

## PROFILE

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*‘There are three things I value most that will always be embraced Inspiration – Innovation – Integrity. Each value symbolizes a way of life that permeates every aspect of who we are and with whom we do business.’*

Ginette Soulieres is a nationally recognized disaster, security and emergency management leader, expert, specialist, academic, practitioner, teacher and speaker whose trademark is as a “first time builder.” Soulieres steers concepts from vision to reality, using research-based frameworks. She is not only a dynamic, collaborative and compelling leader, but also a driven strategist with 20 years of a demonstrated track record of excellence and outstanding achievements, possessing a unique blend of academic, cultural, healthcare, public health, community health, public and industry expertise and experience. Soulieres has a strong **commitment to excellence in innovation.**

A persuasive advocate with an extensive network of relationships, nationally and internationally, Soulieres is the driving force behind numerous successful unique achievements in leadership, strategic and operations management, information management, disaster, security, emergency management, business continuity management, education, training and exercises. Her outstanding professionalism has earned the TRUST of the industry and peers, inspiring clients and organizations to adopt leading-edge values and leadership recognition internationally.

Soulieres brings a passion for creating new knowledge on the strength of research and innovation. She is continuously entrusted to build institutes, infrastructures, partnerships and alliances. She develops projects and programs from concept to execution, and inspires new perspectives with a clear and persuasive yet realistic vision, mission, and strategic direction.

For the past decades, she has led and supported local, regional and national multidisciplinary teams in fluid and challenging situations; building an institute, leading national and regional programs, projects to successful delivery within a dynamic environment; proven success creating and implementing business analysis processes and procedures in academia, cultural, healthcare, public health, community health, public and private sectors. Her goal is to achieve regulatory compliance, build resilience and sustainability in organizations and communities to better anticipate, mitigate, absorb, respond and recover from scalable events and disruptions.

She holds a Master Degree in Public Administration (MPA) and a graduate certificate in Governance, Crisis Management including Business Continuity Management. Soulieres holds other credentials in the field of emergency management.

Today, Soulieres continues to model **innovation, inspiration, and integrity**, and is highly respected for her leadership and exceptional ability to cultivate partnerships and alliances nationally. She is acclaimed for the vision and creation of an emergency management and public safety institute and its programs, the first of its kind in Canada, as well as regional, organizational programs, regional symposiums and workshops.

**CORE COMPETENCIES AND EXPERTISE**

Bilingual dynamic, results-oriented strategist, leader, manager with a strong track record of performance and quality management; with outstanding interpersonal skills, capable of resolving multiple and complex (human resources, legal, financial and operational) issues; possessing excellent collaborative local, regional, national and international connections. An exceptional strategist, under her leadership, organizations and regions from academia, cultural, healthcare, public health, community health, public and private sectors have strengthened their organizational resilience.

**Core competencies and areas of expertise include:**

<p><b>Governance, Strategic Management, Leadership</b></p> <ul style="list-style-type: none"> <li>• Corporate Governance</li> <li>• Leadership Coaching and Mentoring</li> <li>• Corporate Strategy, Execution &amp; Leadership</li> <li>• Feasibility Study</li> <li>• Program and Project Management</li> <li>• Project Charter</li> <li>• Integrated Risk Management</li> <li>• Business Plans, Work Plans</li> <li>• Finance and Budget Management</li> <li>• Strategic Alliances &amp; Partnerships</li> <li>• Leading &amp; Developing Teams</li> <li>• Human Resources &amp; Performance Management</li> <li>• Negotiations, Presentation</li> <li>• Qualitative and Quantitative Research Writing and Presenting Research Reports</li> </ul>	<p><b>Disaster, Emergency Management, Business Continuity Management</b></p> <ul style="list-style-type: none"> <li>• Audit, Assessment, Accreditation</li> <li>• Corporate Security</li> <li>• Integrated Risk Management             <ul style="list-style-type: none"> <li>Strategic and Operational Risk Assessment</li> <li>Hazard Identification and Risk Assessment (HIRA)</li> <li>Business Impact Analysis (BIA)</li> <li>Threat, Risk &amp; Vulnerability Assessment</li> </ul> </li> <li>• Business Continuity Management</li> <li>• Cybersecurity Training and Exercise</li> <li>• Disaster Preparedness Healthcare Facilities</li> <li>• Emergency Management</li> <li>• Health Emergency Management</li> <li>• Incident Management System (IMS)</li> <li>• Lockdown, Shelter-in-place Policy, Procedures, Training, Exercise, Drills</li> <li>• Pandemic Plan, Training, Exercise</li> <li>• Public Health Preparedness</li> <li>• <b>Training and Exercises (Corporate, Multi-Sites, Regional)</b> <ul style="list-style-type: none"> <li>Orientation</li> <li>Tabletop (Basic and Advanced)</li> <li>Functional</li> <li>Full-Scale</li> </ul> </li> <li>• <b>Education, Degree and Curriculum Development, Teaching, Training</b></li> <li>• <b>Presentation and Public Speaking</b></li> <li>• <b>Seminar, Symposium, Workshop</b></li> </ul>
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## **LAWS AND REGULATIONS**

