

Senior Executives with Experience and Expertise.

We would like to introduce you to a select group of our professional consultants.

Few firms can replicate our capacity to understand the challenges – and the opportunities – our clients face so we can mobilize the right consulting resources, the right solutions and deliver results.

The COVID-19 pandemic has demonstrated the need for a flexible and action-oriented public sector. More than ever, the federal government is working towards finding efficiencies in business processes and enabling new technologies to ensure that cost effective and quality programs are promptly delivered to citizens. Findings from a Statistics Canada study related to the impact of productivity growth during the pandemic “show that strong labour productivity growth in the Canadian business sector is largely a result of the structural changes during the pandemic towards industries that carry out a larger share of essential activities.” At a time where the Government is taking into account the widespread adoption of work-from-home arrangements as a possible permanent change associated with the pandemic, a private sector partnership is becoming more important. If you have a critical project or need an interim management solution, why not benefit from the expertise we have to offer?

Introducing:

Claude Rochette, FCPA, FCMA

Claude is a bilingual Canadian Forces and public sector professional with over 37 years of service to Canada. Claude gained significant experience in finance, HR and leadership over his 26 in the Canadian Armed Forces (CAF) occupying various financial and non-financial positions such as Director General Compensation and Benefits, Commandant of the Canadian Forces Support Unit Ottawa, Comptroller of the CAF and DCFO. Upon his retirement as a Brigadier General in 2010, Claude spent 9 years in the federal public service as the CFO at CSEC (2), CBSA (2) and DND (5) providing him with leading expertise and knowledge on numerous disciplines including: comptrollership, financial planning, budgeting, corporate accounting, business planning, procurement, infrastructure, assets and security policies and processes. His nomination as Associate Deputy Minister of National Defence in January 2019 gave him an opportunity to apply his broad and extensive experience at the highest strategic level. Since his retirement in January 2021, Claude has provided client departments such as DND and CAS with strategic financial health review, program reviews, and financial advisory and coaching services.

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THE RIGHT DOOR

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Brian Philbin, FCPA, FCA

With expertise in financial management, audit and evaluation, risk management, and operations, Brian has a unique, diversified blend of public and private sector experience, acquired in a career spanning over 40 years. Prior to his retirement from the Canada Revenue Agency (CRA) in February 2022, he had been the Assistant Commissioner (ADM) of the Audit, Evaluation, and Risk Branch for the CRA from January 2013 to October 2021, where he was responsible for providing strategic advice to the senior leadership team and the Board of CRA, while playing a key role in supporting major program, function and change management initiatives within the Agency. He joined the CRA from the private sector as Chief Risk Officer in June 2010.

Brian spent over 20 years in the private sector in senior financial and operations roles, including Treasurer, Chief Financial Officer, Chief Operating Officer, and General Manager, and had worked in financial services, technology, transportation and manufacturing. He had been a management consultant for 6 years prior to joining CRA.

He is a sought-after speaker at industry conferences, both domestically and internationally and has authored a number of research papers which have been published by organizations such as the Conference Board of Canada, The Society of Actuaries (U.S.A), and the Organisation for Economic Co-operation and Development (Europe). He has also acted in an advisory capacity to senior leaders in other public sector organizations in the Americas, the Far East and Europe. Brian holds a Bachelors degree in Business Administration from the École des Hautes Études Commerciales (Université de Montréal) and is a Fellow of the Québec order of Chartered Professional Accountants (FCPA, FCA).

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Alain Séguin

Alain Séguin is a well-respected member of the federal public service's financial management community. His 32 years in the public service, including over 14 years at the Assistant Deputy Minister level, has provided him with leading expertise and knowledge on a range of financial corporate management disciplines including: comptrollership, financial planning, budgeting, corporate accounting, financial policies, internal controls, procurement, asset management, real property management, Investment planning, project management and in-service management of financial and HR systems (SAP and PeopleSoft). In 2017, Alain completed his successful career in Financial Management in the public service as Assistant Comptroller General of Financial Management Transformation. Prior to his position at the Treasury Board Secretariat with the Comptroller General, Alain held several senior executive positions including; Chief Financial Officer of Employment and Social Development Canada, Chief Financial and Administrative Officer with the RCMP and Assistant Chief Statistician Corporate Management and CFO at Statistics Canada.

