

WORK EXPERIENCE/KEY ACHIEVEMENTS**Ministry of the Attorney General****January 2016-present***Assistant Deputy Attorney General, Victims and Vulnerable Persons Division*

- Leading a division that develops and delivers programs and services that support, advocate and protect victims and vulnerable persons
- Responsible for the administration of the Office of the Children's Lawyer, Office of the Public Guardian and Trustee, Ontario's Victims Services, Office for Victims of Crime, and the Supervised Access Program including program policy development and contribution to cross-government initiatives impacting victims and vulnerable persons
- Division has regional and central functions, and includes multiple complex transfer payment and stakeholder relationships
- Notable achievements include policy and program development for MAG's initiatives under the Anti-Human Trafficking and Gender-Based Violence Strategies and the Modernization of the Office of the Public Guardian and Trustee under the Seniors' Strategy.

Ontario Women's Directorate (OWD)**October 2014-January 2016****Ontario Seniors' Secretariat (OSS)****November 2010-January 2016***Assistant Deputy Minister*

- led a division of two distinct population mandates and separate Ministers/Parliamentary Assistant with policy, program and public education specialists focused on developing initiatives in support of furthering women's issues and in support of Ontario seniors. Provided an enterprise role regarding planning for an aging population and applying a gender lens across government.
- OWD key achievements: developed and delivered on high profile cross-government priority Sexual Violence and Harassment Action Plan under compressed timelines, including policy and funding approvals, design and delivery of high profile/innovative communications materials and launching the first Violence against Women Roundtable; co-led the Joint Working Group on ending violence against aboriginal women; furthered government priority work in the area of women's economic independence e.g. women on corporate boards.
- OSS key achievements : implementation of the *Retirement Homes Act*, included establishing an Administrative Authority, Interim Board of Directors, and accountability agreement/Memorandum of Understanding; launched the first Ontario Action Plan for Seniors; developed an Age-Friendly Communities Planning Guide and Grant Program; developed the Wandering Prevention/Finding Your Way program; refreshed the province's approach on information services for seniors; and developed the first dedicated Seniors Community Grant program
- change management focus within the organization included building organizational capacity/transformation, increasing fiscal and human resources, and broadening/increasing the profile of women's and seniors' issues and the mandate of the OWD/OSS both internally to OPS and broadly with stakeholders

Ministry of Revenue**August 2008 – November 2010***Director, Strategic Management Services Branch*

- delivered 2 successive Ministry Results based Plans that met corporate constraint priorities; established divisional/branch budgets to support culture shift in newly restructured ministry; provided strategic support to sales tax reform project including the development and coordination of 4 in-year treasury board requests for project resources, procurement approvals, project management support and a comprehensive wind-down strategy.
- provided leadership and oversight of 100+ branch staff and fiscal management of corporate budget in excess of \$150 million while responsible for ministry-wide resource management and strategic services coordination and support,

fiscal planning, analysis and reporting, special and ad hoc project management, developed operational protocols, program design and implementation, and staff capacity.

- Led the early development of the ministry's strategic planning framework and post-divestment business plan including a branch organization review to reposition the team for post-divestment role
- Established a new policy/corporate coordination function to improve MOR linkages to the OPS policy community and strengthen executive level support in tracking ministry and government priorities
- Led a number of partnerships with local educational institutions to increase OPS/MOR profile, recruit and market careers targeted to youth and new professionals including job shadowing, co-op placements, projects and information sessions

Ministry of Government & Consumer Services

June 2006 - August 2008

Director, Corporate Policy Branch

Director, Policy Coordination Office

- established a new critical one-window corporate support team under short timeframes and to support a ministry of 2 DMs and 27 ADMs including the development of improved business practices, defined roles/responsibilities, established relationships and marketed the new function/built reputation for reliable/quality service - implemented ministry-wide adoption of enterprise tracking for cabinet submissions and key initiative tracking, developed templates and processes to support the Minister's participation at cabinet committees and cabinet
- provided liaison support and coordination of MGCS controllership products and advice for the secretary of MBC
- revised key corporate directives and provided support to the secretary/chair and members of treasury board/management board of cabinet on critical and contentious files.