Ginette possesses in depth knowledge of all relevant legislations and standards as it applies to Emergency Preparedness Management Programs: namely the Federal Emergency Management Act (EMA), Emergency Management Framework for Canada, the Federal Emergency Response Plan, the Securing an Open Society: Canada's National Security Policy, Federal Policy on Emergency Management, the Emergency Management Framework for Canada, the National Emergency Response System (NERS), the Emergency Management Civil and Protection Act (EMCPA), National Standards CSA Z1600-14 Emergency and Continuity Management Program, Emergency Management Principles, Methodologies, NFPA 1600-2013, Benchmark, Best Practices, Business Continuity Planning ISO Standards and Professional Practice, including ISO/TC 223 – Societal Security – Business Continuity Systems Requirements, TBS, Operational Security Standard - Business Continuity Planning (BCP) Program, TBS, Policy on Government Security, Canada, Occupational Health and Safety Act, Ontario Hospital Association Emergency Management Toolkit and Accreditation Canada Qmentum Program Standards.

## **PROFESSIONAL SKILLS**

- Strong leadership, strategic and operational planning, budgetary processes, resource allocation and prioritization, evaluation, change management and strategic planning
- Strong ability to establish solid collaborative partnership and alliance possessing major interpersonal relationship skills
- Strong business acumen, problem solving, effective management skills, organizational skills
- Sound judgement to prioritize workload, to coordinate multiple demands and deadline
- Strong in project management and program development and implementation
- Political acuity and sound judgement
- Capacity to handle considerable detail, set goals and achieve objectives
- Strong ability to cope and work well in high scale environment with demanding workload
- Strong ability to work in high scale, stressful environment during emergent times, remains balanced and calm
- Highly driven to quality management, assurance, customer services, initiatives/ self-management, accountability and adaptability
- Strong ability to team work, to lead or coordinate cross-functional teams and multi-disciplinary projects
- Critical thinking and decision-making skills with strong analytical skills, problem solving, details oriented
- Strong ability in juggling multiple priorities, projects and deadlines to success with great flexibility
- Strong negotiation skills with strong ability to deal with a wide range of individuals from diverse background
- Strong written, verbal communication, presentation, training and public speaking skills in English and French
- Strong ability in developing and nurturing stakeholder collaborative and collective partnerships

- Conflict management and resolution, analytical, problem solving skills to complex issues
- Integrity, discretion, diplomacy, patience and sound judgement
- Human resources, material and financial management skills
- Strong ability to lead and work, with committees, consensus driven
- Strong in research and innovation
- Self-direct, self-management, self-motivated, adaptable and flexible to different situations
- Work efficiently, effectively, independently, and as part as part of a team
- Stress resistance, energetic, work well under pressure
- Strong ability to work outside normal business hours
- Proven and demonstrated pattern of outstanding attendance

### PROFESSIONAL STRENGTH & ASSETS

- Maximizer, Learner, Achiever, Connectedness, Arranger;
- Proficient in the use of Internet Applications, Search Engines, Windows Operating System, Microsoft office Software, Word Processing, Access Internet as a Research Tool and Prepare Material using software programs and/or Application; Database & Presentation Software; Adobe Software and Other Applications.

### RECOGNITIONS

- **2015: Privy Council Office (PCO)** “In recognition of dedication and commitment during the 2015 transition planning process”.
- **2013: Centennial College** The Learning-Centre College Award – “In recognition for Strategic Planning and Implementation of the College Emergency Program and Plan.”

### EDUCATION

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- **2016** : Master in Public Administration, École nationale d’administration publique (ENAP) Université du Québec
- **2005** : Public Administration, DESS, École nationale d’administration publique (ENAP) Université du Québec
- **2003** : Governance, Crisis Management & Business Continuity Planning – Graduate Certificate, École nationale d’administration publique (ENAP) Université du Québec

### LANGUAGE

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- Fluent in both English and French official languages
- French – Mother Tongue

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## **SECRET SECURITY CLEARANCE**

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Secret Security Clearance: file #: 13395-00 – PWGSC Industrial Security Operations Division

Expires: 16-01-2025

PCO: # 046393 - Level: Secret- Privy Council Office (PCO)

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## **TRAINING & COURSES**

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- Administrative Investigations Course – Advance Level
- Design and Lead Simulations Certificate, Université de Sherbrooke
- EMAP Assessor, Emergency Management Accreditation Program
- Emergency Exercise Design Certificate, Ontario Hospital Association
- Incident Management System (IMS-300), Emergency Management Ontario
- Incident Management System (IMS-200), Emergency Management Ontario
- Incident Management System (IMS-100), Emergency Management Ontario
- Incident Management System (IMS) – Healthcare, Ontario Hospital Association
- Ontario Basic Emergency Management Certificate (BEM), Emergency Management Ontario
- Planning & Emergency Management Certificate, Université de Sherbrooke
- Resolution of Doubt and Security Interviews – Advance Course

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## **SELECTED ACHIEVEMENT HIGHLIGHTS**