Alain has also held several executive level positions in various departments in financial and corporate management. More recently, over the past two years, Alain has provided strategic management advice on a contract basis to several organizations, such as PCO, Global Affairs, PSPC and the Financial Management Institute of Canada (FMI).

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Brian Pagan

Brian retired from the public service in 2019 after a successful career of 32 years that spanned six departments and several key positions in central agencies including Assistant Secretary, Expenditure Management at TBS and Director of Fiscal Policy at Finance Canada. Brian also served as Deputy CFO at Fisheries and Oceans, and as Deputy Assistant Commissioner, Finance and Administration at the Canada Revenue Agency.

Brian's significant experience in finance and expenditure management processes provides tip to tail knowledge of strategic analysis, program design and implementation, as well as program review, evaluation and performance reporting. Brian has used his strong communication and interpersonal skills to work with multiple stakeholders, including TB Ministers and parliamentary committees on high profile programs and change management initiatives.

Since 2019, Brian has applied his experience and insights to provide client departments such as DND, CSC, INFC and ISC with strategic program review, financial advisory and executive coaching services that address Central Agency expectations.

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Mark Perlman

Retired Chief Financial Officer, Employment and Social Development Canada

Over his career, Mark Perlman has spent close to 34 years (over 12 of which were at the Assistant Deputy Minister level, with close to 20 years as an executive) in progressively responsible positions in small, medium and large federal departments, working at the district, regional and headquarters levels. These departments included Employment and Social Development Canada, the Canada Revenue Agency, Public Safety, Public Works and Government Services Canada, the Royal Canadian Mounted Police, Foreign Affairs and International Trade, and the Immigration and Refugee Board in the areas of Finance, Administration, Human Resources, Security, Real Property, Internal Audit, Communications, Shared Services, Policy, Information Technology and Information Management.

Up until his retirement from the public service in September 2021, Mark held the position of Chief Financial Officer and Senior Assistant Deputy Minister at Employment and Social Development Canada for 5 years. In this capacity, he was responsible for all aspects of financial management and stewardship with an annual expenditure base that grew to over \$258B in fiscal year 2020-21 due to the pandemic response for the ESDC portfolio. He was also responsible for real property and accommodations, procurement and asset management, enterprise project management governance, and financial systems.

Mark has a bachelor's degree from McMaster University and is a Chartered Professional Accountant (CPA, CMA).

He is married and has one son and one daughter.

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continued

Marty Muldoon

Marty retired from the public service in 2020 after an outstanding 32 year career which began in Western Canada and saw him take on significant roles in 5 different departments. Notable positions over the second half of his career included 7 years as a CFO with PSPC and DFO/Coast Guard Canada, as well as several years as the DCFO with the RCMP. Marty has led strategic program reviews in two departments, and while at PSPC, led its successful implementation of Accrual Budgeting & Capital Investment Management (the first full scale department to implement across all of its capital budgets in Government!). Marty's earlier career highlights include positions in financial strategy, strategic planning & policy, Ministerial Liaison, executive administration, and regional economic development.

Widely recognized for his collaborative interpersonal approach and communication/writing skills, Marty holds CPA, MBA designations and has considerable expertise to offer in areas such as strategic management, people leadership, executive coaching and change management. He is also uniquely positioned to advise on program reviews and strategic implementation of Accrual Based Investment Management for departments.

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Dan Danagher

Dan has had an impressive public service career, including twelve years as Assistant Deputy Minister in the fields of human resources, procurement, finance, real property, project management, capital investments and physical security. Dan served for several years as Executive Director in a policy role at TBS/OCHRO and then later at the ADM level in HR at the Canada Revenue Agency and PWGSC. This experience has given him significant insight, enabling him to find sensible and modern approaches to Departments' HR challenges.

This background is complemented by deep experience in other corporate services. He is expert at finding implementable solutions and helping organizations re-think service standards, structures and processes, and develop effective ways to improve outcomes and report results. Most recently, as the ADM of Global Affairs' International Platform, Dan transformed the management of Canada's network of diplomatic missions – a multi-billion dollar, complex environment involving multiple partners and thousands of employees.

