit and evaluation and to assist with the establishment of the audit and evaluation function in the Commission.
- Defined and developed, through a broad-based consultative process, a new competency-based *Performance Management Policy* for management employees.
- Established, working closely with the Policy Advisory Council (comprised of senior policy personnel across Government), the process and tools toward the development of a skills inventory for policy personnel in Government to assist with training, development and succession planning.
- Revised the Government’s *Fair Hiring Process* to ensure best practices.

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- Developed a comprehensive costing model for pay and benefits that formed the basis of the draft *Senior Officials Compensation and Benefits Policy*. The policy recommendations were supported by the Auditor General.
- Oversaw implementation of Project Management Initiative to ensure all policy and program initiatives within the Commission followed a project management model.
- Developed a revised corporate human resources policy manual for Government entitled "The Management Manual 500".

Labour Relations:

- Provided analysis and research support for collective bargaining for the civil service and broader public sector involving over 60,000 employees.
- Engaged in comprehensive union consultation re policy development and implementation.
- Member of the mileage negotiations bargaining team providing leadership and advice.
- Chaired a joint union-management committee that resulted in the development of a new *Sexual Harassment and No Discrimination Policy*.
- Provided advice and policy interpretation to support the Adjudication Process.
- Extensive compensation expertise acquired through experience negotiating contracts for senior official positions.
- Developed a new *Commercial Arbitration Act for Nova Scotia* which received Royal Assent in November 1999 which provides for alternative dispute resolution in the application of the adjudication process.

Leadership:

- Established the Policy Division as an integral function of human resources management in Government.
- Established the foundation for strategic planning and business/budget planning in the Department of Human Resources/Commission and facilitated strategic planning for the Department of Labour and Environment and the Department of Finance, Long Term Disability Plan Trust Fund Board of Trustees and the Nova Scotia Gaming Corporation Board of Directors.
- Managed business planning and budgeting processes for the Department of Human Resources/Commission.
- Developed a strong research capacity for the Department of Human Resources/Commission.
- Developed the library as a critical information resource for the Department of Human Resources/Commission.
- Established human resource management priorities with Human Resources Directors across Government and developed and implemented associated accountability measures.

Head/Senior Policy Analyst, Policy and Research Unit

1995 - 1999

Reporting to the Deputy Minister as Senior Policy Analyst, and through both the Director of Client Services and Director of Corporate Services as Head of the Policy & Research Unit, provided comprehensive policy-making and research capacity within the Department.

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- Established a *Policy Forum* for all policy makers in government to share best practices.
- Conducted a policy and institution building assessment for the Deputy Minister of Labour and assisted with the establishment of a senior policy capacity.
- Member, Premier's Inter-departmental Committee that developed the *Personal Protection Policy*.
- Advised Deputy Ministers on conflict management practices in relation to department service delivery. Designed and delivered related training considered to have positively improved service delivery to the public.
- Provided advice regarding legislative revisions to the *Residential Tenancies Act* regarding alternative dispute resolution processes which amendments were ultimately adopted. Provided comprehensive training regarding conflict management to residential tenancies officers to assist with implementation of the new provisions.
- Advised the Premier on code of conduct issues and the preparation of comprehensive memorandums to Cabinet.
- Conducted collective bargaining research and policy analysis for the public sector. Contributed as a member of the negotiating team regarding mileage rates, and overseeing policy reviews with the Nova Scotia Government Employees Union.
- Represented the Department and Government on external initiatives, such as the intergovernmental committee established by the Canadian Policy Networks Inc. to oversee the Canadian Human Resources in Government Project, and academic partnerships such as the Dalhousie School of Public Administration Job Classification Study.
- Made policy presentations on behalf of the Department to a broad variety of internal and external audiences. Participated on interdepartmental committees, including the Executive Development Advisory Committee and provided policy advice and support to the Deputy Ministers' Human Resources Council and the Human Resources Forum.