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- Conceptualize a “New Governance” for a New Institute: “Security Operations (SECOPS) Institute”, a non-profit-organization, conducting a high quality security operations training, research and development, with a view to create safer, more secure, intelligent and resilient organizations (Master’s Degree final project, April 2016).
- Senior lead advisor and organizer for the Government of Canada Security Summit 2015, first joint security summit hosted by Privy Council Office (PCO) and Treasury Board of Canada Secretariat (TBS) Chief Information Officer Branch (CIOB), develop, plan, coordinate process, documentation, logistics, providing senior leadership, advice and support on the design, development, deliverable and evaluation including exercise development, over 450 government wide delegates from coast to coast participated to the event.
- Establish Centennial College’s Emergency Management and Public Safety Institute - the first of its kind in Canada – a collaborative and innovative teaching and research institution dedicated to community and organizational resilience – built its governance, infrastructures, bachelor degree in EM, continuity education, international, national, provincial, regional, local solid partnerships and alliances. Devising its concept and model and leading its transformation to a Centre of Excellence. Institute the College Incident Management System (IMS), lockdown policy, procedures, exercises and drills.
- Develop, lead the implementation, Southeastern Ontario Regional Health Emergency Management and Business Continuity Program, a risk-based integrated comprehensive program, for the Health Care Network of Southeastern Ontario, a non-profit organization which includes 8 hospitals, 1 CCAC, 3 public health units, Queen’s Faculty of Health Sciences, the Southeastern Ontario Health Sciences Centre.

- Design Project Charter and Statement of Work for an integrated National CBRNE Training System for Health, Psychosocial and Communications Responders for Defence Research & Development Canada (DRDC) - a project valued at \$2.26 million.
- Lead, design and host a regional healthcare emergency preparedness “Heat Wave” simulation exercise with the participation with over 260 participants, 102 organizations.
- Research, design, lead and host Health Emergency Preparedness regional symposiums, workshops, simulation exercises with the participation of over thousands of participants from all sectors.
- Develop, implement and lead nationwide the former National Archives and National Library of Canada (Library and Archives Canada) corporate public safety programs including of fire safety, prevention, emergency evacuation, risk management, disaster and emergency management programs: safeguards and protection of all contents, assets and physical facilities and business continuity management program, the IT Disaster Recovery Plan (DRP) including cybersecurity, policies and plans for 27 buildings, 220 responders across Canada: 24/7 On-call, overseeing and managing emergency situations, all hazards, coordinate and lead emergency and operational and contingencies response and recovery nationwide

## **PROFESSIONAL EXPERIENCE**

### **Project # 23**

#### **Governance and Emergency Management Canada**

#### **President (Senior Leadership Level Organization Development Consultant)**

**2005 - Present (11 Years 9 Months – 143 months)**

- Trusted advisor and lead, subject matter expert, a dynamic, collaborative and driven strategist, expert with superior achievements possessing a unique blend of academic, healthcare, public health, community health, public and industry expertise and experience with a strong commitment to excellence, organizational and community resilience. A persuasive advocate and mentor with an extensive network of relationships, nationally and internationally; entrusted to development projects and program from concept to execution; accountable for creating an inspirational yet realistic vision, mission and strategy, building the structure, identifying resources (financial, marketing and people).
- Project scope typically includes accountability for design of project charter, program and policy, leadership, champion, mission design, operational management, forging strategic alliances and partnerships with local, provincial, national/international senior leaders, leading executive and senior leadership level teams, applying research-based best practices to program development, project management, education curriculum development, training, exercise and simulation
- Overseeing and / or managing an organization that has responsibility for responding to and/or preparing for emergency situations that impacted or could have impacted multiple stakeholders from various governments, private, academic and non-governmental organizations such as healthcare and academic sectors.



**Project # 22**

**Public Sector – Senior Leadership Business Continuity Management Program Contractual Library and Archives Canada (LAC)**

**April 2016 – August 2016 (5 months)**

Provide senior leadership expertise and advice responsible for the development, implementation and management of the corporate business continuity management program for LAC and its sectors and branches. Through leadership, and business continuity expertise, provide leadership, guidance, and support to executive, senior management, sectors and branches business continuity planning working group and coordinators in the development of their business continuity capability; develop for approval by LAC Management Board the LAC Business Continuity Management Program Governance and action plan; lead corporate wide the development of sectors and branches business impact analysis (BIA), lead cross-functional initiatives including the development of tools, and templates for the BIA, BCP plan and guide supporting the program; develop for approval the BCP Working Group Terms of Reference; the Departmental Security Plan (DSP) Working Group Terms of Reference and the Corporate and IT Security Work Group Terms of Reference.

**Project # 21**

**Dawson College – Academic Sector**

**Senior Associate for Empowered Networks**

**May 2016 – June 2016 (2 months)**

Review Dawson College Disaster Recovery Plan (DRP), develop a cost-effective, efficient strategic approach (roadmap) for Dawson College and a cyclical testing schedule to assist with their annual DRP testing, as well as recommending the best possible outcomes for the College over their long term goals.

**Project # 20**

**RSA Canada – Private Sector**

**Zayo Canada (formerly Allstream)**

**May 2016 – June 2016 (2 months)**

**Senior Level Organizations Development Consultant**

Provide training to Senior Leadership Crisis Management Team on Business Continuity and Incident Management System (IMS); facilitate a tabletop exercise on Severe Weather Event affecting both Montreal and Quebec regional offices.