Throughout his career, Dan has been recognized for improving results and managing risks while implementing innovative approaches to talent management, governance, financial management, investment planning, financial sustainability, and stakeholder engagement. People-oriented and active in the community, Dan is also a skilled and collaborative change leader who takes bold approaches to rethinking outcomes and charting directions that work.

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Marcia Santiago

Marcia Santiago is a writer, analyst, and researcher. After 30 years of federal public service, she retired in March 2022 as an executive director and special advisor in the Treasury Board Secretariat.

Expenditure management, the Estimates and the parliamentary business of supply are Marcia's main areas of expertise. She provides strategic analysis and technical advice on the implementation of Budget decisions, including program reviews and funding reallocations. She also develops briefing, communication, and training products.

Marcia is interested in data-driven analysis and research. She has previously worked on environmental indicators, and education and socio-economic statistics on Indigenous communities. She is experienced with consolidating financial and non-financial data to inform policy and program management, Cabinet and Treasury Board submissions, and reports to Parliament and Canadians.

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Edward Lane, B Comm., FCPA, FCA

With expertise in financial management, program and project management, risk management, performance assessment and operations, Ed has a unique, diversified blend of public and private sector experience, acquired in a career spanning 50 years. Approximately one-half was operating or advising in the public sector at the executive level and the remainder was in the private sector.

After twelve years in public practice with a predecessor firm of KPMG Ed joined Canada Post in executive roles establishing Field Financial organization and functions, Regulatory Affairs operations, and managing modernization of the publication mail product line in response to changes in government policy and program funding for the publication industry.

After nine years at Canada Post, Ed has held executive positions as CFO at Canadian Red Cross Society and President and CEO of the Canadian Red Cross Fractionation Corporation, Chief Operating Officer for a software manufacturer supporting the automotive industry, and CFO for Hydro Ottawa Holdings Inc. and its subsidiaries during a time of dramatic change for the industry.

In 2006 Ed, as an independent consultant, started to provide professional services on a broad range of subjects to a variety of clients. Those services, addressing the identification and development of innovative and cost-effective solutions to operating challenges and opportunities included: strategic planning advice and risk management for the Canadian Nuclear Safety Commission; membership on the Comprehensive Program Assessments team of Environment Canada; Acting Deputy Chief Financial Services for the Bank of Canada during the financial crisis and advisor on the project to renovate the facilities; membership on the Deficit Reduction Action team and developer and deliverer of the plan to modernize internal services for the Department of Justice; manager of the project to deliver the Cornwall Port of Entry and recapitalize other ports across Canada for the Canada Border Services Agency; and, advisor on multiple topics including establishing a new financial model and the comprehensive review of Military Personnel Command and Infrastructure and Environment groups, as well as select topics in financial matters at the Department of Defence.

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A seasoned entrepreneurial senior executive, Ed has significant experience in executive level positions in government and a variety of industries

John Messina

As the former Chief Information Officer (CIO) of the Government of Canada and the Canada Revenue Agency, John offers a combination of 36 years of information technology and Audit experience from Canada's federal public service and 3 years consulting experience. During his extensive career in the public sector, John developed an unparalleled expertise in policy and strategy implementation, software application development, enterprise architecture, service management, data center consolidations and cybersecurity. As the CIO of the Government of Canada John also co-chaired many Federal, Provincial + Territory (FPT) committees ensuring best practices in IT management were shared with all levels of government. John also represented Canada in International fora sharing and obtaining information with countries around the world.

John has recently done work for the IMF with the governments of Argentina and Belize where he provided recommendations on how to modernize the countries tax administration system.

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Kami Ramcharan

Kami brings a diversified skill set that reflects her 35 years in the federal public service, having worked in many different departments and having a broad range of responsibilities. Her career culminated as the CFO and Assistant Commissioner for the Canada Revenue Agency, where her responsibilities included all aspects of Finance, Security, Administration, Procurement and Real Property. She also held the CFO and ADM Corporate Service Positions at the Privy Council Office and Natural Resources Canada which included Human Resources, Information Management/Technology, Access to Information, Emergency Management, Investment planning, Departmental Strategic Planning and the Corporate Risk profile. In addition to her strong results in these areas, she has over 15 years developing policy, delivering programs and negotiating with community groups, provinces, territories and indigenous organizations. She has led significant initiatives related to financial sustainability, organizational transformation, operational excellence, project and program leadership and human resource management which demonstrated her strong competencies to be innovative, to develop implementable strategies, to lead critical projects (IT and non-IT), to deliver programs, to develop leadership potential and to manage organizational change.