Technical University of Nova Scotia (currently Dal Tech, Dalhousie University) 1993 - 1995
Director of Employment Equity

Reporting to the President, reviewed all aspects of human resources management, and developed, revised and implemented required human resource policies. Provided mediation services within the University and mediation training programs for administrators and union shop stewards.

- Developed and implemented an *Employment Equity Program* subsequently used as a national model by Human Resources Development Canada. Development of the Program was a legal requirement under the Federal Contractors Program established by Human Resources Development Canada for TUNS to continue to receive research funding from the Federal Government. TUNS received a Certificate of Merit from the Conference Board of Canada in recognition of the exemplary measures in the Work Plan undertaken to promote fairness through the use of sound human resource practices.
- Worked with representatives across various levels of Government and with diverse communities in Nova Scotia in the preparation of the DalTech's first Employment Equity Program. Regular invited speaker and committee representative regarding diversity, inclusion and equality. Organized a network entitled the Universities' Sexual Harassment Advisors' Committee, which included representatives from all of the universities in Halifax and which involved ongoing contact with the senior administrations at each university and a variety of community based organizations.

Teaching

Part-time Lecturer, Dalhousie University

Masters of Business Administration Program, School of Business

- Labour Relations, Fall term (1996), Winter term (1997)
- Negotiations, Fall term (1996), Winter term (1997)

Part-time Lecturer, Mount Saint Vincent University

Bachelor of Business Administration Program, Department of Business Administration, 1992-1994

- Business Law, Fall term (1992)
- Advanced Business Law, Fall term (1993), Spring term (1994)

Part-time Lecturer, Dalhousie University

Joint MBA/LLB Program, School of Business and Faculty of Law

- Negotiations Course, Spring term(1993)

Part-time Lecturer, Saint Mary's University

Department of Accounting

- Introductory & Advanced Commercial Law, Fall term (1991) through to Spring term (1993)
- Co-ordinator, Part-time Faculty, Commercial Law, Fall term (1993)

Education

Master of Laws Degree (LL.M.), Dalhousie University, Faculty of Law, 1991-1994

Specialized in labour law, thesis entitled, "Law Reform of the Arbitration Process: A Comparative Evaluation of Conventional and Expedited Arbitration in the Provinces of Ontario and Nova Scotia." Supervisor: Professor Peter Darby, Chairman, Nova Scotia Labour Relations Board.

Academic Awards:

- Faculty of Graduate Studies: Killam-assisted Scholarship for Master of Laws studies, 1991 – 1992
- Faculty of Graduate Studies: Research and Development Fund Grant, 1992
- Faculty of Graduate Studies: Commonwealth Scholarship Research Grant, 1992
- Faculty of Graduate Studies: Academic Grant for Paper Presentation at the Canadian Industrial Relations Association Conference, 1993

Bachelor of Laws (LL.B.), Dalhousie University, Faculty of Law, 1990

Specialized in labour and employment law.

Bachelor of Commerce (B.Comm.), Dalhousie University, Faculty of Management, 1987

Specialized in labour relations.

Academic Awards:

- Universal Craftsmen Council of Engineers Scholarship, 1983 – 1985
- Evelyn M. Denton Award: Excellence in English Studies, 1982 – 1983

Professional Affiliations

Nova Scotia Barristers' Society

Member in good standing

Lecturer, Bar Admission Course (Arbitration and Dispute Resolution), 1994-2001.

Change Management Certification (May 2009)

Successfully completed certification through AdPro Prosci Change Management Course.

Non-Profit and Voluntary Sector Activities

Avalon Sexual Assault Centre

Chairperson, 1997 – 1999

Member, Board of Directors, 1994 - 1999

Responsible for leading the development of board governance policies including review of best governance practices with a focus on not for profit organizations. This was a lengthy process which involved all members of the Board and took a year to complete. Involved with developing board governance policies based upon the Carver governance model including the development of human resource policies. Chaired the Board Human Resource Committee. Responsible for developing a model of fundraising with the Board and Executive Director to ensure the Centre's sustainability with reducing funding from Government. Responsible for setting performance standards for the executive director and overseeing job descriptions and pay plans.