**Project # 19**

**Non-for-Profit Organization – Senior Leadership – Master Degree Final Project Security Operations (SECOPS) Institute**

**January 2016 – May 2016 (5 months)**

Conceptualize a “New Governance” for a New Institute: “Security Operations (SECOPS) Institute”, a non-profit-organization, conducting a high quality security operations training, research and development, with a view to create safer, more secure, intelligent and resilient organizations (Master’s Degree final project, April 2016).

**Project # 18**

**Business Development Bank of Canada (BDC) – Public Sector**

**October 2015 – March 2016 (6 months)**

**Senior Lead Associate for Raymond Chabot Grant Thornton**

**Project Lead and Exercise Director** for the development of training and exercise for the Business Continuity Management Executive Team on Integrating BCP and cybersecurity: develop the work plan; develop all training products and exercise material (participant handbook, evaluation, participant worksheets, participant feedback forms, debriefing material and After-Action Report) submit to Project Authority for review and approval; lead, develop agenda, attend and provide input to training and exercise meetings, develop and structure the exercise; deliver training and facilitate the tabletop exercise attend and provide input to, provide training and facilitate the tabletop exercise. Provide by-weekly project briefings, reports and presentation material to the Project Authority through conference calls including attending all meetings as directed jointly between the RCGT Project Lead and BDC Project Authority, set the agenda, document the record of decision. Submit bi-weekly status reports to Project Team.

**Project # 17**

**SteriPro Medical Device**

**Healthcare Organization in Toronto – Healthcare Sector**

**August 2015 – February 2016 (7 months)**

**Senior Leadership Level Organization Development Consultant** responsible for the development and implementation of a comprehensive risk-based integrated emergency management and business continuity planning program, education and training based on Accreditation Canada Qmentum Program Standards, CSA Z1600-2014 and ISO 22301 Standards and best practices. Develop and implement a strategic work plan, design and conduct an emergency management hazard identification and risk assessments (HIRA), develop the methodology for capability and risk assessments, conduct and analyze capability and risk assessments, develop an hazard and risk assessments narrative profile, design and conduct an emergency management hazard/threat and risk assessments, perform environmental scan pertaining to health security initiatives, priorities, actions, develop and submit a hazard and risk assessments final report, develop and implement emergency plans with respect to the risks, develop and conduct a business impact analysis (BIA), the business continuity plan (BCP), training and exercise, develop and implement an incident management system (IMS) structure, develop and implement an emergency notification process.

**Project # 16**

**Private Sector – RSA Canada**

**February 2015 and October 2015 (2 months)**

**Senior Lead Associate with Allstream**

**Senior Consultant Advisor:** provide training to Senior Leadership Crisis Management Team on Business Continuity and Incident Management System (IMS); facilitate a tabletop exercise on Active Shooter, Lockdown and Shelter-in-Place.



**Project # 15**

**Public Sector – Senior Leadership Level Organization Development Contractual  
Privy Council Office (PCO) – Dept. Security Officer (DSO) Centre for Development  
Senior Leadership Administrator  
Feb. 2015 – June 2015 (5 Months)**

**Government of Canada Security Summit 2015**

Responsible for the development, planning, coordination, communication, process, documentation and logistics for the Government of Canada Security Summit 2015, providing leadership, advice and support on the design, development, delivery and evaluation of the summit program, in addition the exercise development, delivery, evaluation and documentation, the first joint security summit hosted by Privy Council Office (PCO) and Treasury Board of Canada Secretariat (TBS), Chief Information Officer Branch (CIOB). The Summit brings together the government of Canada Departmental Security Officers, Information Technology Security Coordinators, and security practitioners for three days of thought leadership, results sharing, and interactive discussions on strengthening the security posture of the Government of Canada.

**Project # 14**

**Academia – Senior Leadership – Contractual, Cape Breton University – Sydney, Nova Scotia**

**Online Instructor - Bachelor of Technology in Emergency Management**

**March 2014 – July 2014 (5 months)**

Key Duties:

- Collaborate and teach in the Bachelor of Technology in Emergency Management.
- Research, develop curriculum, assignments and evaluation criteria development
- Review, mark and grade assignments

**Project # 13**

**Health Care - Senior Leadership Level Organization Development Consultant  
Quinte Healthcare Corporation, Belleville, Ontario**

**Emergency Preparedness Education Lead**

**Oct. 2013 – March 2014 (5 months)**

Effective project planning and implementation, with demonstrate leadership and champion of new initiatives with a strong understanding of decision making processes in the healthcare sector: reviewing, interpreting and applying plans, policies, procedures, possessing in depth knowledge as it applies to emergency management including all relevant legislations and standards, guidelines and best practices.

Performed duties:

- Provide advice in the development, evaluation of the emergency management priorities, policies, programs and plans.
- Research, evaluate, prepare and present findings to support the development of policies, program reviewing, interpreting and applying plans, procedures and legislation as it applies to emergency management, procedures as it applies to emergency management.

