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Career Experience

de Romilly & de Romilly Ltd. (Environmental & Labour Consultants) 2003 - 2014
Vice-President (Private Consulting)

Consulting engagements (see www.deromilly.com) 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 including dispute resolution system assessment, design and implementation for a number of public sector organizations. Support has been provided to the many environmental projects undertaken by the company. 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.

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 include dispute resolution system development, involving development of the Government Human Resource Development Strategy for Higher Education informed by international best practices**. This project also involved advice on governance, financial methods, access issues and professional standards along with the identification of institutional support for implementation to achieve measurable project outcomes. Project report published on ADB website. **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, dispute resolution systems, 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 including dispute resolution systems 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, Dispute Resolution, 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, Dispute Resolution, 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, Dispute Resolution, 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, dispute resolution, 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, Dispute Resolution 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, Dispute Resolution** - 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.