Arbitration and Mediation Institute of Canada (AMIC) (currently ADR Institute of Canada)

President, 1998 - 1999

Member, Board of Directors, 1997 – 1999

2000 members nationally, promoting excellence in alternate dispute resolution in Canada for over twenty years. It is a national, professional association that serves the needs of arbitrators and mediators from all sectors of the economy. As the first female President of the Arbitration and Mediation Institute of Canada, I oversaw the introduction of new certification standards for arbitrators and mediators nationally.

Atlantic Provinces Arbitration and Mediation Institute (APAMI) (currently ADR Atlantic Institute)

President, 1996 - 1998

Member, Board of Directors, 1994 - 1999

Not for profit organization committed to establishing a climate in the Atlantic Provinces to foster the use of arbitration and mediation services.

Chaired a legislative committee comprised of leading members in Nova Scotia from academia, law and business which developed Nova Scotia's first *Commercial Arbitration Act*. The new procedures outlined in the statute facilitate the early resolution of disputes in a cost efficient manner through the use of expedited arbitration, mediation and an improved conventional arbitration process. This brings the

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Province's legislation in line with national and international procedures, which has been viewed as positively impacting economic development in Nova Scotia.

St. Margaret's Bay Elementary School
Treasurer, Parent Teacher Committee, 2012-2014

APPENDIX A

Private Consulting - International Projects

- Retained (through competitive bid) as an individual consultant for the position of International Human Resource Specialist by the Asian Development Bank (ADB) to support **reform of the higher education system in Mongolia through human resource capacity building, involving development of the Government Human Resource Development Strategy for Higher Education informed by international best practices.** This project also involves advice on governance, financial methods, access issues and professional standards along with the identification of institutional support for implementation to achieve measurable project outcomes. **2013. ADB Loan: 2766-MON.**
- Retained by the Asian Development Bank (ADB) to support **human resource infrastructure building for the Department of Environment, Cook Islands,** under the Legal and Institutional Strengthening of Environmental Management in the Cook Islands project (Technical Assistance (TA) project in the Cook Islands)). Undertook a review of Legal and Institutional Frameworks which summarized existing policy, legal and institutional frameworks for environmental management, identifying gaps, deficiencies and overlaps, and outlining possible options for improvement; Institutional Profiles were developed which summarized the functions, structure, staffing, legal mandate, role in environmental management, relevant legislation, and suggestions for improving the role in environmental management of over 30 public sector agencies, traditional customary authorities, and non-governmental organisations (NGOs). Designed the performance review process including introduction of best performance management practices including 360 reviews and results based management. **2006. ADB TA 4273-COO.**
- Retained by the World Bank to develop and implement the **Management Information System (MIS) for the Regional Project Implementation Unit** established to manage the “Mainstreaming Adaptation to Climate Change” (MACC) project in the Caribbean region, and provide training to Caribbean Community (CARICOM) Secretariat personnel on World Bank project management, financial management and project reporting procedures. Through subcontract to de Romilly Ltd. undertook stakeholder analysis to determine human resource requirements to assist with establishment of the Caribbean Community Climate Change Centre (CCCCC). Reviewed CCCCC’s mission and purpose, determined organizational structure, staffing numbers, skills mix, culture, work processes and guidelines. Recommended how to ensure CCCCC’s operational effectiveness; identified unique roles in the new organization structure and prepared detailed job descriptions and recommended performance evaluation metrics to support principle based processes. **The CCCCC has been successfully established and is now viewed as an international centre of excellence. March 2002 – March 2003.**