- Research, monitor, analyze and assess the finding of emergency management issues and trends.
- Participate in the QHC Emergency Management Committee and strategic discussions related to the revision of the on-call systems, internal departments' and external key stakeholders roles and responsibilities in the development of policy and procedures including provincial and local police, fire and emergency medical services.
- Provide senior leadership to executive, directors and managers, strategic, tactical and tasks oriented coaching in the continuous improvement initiatives to incorporate in day-to-day activities.
- Write, review, develop QHC Hospitals Emergency Colour Codes policies, response and recovery procedures. Including emergency 5555 phone number and IMS Job Action Sheets for each code for all four sites (Belleville General Hospital, Trenton Memorial Hospital, Prince Edward County Memorial Hospital, North Hastings Memorial Hospital)
  - Emergency Management Policy and Response Procedure
  - CODE ORANGE – Disaster; Code Orange CBRNE – CBRNE Disaster
  - CODE GREEN – Evacuation (Precautionary); Code Green STAT- Evacuation (Crisis)
  - CODE BROWN – In- Facility Hazardous Spill
  - CODE BLACK – Bomb Threat/ Suspicious object
  - CODE GREY – Infrastructure Loss or Failure; Code Grey Button-down – External Air Exclusion
- Facilitate and coordinate with QHC Security, internal related departments, Provincial (OPP), local Police Chiefs, Fire Service Departments, Emergency Medical Services and key stakeholders.
- Develop education and training materials; deliver education session on IMS and Hospitals Emergency Colour Codes to Senior Leadership Team, Directors, Managers and Team Leaders.

### **Project # 12**

#### **Academia - Senior Leadership Executive Development Contractual Full Time, Centennial College, Toronto, Ontario**

**Manager – Emergency Management & Public Safety Institute (EMPSI)  
2010 - 2013 (3 Years – 36 months)**

With a passion for new knowledge, research and innovation, inspiring and introducing new perspective through demonstrated leadership, championing new initiative. Hired in July 2010 to create and establish from concept to execution the Emergency Management and Public Safety Institute (EMPSI) for Centennial College - the first of its kind in Canada – devising its concept and model and leading its transformation to a Centre of Excellence; creating new knowledge on the strength of research and innovation; emergency management issues and trends.

Develop the College governance structure and overseeing its implementation with the responsibility for responding to and preparing for emergency situations that impacted or could have impacted multiple stakeholders from various governments, private sector and non-governmental organizations and international students from various countries.

**Key duties:**

- Establish, launch and lead the development, implementation of the Emergency Management and Public Safety Institute (EMPSI); conceived EMPSI's mission, vision, core values, governance structure, strategic plans, business plans, sustainability plan, education programs and alliances.
- Contribute to the College strategic plan and Academic Plan.
- Review, interpret and apply plans, policies and procedures and legislations as it applies to Emergency Management in the Canadian Federal Government, Provincial Government, Academia and various sectors in view of mapping the development of the bachelor Degree in Emergency Management and for the development of the part-time program.
- Initiate, research, design and co-lead the development of the Bachelor Degree in Emergency Management.
- Evaluate and assess demographic, economic and environmental information for program offerings.
- Develop and lead the transformation of EMPSI as a Centre of Excellence; conceive model and concept.
- Lead and build the continuing education part-time program; recruit instructors, initiated new curriculum.
- Develop EMPSI sustainability plan, building capacity, capability and commitment through programs.
- Establish solid collaborative, multidisciplinary national, provincial and regional partnerships and MOUs.
- Create and orchestrate the development EMPSI marketing platforms, its branding and media campaigns.
- Seek out research/grant and proposal opportunities and respond to RFPs from various sources.
- Establish and nurture solid collaborative partnerships engaging leaders/ experts and stakeholders nationwide.
- Institute, devise and put in place an integrated structure to lockdown drills for the college consisting of lockdown policy, procedures, training, exercises and drills.
- Lead the development and implementation of Centennial College Emergency Management Program, review, interpret and applying plans, policies, procedures and legislation as it applies to emergency management, introducing new governance under Incident Management System (IMS), co-lead the planning for training, lead the design, development, delivery and evaluation of the emergency management tabletop exercises and functional simulation exercises including lockdown drills.
- Lead and engage faculty and students to conduct research, evaluation and analysis supporting emerging issues and trends.
- Serve as principal investigator for Applied Research and Innovation Fellowship and Research Projects.
- Lead to success the acquisition of assets of Canadian Centre for Emergency Preparedness (CCEP).

**Project # 11**

**Public Health Agency of Canada, Centre for Emergency Preparedness and Response (Lead Department) - Senior Leadership Level Organization Development Consultant**

**Sunnybrook Research Institute**

**July 2010 – March 2012 (19 months)**

**Development of integrated national emergency management training system**

- PHAC was the lead agency with collaboration from Defence Research & Development Canada (DRDC) – Public and Health Care Sectors: CBRNE Research & Technology Initiative (CRTI), Director, Public Sector Engagement: CRTI - 08 -0180TD Project: Establishing an integrated National CBRNE Training System for Health, Psychosocial and Communication Responders; review, interpret and apply plans, policies, procedures and legislations as it applies to Emergency Management in the Canadian Federal Government, Provincial Government, Academia and Healthcare Sectors. Lead Federal Department – Public Health Agency Canada. Collaborate in the development of the project; exploiting existing CRTI requirements and other research and training materials available globally to create an international, standardized health, psychosocial and communication CBRNE training program that fosters collaboration and is tiered from school age to professionals by developing a web-enabled “network”.

