

Get Things Done with Proven Experience and Expertise.

We would like to introduce you to a select group of our professional consultants with a proven track record of successfully delivering value and results to clients.

Federal departments consistently face challenges – and opportunities – related to delivering program results in the face of complex and constantly changing financial, HR, IT and policy goals. Few firms can replicate our capacity to mobilize proven experience and deep expertise that is ideally suited to respond to the evolving needs of the contemporary public service.

As Canada emerges from the COVID-19 pandemic and confronts new challenges, including spiraling inflation and threats to international security, the value of a flexible and action-oriented public sector that strives to provide results for Canadians in the most effective and efficient manner possible is more important than ever.

The Government of Canada has clearly signaled that a basic building block to respond to these emerging challenges is a commitment to fiscal discipline that restores order to public finances. In Budget 2022, the Government announced the launch of a comprehensive Strategic Policy Review that is expected to realize up to \$6 Billion in savings or reallocation of resources by 2024-25. The recent Fall Economic Statement indicated that further details on how the savings targets and approach to this review will be announced in Budget 2023.

Now is the time for departments to prepare for this review exercise by taking the steps necessary to ensure their internal structures, processes and program inventory and performance measurement systems are up to the task. As with past reviews, the Finance, HR and IT areas can be expected to do most of the heavy lifting related to a comprehensive review of departmental operations.

Is your team ready and up to the task? If you suspect a critical gap, or need expert support to prepare your team for the work ahead, why not benefit from the proven experience we have to offer?

“As we emerge from the pandemic, the government is running a tighter fiscal ship.”
November 2022 Fall
Economic Statement

continued



THE RIGHT DOOR

Consulting & Solutions Inc.

Right resources. Reliable results.

Introducing:

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.

Brian's significant experience in finance and expenditure management processes provides tip to tail knowledge of strategic analysis, program design and implementation...

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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Tammy Labelle

Tammy has 40 years of Canadian federal government experience. She retired in January of 2020 as Chief Information Officer, Public Services and Procurement Canada. Tammy's considerable experience is a unique career journey which permitted strategic and personal leadership growth in technology as well as in business delivery. Tammy is proficient in both official languages, certified in IT Service Management and has a Master of Business Administration. She has experience in leading the maintenance, delivery, and transformation of national federal programs such as taxation (individual and business tax program redesign), banking/payments, human resources (MyGCHR - onboarded 33 organizations in 3 years), compensation (pension modernization) and common services such as real property, translation, procurement, travel, finance (freebalance), material, federal standards, document (GCCDocs) and case (GCCase) management. Since retiring, Tammy continues to play a leadership role in driving the sustainable future of the Government of Canada's Public Service Health Care Plan as a Director on the Board. In addition, Tammy is working with various teams across government jurisdiction to provide strategic advice on preparing to go digital and transforming internally to maximize the benefits of a digital future. Tammy possesses strong interpersonal and networking skills and has a proven track record in executive leadership, coaching/mentoring, strategic project management, people management, financial oversight and turning visions into reality during times of plenty and when facing reductions.

Tammy's considerable experience is a unique career journey which permitted strategic and personal leadership growth in technology as well as in business delivery.

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.

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).

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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Jason Won

Jason Won In October 2022, after 30 years in the federal public service, Jason retired as the Deputy Chief Financial Officer at Employment and Social Development Canada (ESDC). At ESDC, one of the largest federal departments, he provided strategic advice on financial management including the establishment of budgets, management of financial pressures, and engagement with central agencies on budget funding proposals and Treasury Board submissions. This work included strategic financial advice on ESDC's numerous COVID-19 response measures and resulted in an annual expenditure base that grew to more than \$258B in 2020-21. Jason also has almost 20 years of experience working at the Treasury Board Secretariat and the Department of Finance, providing strategic analysis and advice on budget funding proposals, Treasury Board submissions, and expenditure management and review exercises. His work with ESDC and central agencies gives Jason a unique combination of experience and perspective in the area of financial management, Budget funding proposals, Treasury Board submissions, and resource acquisition.

Jason also has almost 20 years of experience working at the Treasury Board Secretariat and the Department of Finance...

Patricia Jaton

As a former VP in the Public Service of Canada and with more than 20 years in the executive rank, Patricia has extensive knowledge and experience in the field of human resources including staffing; conflict management; employee and organizational development, effectiveness and well-being; as well as in transformational initiatives related to organizational culture.

Over the course of her 34-year career, Patricia had several opportunities to create and implement brand-new people-centered programs and services – she was Health Canada's first Ombuds in the early 2000's – and to work on Public Service-wide HR policies and guidance as VP, Policy and Communications, at the Public Service Commission from 2017 to 2021. Furthermore, her various positions in several departments allowed her to acquire considerable experience in dealing with a range of complex and sensitive people issues.

Recognized for her engaging collaborative approach with various stakeholders and partners and strong communication/writing abilities in both official languages, Patricia has specific skills and knowledge to offer in areas such as strategic people management, workplace health, executive staffing, leadership development, values & ethics as well as in coaching and mentoring including preparing executives and senior staff for competitions.