Ministry of Health & Long Term Care

November 1999 - May 2006

Director, Resource Management - Policy & Legislative Support

Director, Population Health Policy & Planning and Women's Health

Director, Transformation Policy Coordination

Policy Advisor/Executive Assistant – to the Associate Deputy Minister

Policy Advisor – to the Minister

Manager, Rehabilitation Program Policy Unit

Manager, Mental Health Strategic Policy Unit

Policy Coordinator – Assistant Deputy Minister's Office – Integrated Policy and Planning

Senior Policy Analyst – Mental Health Legislative Policy Unit

- participated on and/or led several high profile legislative and policy development projects including providing strategic policy advice to the Minister, Deputy Minister, Associate Deputy Minister, Premier's Office, Minister's Office; implementation and amendment of the *Long Term Care Homes Act* and the *Mental Health Act - Brian's Law (Community Treatment Orders)*; and implementation planning on the policy framework for the proposed *Homes for Persons with Special Needs* program. Each of these initiatives included significant consultations and contentious stakeholder management.
- provided strategic support and coordination on numerous policy frameworks and projects in a Senior Advisor role in the Associate Deputy Minister's Office e.g. health accord, primary health care, de-merger of Women's College Hospital and Sunnybrook, rehabilitation framework/pilot projects, transition planning and local health integration networks.
- provided central access point between Minister's Office staff and the Offices of the Deputy Minister and the Associate Deputy Minister. Ensured appropriate debrief, interpretation, shared understanding and follow up action/direction provided to senior officials on matters related to ministry policy decision making to deliver timely, responsive and aligned policy support during transformation period
- assisted Project Lead in setting up structure, staffing and support to the Benefits Analysis Project, provided secretariat support to the Deputy Minister's steering committee (MCSS Deputy lead)
- provided stability and structure to the LTC Homes Legislation project team and the Population Health Policy & Planning and Women's Health Branch, including developing staff capacity to support policy initiatives, empowering staff to

complete project and policy work, and managing processes to ensure staff could focus on key project and policy deliverables

- established processes, developed protocols/linkages for a new office and managed transition for new Associate Deputy Minister

Cabinet Office

**April-July 2001
January-November 1999**

Senior Policy Advisor, Health Policy

Senior Advisor, Strategic Communications – Health & Resource Ministries

- managed multiple communications files during pre-post election transition and during a time of significant reform agendas working closely with senior executives in portfolio ministries, other central agencies and the premier's office.
- provided liaison, identified and facilitated discussion of policy issues between the client ministry, central agencies and political staff.
- led numerous complex health policy files through the committee process including preparing materials for committee members, briefing the committee chair, deputy minister and cabinet secretary on complex and/or contentious issues.

Ministry of the Attorney General, Family Justice Services Division

July 1991 - December 1998

Executive Assistant, Assistant Deputy Minister's Office

Senior Policy Advisor and Program Specialist, Office of the Public Guardian & Trustee

Client Representative/Assistant Trust Officer, Client Services, Office of the Public

Trustee

- member of the project team that delivered the implementation and amendments to landmark substitute decision making legislation in Ontario including policy and implementation support, public education and staff transition/training support for *the Substitute Decisions Act, Advocacy Act and Consent to Treatment Act/Health Care Consent Act*.
- negotiated business processes/provided advice to support interministry advocacy/rights advice transition.
- Front-line operational experience in managing a caseload of 750 client accounts
- Led the review and processing of 1600 trusteeship transfers from the Public Guardian & Trustee to Developmental Services Facilities in preparation for client moves to the community and/or facility transfers – involved researching and confirming alternate trustees/family relationships and negotiating terms and conditions with the facilities, Federal Government, MCSS and MOHLTC.

Ministry of Labour, Policy & Regulations Branch

July 1989 – July 1991

Policy Advisor and Intern, Compliance Reporting Unit

- developed a policy and procedure manual for the unit to assist in formalizing business processes and improving training and development
- provided team leadership and coordination support during management transition

Hostel Services Durham Region (Cornerstone Community Centre)

September 1988 – July 1989

Resident's Counsellor (Emergency Services)

- operationalized a new Resident Counsellor function including research and development of a community resource library for staff/clients to access services in addictions, housing, income support, employment and education.
- Provided frontline counselling support and crisis intervention to emergency shelter clients.

EDUCATION & TRAINING

Bachelor of Arts (Honours), Law, Carleton University, Ottawa, ON

1988

Concentration in constitutional (civil liberties/human rights), criminal, and mental health law.

Public Executive Program, Queen's University, Kingston, ON

February 2014

PROFESSIONAL AFFILIATIONS & COMMUNITY SERVICE

Mentor, OPS Mentoring (informal and Diversity Mentoring Program)

Ongoing

Working Group Coordinator/Member, OPS Policy Capacity Initiatives

August 2000 – June 2004

Mentor, Ontario Internship Program

November 1999 – December 2004

Board Member/Chair/Vice-Chair, Extend-A-Family

September 1993 – June 1999

Probation Officer, Ministry of Correctional Services

September 1988 – November 1989

Patient Representative/Advocate, Royal Ottawa Hospital

August 1987 – August 1988

Peer Counsellor, Eastdale CVI Peer Extension Program

September 1982 – June 1984

Exhibit: *National Inquiry into Missing and Murdered Indigenous Women and Girls*

Location/Phase: *Parts 2/3 St. John's*

Witness: *Juanita Dobson*

Submitted by: *Julian Roy*

Add'l info: *P02-03604P0101*

Date: *OCT 15 2018*

Initials

I/D

Entered

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