**Project # 10**

**Healthcare Sector - Youthab Rehabilitation Centre**

**December 2009 – March 2010 (4 months)**

**Senior Consultant**

Develop and implement the Business Continuity Program, develop the governance, plan, and training; develop, deliver and evaluate the business continuity and Emergency Management exercise scenario (MSEL), develop all related material and documentation, participant to the exercise were the Board of Directors, staff and various stakeholders.

**Project # 9**

**Healthcare Sector - Halton Healthcare**

**October 2009 – November 2009 (1 month)**

**Senior consultant:** develop and provide all training and exercise products and material for Incident Management System (IMS) training; deliver the IMS training; facilitate a tabletop exercise for to Hospital Senior Administrators, Emergency Dept., prepare and submit a debrief summary report.

**Project # 8**

**Healthcare Sector - Pembroke Regional Hospital**

**May 2009 – October 2009 (9 months)**

**Senior Lead Consultant:** develop tabletop exercise for executive, management and staff staging a Mass Casualty Code orange and a mock simulation for the Incident Management System Team and Emergency Department. Develop the work plan; develop all training products and exercise material (master scenario event lists (MSEL), participant handbook, evaluation, participant worksheets, participant feedback forms, debriefing material and After-Action Report) submit to

Project Authority for review and approval; lead, develop of agenda, attend and provide input to training and exercise meetings, develop and structure the exercise, the scenario; deliver training and facilitate the tabletop exercise and the mock code orange simulation; develop and submit an After-Action Report; provide by-weekly project briefings, reports and presentation material to the Project Authority through conference calls including attending all meetings, set the agenda, document the record of decision. Submit bi-weekly status reports to Project Team

### **Project # 7**

**Public Sector - Public Health Agency of Canada, Centre for Emergency Preparedness and Response (Lead Department) - September 2008 – July 2010 (24 months)**

**Senior Leadership Level Executive Development Consultant**

**Development a project charter for an integrated national emergency management training system Project valued at \$2.26 million:** Project Manager accountable and responsible to design the CRTI Project Charter, Statement of Work, to oversee and direct the development of the Project Charter, lead team, deliver the project, assist the Portfolio Manager in reporting communications hub, conflict resolution for an integrated National CBRNE Training System for Health, Psychosocial and Communications Responders for Defence Research & Development Canada - a. Lead Federal Department – Public Health Agency Canada; understanding the content of both the MOU and the Project Charter, aware of all CRTI project related requirements and needs to know. Liaison and coordinate the development of the Project Charter with the Project Review Team, Project Champion, Portfolio Manager, and Deputy Project Manager, **including the MOUs and Partnership agreements with over 30 international and national signatories on the Project Charter.**

### **Project # 6**

**Academic Sector - Centennial College in Toronto**

**August 2007 – February 2009 (10 months)**

**Senior Lead Consultant:** in-class instructor in the Executive Emergency Management Program, main duties consisted of research, develop curriculum, assignments and evaluation criteria development, and provide in-class training / teaching, review, mark and grade assignments and curriculum development, Centennial College Emergency Management Certificate for Executive.

### **Project # 5**

**Public Sector – Senior Leadership Consultant**

**Canadian Parliamentary Precinct (Ottawa) - April 2005 – December 2005 (6 months)**

Senior Consultant: main duties consisted of develop the Joint Heritage Collections Emergency Management Governance Framework for the care of Canada's parliamentary heritage collections. Review, interpret and apply plans, policies, procedures and legislation as it applies to Emergency Management in the Canadian Federal Government. As well as collaborating on assessing the existing emergency plan in place in the Parliamentary Precinct; assessing the risk (with respect of collections) within the current emergency response framework; identify requirements to respond and to minimize damage or loss of value of collections; developing recommendations; assessing of needs (gaps analysis); identify emergency response authorities and stakeholders.

**Project # 4**

**Health Care Sector - Senior Leadership Level Regional Executive Development Consultant**

**Health Care Network Of Southeastern Ontario (HCNSEO)**

**Regional Incident Management Coordinator (IMC)**

**Dec. 2004 – Dec. 2009 (5 Years – 60 months)**

Serving six counties: Hastings, Prince Edward Counties, Kingston, Frontenac, Lennox and Addington Counties, Lanark, Leeds and Grenville Counties, a regional senior leadership role as a senior consultant under the HCNSEO working with local and regional network partners consisting of 8 hospitals, 1 Community Care Access Centres and 3 Public Health Units, Queen's Faculty of Health Science and Southeastern Ontario Health Sciences Centre working closely with municipal, counties and regional key stakeholders including the Ministry of Health and Long-Term Care, Emergency Management Branch, SE LHIN, Southeast Regional Infection Control Network, regional EMS, reaching out to Long-Term Care Homes, Community Support Services, Mental Health and Addictions, Community Health Centres, Municipal Partners, Social Services and key stakeholders.