In addition to her university degree, Patricia obtained a Certificate in Organizational Values and Ethics from Carleton University, completed courses offered by the International Ombudsman Association to serve as ombuds, and possesses Certification in Creating Positive Change.

Over the course of her 34-year career, Patricia had several opportunities to successfully create and implement brand-new people-centered programs and services

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Christopher H. Bucar, BCom, MBA, CPA, CMA, CD

Throughout his 35-year military and public service career, Chris Bucar has been recognized for implementing innovative solutions that improve outcomes. He has extensive executive leadership and expertise in numerous domains including Financial Management, Corporate Accounting, Human Resources, Business Planning, Accommodations, and Security. He worked in progressively responsible positions in small, medium, and large federal departments, working at the regional, and headquarters levels. His notable positions include CFO and Director General Corporate Services at the ATSSC, Director Financial Accounting at DND, and Director of Finance at CBSA.

Chris has been recognized for his outstanding leadership and interpersonal skills, strong communication/writing abilities, strong strategic focus, analytics-based decision making, and a proven ability to implement change. These traits, among others, have enabled his teams to achieve more than they thought possible.

He also has a strong sense of community service, having served as a director on several non-profit organizations' Boards of Directors. He is a Chartered Professional Accountant (CMA) who holds an MBA from the Royal Military College as well as a Bachelor of Commerce from McMaster University.

Chris has been recognized for implementing innovative solutions that improve outcomes.

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.

Marcia has previously worked on environmental indicators, and education and socio-economic statistics on Indigenous communities.

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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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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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Peter McIlroy

Peter served Canada Post for 18 years in various General Manager positions where he led Programme and Project Management of two Transformations from initial planning stages through to completion. He oversaw the investment of over \$2B and the generation of over \$250M of annual financial benefits. He established enterprise Programme, Project, and Change Management frameworks based on MSP, PRINCE2, and Prosci, provided Change Management oversight of large high-risk projects and Project Management governance and oversight for a portfolio of over 100 projects annually. In addition, Peter established standard ways of planning and executing IT projects including methods, tools, and controls and was responsible for Re-Architecture of large complex legacy IT systems

Peter holds a Master's Degree in Electrical Engineering and an MBA.

Peter has extensive experience leading large complex transformation programmes; management and transformation of large legacy IT systems; and establishing effective project management practices, tools, and controls in a large Public Sector organization.

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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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.

Darlene possesses a strong understanding of the policy process, government priority setting and decision-making and performs effectively in areas of heightened sensitivity.

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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.

Sally has extensive experience in expenditure management and human resources and has a strong understanding of federal government processes...

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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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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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.

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Pauline Port, CPA, CA

Pauline Port has noteworthy expertise in strategic financial management, audit, corporate planning, procurement, program and project management, risk management and operations. Pauline has a relevant blend of not for profit and private sector experience across a variety of sectors but most notably in the health care, pensions, and international development sectors.

After spending four years in public practice with a predecessor firm of Ernst & Young and a mid-sized auditing firm, Pauline took the role of Director of Internal Audit of CARE Canada and within a year assumed the role of Chief Financial Officer. During her time at CARE Canada, she implemented Oracle software for financial accounting and managed multiple foreign currency issues including hedging policies. After seven years at CARE Canada, Pauline joined Canadian Blood Services, first as the Director of Financial Accounting where she optimized the SAP financial system and implemented SAP Payroll and then assumed the executive role as the Chief Financial Officer and Vice President of Corporate Services.

Before retiring from Canadian Blood Services in May 20022, Pauline led several portfolios including logistics, facilities, procurement, human resources, information technology, finance, pensions, and shared services. Pauline was instrumental in providing strategic and financial advice on business cases such as a multi-million-dollar facilities redevelopment program, the Cord Blood Bank, and the plasma strategy amongst others. One of her key accountabilities was to develop and negotiate the Corporate Plan each year with twelve provinces and territories and which culminated with approval of an annual \$1.4 billion budget. She was also the lead of the productivity and efficiency journey which resulted in \$ 857 million in savings and cost avoidance in the formulary of bio-pharmaceutical products and an additional \$130 million in savings and cost avoidance in Fresh Blood Products over multiple years.

Pauline was one of the founders in establishing the Women's Leadership Network and mentored future generation of leaders.

Pauline has a relevant blend of not for profit and private sector experience across a variety of sectors but most notably in the health care, pensions, and international development sectors.

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.

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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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.

Marty has considerable expertise to offer in strategic management, people leadership, executive coaching and change management.

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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...

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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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.

Su's excellent planning, organizational, interpersonal and communications abilities complement her experience.

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...

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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.

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.

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.

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

Or call:

Heather Buchan 613-627-2158 Extn 100 or 613-447-5505

Sarah Pike 613-797-4388 | Sarah Hafez 613-325-0264



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