Private Consulting - Canadian Projects

- *Project Management, Change Management, Strategic Planning* – Halifax Regional Municipality (HRM), providing project & change management and strategic planning consultation services

including extensive stakeholder consultation and conflict management over an eight month period to organize and co-ordinate the implementation of a major report (in response to the municipal Auditor General's Report), containing over eighty-eight (88) recommendations, to enable the Legal Services Department to accomplish organizational goals within a tight timeframe. This project required management of a broad range of organization-wide research and policy initiatives that were at a high level of complexity and sensitivity. Building quality processes and improvements were a key part of the project mandate. Stakeholder consultations were undertaken with internal stakeholders in addition to all senior management teams of HRM to identify emerging issues through environmental scanning and to engage stakeholders in broad, continuing and constructive dialogue (which was a key measurable outcome established for the process). **2012.**

- ***Strategic Planning, Organizational Design, Change Management*** – Service Nova Scotia & Municipal Relations, Program Management and Corporate Services Division, in support of the ongoing reorganization of *Service Nova Scotia & Municipal Relations*; involved extensive consultation with internal senior level stakeholders and provision of advice to the Executive Director of PMCS and preparation of briefing notes for the Deputy Minister; guiding the development of a number of key strategies pertaining to consumer protection. **2012.**
- ***Facilitation, Policy Support*** – Nova Scotia Business Inc., delivered and facilitated information sessions to support implementation of the revised Code of Conduct to all managers and employees; **2012.**
- ***Facilitation*** – Facilitator, 2nd Annual Arts and Culture Research Day, Department of Communities, Culture and Heritage, overseeing and conducting the external consultation process with 45 members of the arts and culture sector to identify the priority needs of the sector in relation to stakeholders' goals and to discuss the current state of reporting and research by the Department in support of the Department's stronger focus on fostering vibrant and healthy communities and as a strategic partner with sector stakeholders; **2011**; Report published in "Department of Communities, Culture & Heritage, 2nd Annual Arts and Culture Research Day Final Report", 2012.
- ***Organizational Design***, Retained by the Corporate HR Management Renewal Office, Public Service Commission working with the Deputy Ministers' Human Resources (DMHR) Committee (Government of Nova Scotia) to conduct a review of the Human Resource Evaluation and Audit Division of the Public Service Commission (PSC). The scope of this project included an: a) examination of the current organizational structure, mandate and resources for the Audit & Evaluation function within the PSC; (b) identification of opportunities to seek efficiencies and economies of scale, and improve quality services to align with PSC's Best Practice HR Service Delivery Model; and (c) provision of advice on structures and/or relationship adjustments, mandate, service delivery to enhance the functionality of the current structure and resources of the PSC consistent with the commitment to be a strategic business partner. The review of the audit and evaluation functions is guided by the principles of the PSC's Best Practice HR Service Delivery Model including the requirement that audit and evaluation services be results-driven, agile, flexible and aligned with the Corporate HR Management Renewal initiative for the Public Service Commission. The review involved extensive research including interviews, literature reviews, and focus group facilitation. **2010.**