From concept-to-execution, responsible to initiate, lead, develop and implement the Southeastern Ontario Regional Health Emergency Management and Business Continuity Program, a risk – based integrated comprehensive program, all hazards, (prevention, mitigation, preparedness, response and recovery), Incident Management Systems (IMS), CBRNE and Pandemic Planning, education, training programs, symposiums, spring workshops, exercises and mock simulations, evaluation and performance targets; creating local and regional resilience, redundancy and sustainability.

Overseeing, managing and coordinating with regional responsibility for responding to and preparing for all hazards scalable emergency situations that impacted or could have impacted multiple healthcare stakeholders, various levels of governments, private sectors and non-governmental organizations.

**Emergency Situations:** Overseeing the SEO regional management and coordination of 2009 influenza H1N1 pandemic with key stakeholders from the provincial, regional municipal, healthcare, private sectors and non-governmental organizations with an Emergency Operations Centre that was an operation centre activated during the H1 N1 response emergency situation for business cycle twice daily meetings.

**Key duties:**

- Lead, research, develop and implement the Southeastern Ontario Regional Health Emergency Management and Business Continuity Program, evaluation, performance targets and benchmark.
- Lead the program implementation locally with all organizations and regionally.
- Conceive, lead and implement the 2005 – 2007; 2008 – 2011 strategic plans, mission and vision and work plan, goals and objectives. Determine priorities, tasks, timelines, and resource involvement.



- Oversee with the responsibility for the overall day-to-day regional management, direction and coordination in the areas of emergency management for eight hospitals, three public health units, one community care access centre and Queen's Faculty of Health Science
- Foster and promote regional collaboration, standardize systems, best practices building regional resilience.
- Review, interpret and apply plans, policies, procedures and legislation as it applies to Emergency Management in the Canadian Federal Government, Provincial Government and Healthcare Sectors.
- Lead, develop, implement and perform business continuity program in the context of strategic planning, policy and standards development and organizational assessment.
- Develop and conduct the Regional Emergency Management Hazard, Risk and Threats Assessments Program, methodology for capability and risk assessments, guidelines and spreadsheets, lead its implementation, assess results, formulate a report with recommendations; develop and implement regional emergency plan, multi-year exercise planning and training tailored to each hospital.
- Research, evaluate societal, economic and environment scan data preparing reports and presentation accordingly.
- Chair three Regional Working Group for Hospitals, CCAC and Public Health; lead the development, implementation of the "Incident Management System (IMS)" tailored to their sector and organization.
- Research and review emergency management plans, and documents form other exercises for the purpose of inclusion in exercises.
- Implement exercises for executives, management and staff; design, develop, deliver and evaluate education, training, tabletop emergency management exercises and mock simulations regionally and locally to each organization for various levels of government federal, provincial, municipal, all healthcare sectors and various stakeholders.
- Build strong collaborative partnerships and linkages between regional healthcare organizations, first responders, counties, municipalities, provincial government MOHLT Emergency Management Branch, Emergency Management Ontario (EMO), private sectors, SE Local Health Integration Network (LHIN) and South East Regional Infection Control.
- Prepare, present complex reports, research analysis, policy frameworks and briefing papers.
- Research and assess emerging trends and issues, ensuring knowledge translation and exchange.

### **Project # 3**

#### **Healthcare Sector - Healthcare Network of Southeast Ontario (HCNSEO)**

#### **Senior Leadership Level Regional Executive Development Consultant**

#### **Regional Incident Management Coordinator (IMC)**

#### **Regional Education, Training, Workshops, Symposium and Exercises for Health Portfolio and Health security stakeholders**

Design, develop, lead, deliver and evaluate education, training, workshops, symposiums, emergency management exercises and regional simulation for Health Portfolio and health security stakeholders. The exercise include discussion based exercises such as workshops, tabletop exercises, operational exercises, functional an full-scale regional exercise; develop the supporting materials, documentation for the exercises, exercise plan, control plan, evaluation

plan, scenario narrative, master scenario events list (MSEL), evaluation checklists, forms, and feedback surveys, debrief sessions, after action report (AAR); Research, review emergency management plans, and documents from other exercises; implement exercises for executives, management and staff, various level of government, various stakeholders.

- Workshop 2009 - Reducing Vulnerability: Creating Resiliency/Sustainability. (4 months)
- Workshop 2007 - Advancing EM through a Safety Culture (4 months)
- Regional Emergency Management Simulation Exercise 2007 - Heat Wave” Regional Simulation Exercise (6 months)
- Symposium 2006 - 2nd SEO Emergency Preparedness Symposium (6 months)
- Workshop 2006 - Managing Inside the Storm (4 months)
- Symposium 2005 - 1<sup>st</sup> SEO Emergency Preparedness Symposium (5 months)

### **Project # 2**

**Public Sector - Full Time (permanent), Library and Archives Canada (formerly National Library of Canada & National Archives of Canada (Including nation-wide Federal Records Centres)**

**1999 - 2004 (5 years – 60 months)**

**Provisional Interim Director, Accommodation and Security  
2002 – 2004**

Lead nationwide staff of up to 22 to **oversee** programs for Accommodation, Real Property, Safety and Security; Occupational Health and Safety; Fire Prevention; Disaster and Emergency Management and Business Continuity Planning Program for 27 buildings from Halifax and Vancouver.