...Kami also has over 15 years developing policy, delivering programs and negotiating with community groups, provinces, territories and indigenous organizations.

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Pamela d'Eon

Pamela has over 35 years of bilingual experience in the federal government initially in program delivery and subsequently in financial management, as well as over 7 years of financial management consulting experience supporting federal government departments. Experiences have been both at the regional and headquarters levels with over half of her career in leadership positions. Experiences within the federal government span from small to large departments, regional to national in scope, front line service delivery to supporting Deputy Ministers and Ministers, as well as overseeing cost reduction exercises to managing significant investments. She has held positions in administrative, social, economic, and security line departments. Able to see the 'big picture' enhances her ability to provide sound strategic advice, lead prioritization exercises, develop budget management frameworks, undertake investment planning, responsibly and effectively manage resources, combined with her effective means to overcome obstacles and achieving results. A background in Finance and Management along with a Masters in Business Administration, she has extensive experience in strategic advisory capacities at the most senior levels, financial / budget planning and management of large national programs including transfer payments, risk and change management, costing and cost recovery initiatives, as well as extensive engagement with Central Agencies.

...Pamela has extensive experience in strategic advisory capacities at the most senior levels...

Su Dazé

Su is a bilingual CPA-CMA with over 37 years of federal public service experience. She has served as ADM, Corporate Services and CFO as well as worn the DCFO, CIO, DSO and Information Officer hats. She has extensive experience in strategic planning; risk management; performance measurement; resource allocation and expenditure management functions including budgeting, cash management and accounting (appropriated and revenue dependent operations); grant and contribution program integrity; and general administrative services. Su has successfully launched risk management exercises; updated Department Results Framework; performed a financial management policy suite review; developed strategic action plans to improve Management Accountability Framework results and enhanced reporting (Departmental Plan and Departmental Results Report). Su is well versed in investment planning, project management and providing advice to Ministers and Deputy Ministers. Her excellent planning, organizational, interpersonal and communications abilities complement her experience.

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Sally Thornton

Sally is a former ADM with 30 years of federal public sector experience including central agency and line departments. She has extensive experience in expenditure management and human resources and has a strong understanding of federal government processes, including policy development, priority setting, decision-making, as well as program and strategic review. A focus has been on collaborative approaches to complex problems, including organizational change, program and project delivery, risk and change management. She has worked with a range of partners and stakeholders, international and domestic, within the federal government, with provincial and local governments, unions, non-governmental organizations, and the private sector. Most recently, Sally has supported the initial federal response to COVID-19.

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Jamie Tibbetts

Jamie has over 34 years of federal public service experience, including 11 years in key positions as Chief Financial Officer at Health Canada and the Canada School of Public Service where he was also Chief Information Officer. He has significant experience in bringing forth innovation such as leading the first successful full-scale implementation of Procure-to-Pay in the Government of Canada (Health Canada). As a senior leader, he has built extensive experience in managing and leading change in Financial Management, Integrated Planning and Performance, and Program Design and Delivery. Since leaving the federal government in 2016, Jamie has focused his efforts on assisting federal executives in both Financial and Corporate Management, projects include: Strategic Road mapping for Financial Management, SAP migration and associated gating requirements, operational planning frameworks and processes, contributions management streamlining, Corporate Services HR Plans, organizational designs in finance, resourcing negotiations and EX mentoring. Jamie also possesses extensive experience in leading financial pressures and downsizing exercises and operating and/or leveraging shared services environments where it may be of value.