- ***Governance***, Government of Nova Scotia. Retained by the Corporate HR Management Renewal Office, Public Service Commission working with the Deputy Minister's Human Resource (DMHR) Committee (Government of Nova Scotia) to provide support and advice on governance models to support the Deputy Minister vision of Governance established under the Corporate Human Resource Management Renewal Initiative. Involves extensive research, evaluation, development of tools in support of improving organizational performance, consultation with senior officials of leading private and public sector organizations, and the Federal Government to review the Federal Management Accountability Framework Model. **2010.**
- ***Strategic Planning***, Department of Labour and Workforce Development. Facilitated discussion sessions with multiple stakeholder groups related to the recently established Department of Labour and Workforce Development Strategic Plan and policy direction. The discussion sessions included a full range of Labour and Workforce Development stakeholders and were designed to disseminate information related to the Department of Labour and Workforce Development's Strategic Plan and eliciting feedback from a representative range of stakeholders within the Labour and Workforce Development sectors to assist with setting future policy direction. Involved production of a discussion session summary report which outlined outcomes achieved and evaluation of the Strategic Plan and policy directions. **2009.**
- ***Organizational Design, Human Resource Planning Services, Succession Planning –Transportation and Infrastructure Renewal***. Examined the organizational structure and resources including human resource for three groups within the Public Works Division; conducted focus groups and individual meetings with senior management and managers; identified opportunities to improve efficiencies and provided advice on structures and relationship adjustments to enhance the functionality of the organizational structure and human resources including team building for senior management and managers, workforce planning for the three groups, succession planning recommendations, identification of HR supports required and establishment of dispute resolution mechanisms to address issues in a timely fashion. **2009.**
- ***Organizational Design, Succession Planning, Human Resource Planning (recruitment, talent retention, succession planning, leadership development), Project Management Services – Service Nova Scotia & Municipal Relations (SNSMR)***, Managed project team responsible for "HR Renewal Initiative" for SNSMR; multi-component project involved advising senior team, facilitated strategic planning, completed broad based regional consultation with over 120 SNSMR managers, redesigned HR CSU organizational structure and assistance with implementation, oversaw change management to transition department to new business processes through introduction and management of pilots in the areas of succession management and competition process streamlining using new technology such, oversaw implementation and evaluation including quality audit process. **2008.**
- ***Organizational Design, Change Management, Facilitation, Health Human Resource Planning Services – NS Department of Health Promotion and Protection*** providing services related to organizational design of the newly established department and support to program areas. **2006 – 2009.**
- ***Organizational Design, Health Human Resource Planning Services, Department of Health*** providing services related to organizational design including research support in a variety of program

areas including Primary Care, Physician Services, Pharmaceutical Services, Policy & Planning, Deputy's Office. **2006-2009.**

- ***Change Management*** – NS Department of Community Services, conducted interviews with internal and external stakeholders to gather information to support the Department's change initiative involving integration of child protection agencies voluntarily devolving to the Department; prepared a summary findings report and provided recommendations to support ongoing change initiatives. **2007.**
- ***Change Management, Organizational Design*** - Workflow Processes Review – Communications Nova Scotia; 3 separate reviews: **Third Review-2006** (assisted a Division with redesigning organizational processes to improve workflow management), **Second Review-2005**, Follow-up to Initial Review to determine effectiveness of workplace redesign procedures implemented as a result of recommendations from First Review, **First Review-2004**, Undertook needs assessment, review of organizational design and workflow processes to identify opportunities for improvement, Prepared Findings Report with Recommendations which were accepted and successfully implemented, facilitated group meetings and individual sessions, assisted with implementation.
- ***Strategic Planning, Project Management, Human Resource Policy and Planning Services*** – NS Department of Education & Department of Tourism, Culture & Heritage (& PSC). Working with a project team, undertook a needs assessment through a broad based consultation process with all managers in the host departments (DOE and TCH) to determine managers' information needs with particular attention to human resource management; undertook a comprehensive pilot to build a technology prototype(*Foundations for Management(FFM)*) to respond to managers' needs and tested the prototype using surveys and focus groups, conducted broad based consultation process with key stakeholders including the five groups representing the Government Human Resource Community (Training and Development, HR Consultants, HR Managers, HR Executive, Developmental), developed content working closely with content experts (15+)from the Public Service Commission, regularly briefed deputies and senior management teams of host departments, developed and assisted with implementation of web-based (*FFM*) portal for managers including content development of human resource policies, guidelines and checklists encompassing all aspects of the human resources function; made presentations to all senior teams across Government and deputies' committee post implementation. **2005-2007.**

Oversaw pilot of *FFM* at Service Nova Scotia & Municipal Relations for PSC in support of SNSMR HR Renewal Initiative identified above, gathered feedback through online survey instrument, gathered feedback and acted in advisory role to *FFM* Coordinator at Public Service Commission to oversee *FFM* (**2008**).