Overseeing and managing NL and NA responsibility for responding to and preparing for all hazards scalable emergency situations that impacted or could have impacted multiple stakeholders from various governments, private sectors and non-governmental organizations; as lead agencies ensuring and maintaining essential services for the health, safety and well-being of Canadians.

**Emergency Situations: Overseeing and managing numerous emergency situations.**

**Administrator, Disaster and Emergency Management  
1999 – 2004**

- Accountable for nationwide corporate management and compliance in public safety programs including of fire safety, prevention, emergency evacuation, risk management, disaster and emergency management programs: safeguards and protection of all contents, assets and physical facilities and business continuity program including Cybersecurity, policies and plans for 27 buildings, 220 responders across Canada: 24/7 On-call, overseeing and managing emergency situations, all hazards, coordinate and lead emergency and operational and contingencies response and recovery nationwide.

- Overseeing and managing emergency situations for the National Library of Canada and National Archives of Canada with the responsibility for preparing, responding and recovering from all-hazards scalable emergency situations that impacted the mission and mandated of both institutions ensuring safety, security, safeguards of contents and continuity of operations, as well as ensuring essential services to various governments departments as a lead agency.
- Develop, implement and administer the LAC Integrated Disaster Emergency Management and Business Continuity Programs, Governance, Policies and Plans including Communications Plan.
- Administer and lead all corporate emergency programs, 24/7 on call including security and commissionaires' attendants. Lead all response and recovery activities for 27 buildings across Canada at the strategic and tactical levels; lead the emergency response team (220 ERT across Canada), coordinate recovery activities with business and contractors, other departments and agencies.
- Review, interpret and apply plans, policies, procedures and legislations as it applies to Emergency Management in the Canadian Federal Government.
- Ensure compliance with legislative authority, NFPA, building codes, standards, emergency management principles and best practices
- Develop and execute strategic plans, business plan, project charters, education and training plan; identify and negotiate human, financial resources requirements while managing multiple concurrent projects.
- Lead and manage project teams comprised of departmental staff, consultants and contractors in the development and implementation of EM and BCP programs, contingency plans, training programs, learning aids and systems design.
- Perform business continuity in the context of strategic planning, policy and standards development and organizational assessment.
- Design and conduct emergency management hazard/threat and risk assessments; develop methodology, develop multi-year exercise planning and design.
- Develop, maintain, test and implement emergency plans with respect to the risks, conduct exercises and trained, senior management, directors, managers and 220 members of the emergency response team in relation to these plans.
- Conduct/manage risk analysis, inspections, develop, promote and implement mitigation measures, strategies in collaboration with real property officers, OSH officers, Safety and Security Officers and contractors.
- Chair the Corporate Accommodation Projects Committee with signing authority for "hot work procedures".
- Co-Chair internal and external inter-ministerial and federal cultural EM and BCP Committees.
- Design, foster, develop, deliver education, training, awareness programs, emergency management exercises, drills functional and full-scale exercises, and evaluate results with recommendation for improvements to plans, systems budgets and resources in the Canadian Federal Government.
- Design, develop, deliver and evaluate training, programs, emergency management exercises for the Canadian Federal Government Cultural Institutions and various stakeholders including executives, management and staff.

- Negotiate contracts, Memorandum of Understanding, joint ventures, mediate resolution of complex claims/incidents; develop business cases for claims for damage with lawyers, adjusters, landlords and insurance companies.
- Write briefing notes, policies, procedures, incident reports, correspondence, final reports, letters for Deputy Heads and Senior Administrators signature, presentations, business cases and other documents.

### **Project # 1**

#### **Public Sector - Full Time (permanent), Library and Archives Canada (formerly National Library of Canada & National Archives of Canada**

#### **Senior Manager, Newspapers, Official Publications and Periodical Collections**

**1987 – 1999 (12 Years – 144 months)**

- Direct up to 30 staff reports, oversaw administration and operations that resulted in high quality service in public service, collection development, storage and space management, and organizational transformation.
  - Develop first emergency management program, including guide, communications plan and policies, for National Archives and National Library of Canada.
  - Overseeing and managing the National Library of Canada, coordinating with the National Archives of Canada with the responsibility for preparing, responding and recovering from all-hazards scalable emergency situations that impacted the mission and mandated of both institutions ensuring safety, security, safeguards of contents and continuity of operations, as well as ensuring essential services to various governments departments as a lead agency.
  - Overseeing and managing emergency situations, on-call 24/7, led the emergency response and recovery teams and activities both for National Archives and National Library of Canada.
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*GINETTE SOULIERES*

*In reconnaissance de votre  
dévouement et de votre  
engagement lors du processus  
de planification de la  
transition de 2015.*

*In recognition of your  
dedication and commitment  
during the 2015 transition  
planning process.*

*Michael Merrick*

*Deputy Clerk of the Privy Council  
and Associate Secretary to the Cabinet*

*Michael Merrick*

*Jeanne Charrette*

*Clerk of the Privy Council and  
Secretary to the Cabinet*

*Jeanne Charrette*

*Ottawa, November 11, 2015*