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Darlene Boileau

Darlene is a fluently bilingual senior executive with over 30 years of varied federal experiences including eleven years in key positions as Assistant Deputy Minister and Chief Financial Officer at Infrastructure Canada, Deputy Director at FINTRAC and Assistant Secretary at Treasury Board. A recognized collaborative leader with vision and integrity, proven strategic thinker and decision-maker who is results oriented and able to manage horizontal relationships across government to deliver high quality, value for money programs. She possesses a strong understanding of the policy process, government priority setting and decision-making and performs effectively in areas of heightened sensitivity. Darlene is well versed in dealing with all organizational levels on matters related to financial, policy, legislative frameworks. She has extensive experience in strategic planning and governance, government operations and reporting. She has worked in social, economic and security line departments and portfolios and has chaired international fora under the OECD. Her work has provided her the opportunity to collaborate with senior executives, CEOs, and regularly briefed Ministers & Senators. Darlene also has non-government organization experience in the area of grants and contributions, mentoring and coaching.

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Michel Poulin

Michel is a fluently bilingual senior executive with over 34 years of experience in the federal public service. He held key executive positions at TBS International Affairs, Security and Justice Program sector, PSPC, DFO, the Canadian Hydrographic Services and the Canadian Coast Guard. Over the years, Michel has built a unique knowledge of government decision making and management through a large spectrum of experiences ranging from central agencies to front line services. He is recognized for his leadership, collaborative skills and ability to see the “big picture”. He can help organizations to address challenges in a wide variety of disciplines including investment management, governance and transformation. In his TBS role, Michel led several Strategic Reviews as part of the last government wide round. In his consultant role, he has developed a methodology to map a department’s decision making ecosystem (governance, strategies, management practices and business processes) into a cohesive package. Since 2016, Michel has delivered value to clients including DFO and DND. He is currently with DND to assist on Governance and Strategic issues related to National Defence Infrastructure

In his TBS role, Michel led several Strategic Reviews as part of the last government wide round.

Randy Larkin

Randy recently retired after 32 plus years in the federal public service, the past 10 years as Assistant Deputy Minister and Chief Financial Officer at Health Canada and the Department of Finance. At the ADM level, Randy led the full suite of financial management and corporate service’s activities, and provided significant senior leadership to address program integrity and unfunded/underfunded initiatives (\$B), as well as various review exercises that have resulted in efficiencies and sustained program funding. As a strategic leader, Randy has advised many Deputy Ministers, Executive Committees, and other senior leaders and fora on myriad policy, program and related matters. Over his public service career, Randy has managed tens of thousands of people, and he is considered a true leader across the public service. Randy is a bilingual Certified Public Accountant (CPA), and has a B.A. in Economics and Political Science.

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Judy Cosby

Judy is a bilingual CPA-CMA and MBA with 35 years of experience in the public service, having held several senior management key positions including Comptroller and Deputy Chief Financial Officer at Public Safety, Director General of Administration and Director General of Strategic Planning and Program Support, both at CRA. She has extensive experience in Finance including expenditure management and budgeting, financial accounting and reporting, grants and contributions, financial systems (SAP), and procurement and contracting. Judy also has experience in managing large-scale operations including national mail delivery, managing national records operations and telephony systems. She has led major re-engineering projects that have saved the government more than \$10 M. Her skills-set include strategic and organizational planning, leadership, program and project management and performance management, complemented with excellent interpersonal and communications skills. Recent consulting projects include providing advice and support to the CFO at Public Health Agency of Canada as well as, temporarily replacing the Executive Director of the Costing Centre of Expertise in the Office of the Comptroller General for a period of 5 months.

Judy has extensive experience in Finance including expenditure management and budgeting, financial accounting and reporting, grants and contributions, financial systems (SAP), and procurement and contracting.

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Toby Fyfe

Toby is a seasoned senior executive with experience in both the public and not-for-profit sectors. He brings a practical understanding of complex organisations that serve a public purpose. As a federal government executive for 19 years, he led central agency and line department organizations, developing leading expertise in corporate services (Office of the Commissioner of Official Languages), policy development (Treasury Board Secretariat), program design and implementation (PCO Government Renewal Secretariat; Natural Resources Canada) and corporate communications (PCO; Canada Information Office; Consumer and Corporate Affairs Canada). His extensive experience in federal government processes and procedures includes multi-year strategic planning, government operations, organizational design and capacity building, organizational performance and governance.

Throughout his career he has engaged with a wide-range of senior-level stakeholders and partners including Ministers, Deputy heads, CEOs and international organizations such as the OECD and the government of Iraq. As a collaborative and results-oriented leader with change management experience, when President and CEO of the Institute on Governance he rebuilt the team, met financial and operational goals, and steered the Institute successfully through two crises including the COVID-19 pandemic.