NOTE: The technology prototype (*FFM*) developed by the project team directly resulted in the Public Service Commission hiring an individual to oversee corporate coordination of *FFM*.

- ***Competency Development, Human Resources Planning*** – NS Public Service Commission, developed a Competency Framework for the Government Human Resource (HR) Community in support of Phase 2 of the Human Resource Strategy for the HR Community; oversaw design, validation through focus group meetings with representatives from HR Community; developed enhanced competencies to assist with implementation strategy. **2007.**

- **Organizational Design, Change Management** - South Shore Regional School Board, undertook a workflow analysis to assist with a critical evaluation of the workplace expectations. The objectives of this project were to provide analysis and recommendations to the South Shore Regional School Board Senior Administrative Team regarding work flows within the organization with a view to strengthening, where appropriate, the use of resources, including human resources, time and space. The project achieved the stated goal of recommending methods for improving workflow processes within the organization aimed at further strengthening the ability of the organization to effectively and efficiently deliver services to clients;
 - the project was designed to assist the South Shore Regional School Board Senior Administrative Team in endeavours to better co-ordinate services and expertise amongst the organization's staff and make improved use of existing resources;
 - the project built upon existing work which had recently been undertaken to identify process improvements and included meetings with all employees both in groups and individually; and
 - the project was to undertake a workflow analysis of the organization and make recommendations regarding methods of improving existing work flow processes.Methodology included document review, facilitation of group sessions and individual meeting. Deliverable included a Findings Report with Recommendations which was presented to the Board of Directors, the recommendations were accepted. **2007**.
- **Policy Development** - NS Public Service Commission developed Critical Incident Stress Policy, Employee Assistance Program Policy and revised Employee Assistance Program Policy, prepared supporting documentation Memorandum to Executive Council and Briefing Notes. **2005**.
- **Strategic Planning, Project Management Services** – Coordinator, NS Gaming Strategy (Nova Scotia Gaming Corporation and Office of Health Promotion) – responsible for overseeing and conducting the public consultation process (direct meetings, written submissions, distribution of 2,340 copies of the discussion paper, 156 stakeholders representing 37 organizations in cities and towns across the provinces attended meetings, 148 written responses received to obtain feedback on the Province's Gaming Strategy with a diverse array of stakeholders both internal and external to Government (including First Nations, gaming operators, gaming retailers, gaming manufacturers, harness racing representatives, social scientists, addictions services employees, community health boards and problem gambling services). **2005**; Report published in "A Better Balance: Nova Scotia's First Gaming Strategy – April 2005.
- **Facilitation**, Training & Development in Privacy Law, Acadia University, March 2004; South Shore District Health Authority (SSDHA) – (1) Board Governance and Privacy to Governance Operating Committee of the Board of Directors of SSDHA; and (2) Privacy for Physicians of SSDHA (presentation constituted education credit). **2004**.
- **Facilitation**, Training & Development, Dal Tech Continuing Education, Dalhousie University – Course on Assisting Businesses Meet Privacy Law Requirements. **2004**.
- **Corporate Privacy Officer**, Capital District Health Authority - Responsible for overseeing development of privacy framework for Capital Health including board governance practices, privacy standards, policies and management plan working closely with the Department of Risk Management.

Reviewed the privacy health care legislative framework and advised on privacy issues specific to relevant legislation. Developed strategies for implementation of privacy protocols following a quality assurance control model based upon international privacy standards and the Canadian Standards Association privacy code and risk management standards. Provided policy advice to staff across the organization and advised on privacy corporate governance issues and health research privacy considerations. Developed and implemented a model for conducting privacy gap analyses, privacy impact assessments, threat risk assessment for information management systems and auditing protocols. **2003.**