Toby has strong interpersonal and facilitation skills having presented at national and international conferences and led executive leadership programs in Ottawa, Toronto, Halifax and Iraq.

Toby's extensive experience in federal government processes and procedures includes multi-year strategic planning, government operations, organizational design and capacity building, organizational performance and governance.

Allan Weldon

Allan Weldon, CPA-CMA recently retired from the position of Director General Costing, Investment Planning and Approvals at National Defence after 33 years of experience in the federal public service's financial management community. In addition, as a Reservist, he has 22 years of service with the Royal Canadian Navy. Allan has broad and extensive experience in leading life cycle cost estimation, financial modeling for investment planning, the preparation and approval of Treasury Board Submissions, providing financial inputs into Memoranda to Cabinet and for providing decision support for CFO Attestations. He was responsible for the cost estimation and financial inputs for every major Defence procurement over the last decade, as well as for the developing the cost and financial risk inputs for the Canada First Defence Policy. Allan led the design, creation and stand-up of the Centre for Costing in Defence including the creation and incorporation of internationally accepted best practices and procedures in its organization, tools, and policies. His breadth of experience allows him to fully support informed decision making by including risk, sensitivity and uncertainty in financial analysis and the presentation of results.

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Hélène Paquette

Hélène retired as the executive director responsible for the development and implementation of the investment planning, project, and programme management policies at Treasury Board Secretariat. She has a rich and diverse background in financial, project and programme management. Prior to her move to Treasury Board Secretariat, she was the executive director leading the implementation of the programme management discipline at Employment and Social Development Canada. Hélène was also the co-chair of the Investment Planning and Project Management Community of Practice and the Treasury Board Secretariat Advisory Committee on Project Management for several years where she brought the PM practitioners together for knowledge sharing and help evolve various project management files.

Over her 34-year career in the Federal Government, Hélène held various finance positions and was responsible for the implementation of large-scale projects. Her finance background always had her focused on the stewardship of public funds. Recognizing the high cost of low performance, she is very passionate about the need to mature project and programme management competencies and increase the capacity in the federal government.

Hélène is a Chartered Professional Accountant, Certified Management Accounting.

Over her 34-year career in the Federal Government, Hélène held various finance positions and was responsible for the implementation of large-scale projects.

Sean Byrne, MBA/LLB

In 2007, Sean became one of the youngest Executives to ever work at the Royal Canadian Mint, a Canadian Crown Corporation with four diversified businesses and over \$1 billion in revenues. He distinguished himself as a trusted advisor to the Mint's Executive team and Board of Director's helping to drive organizational effectiveness and lead business transformation programs. With over \$100 million in operating and capital budgets, Sean was responsible for strategy, operational planning, and execution; determining business priorities and resource allocations; and leading employee engagement, performance management, training & development.

Responsible for a large multi-site operation with locations across Canada, he established trusting relationships with international customers, distributors and suppliers including the negotiation of multi-million-dollar contracts, partnership, and licensing agreements. With accountability for the Mint's overall facilities and real estate portfolio, Sean successfully led multi-million-dollar capital projects involving major plant expansions, the replacement of aging equipment and a multi-year program to consolidate leases and modernize the Mint's offices. Sean played an instrumental role in annual submissions to Treasury Board and Department of Finance and acted as an Executive liaison with the Office of the Auditor General for their special examination and performance audit of the Mint.

Sean has extensive experience leading multidisciplinary teams in initiatives across public and private sectors. He developed and implemented the plans to discontinue production of one-cent coins in Canada, including advice and recommendations to the Department of Finance, industry stakeholders and other government agencies. He spearheaded a national Coin Recycling program in partnership with the Government of Canada, major financial institutions, and industry stakeholders to open over 100 locations across Canada.

He holds a combined MBA/LLB degree from Dalhousie University.

With accountability for the Mint's overall facilities and real estate portfolio, Sean successfully led multi-million-dollar capital projects involving major plant expansions...

If you are interested in learning more about our Senior Executives contact Heather Buchan at hbuchan@therightdoor.ca.

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