

LINDA J. CHISHOLM, BA, MPA

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EXECUTIVE OVERVIEW

A results-oriented executive with over 20 years of broad-based management experience within a government environment, including: overseeing the operations of an office; budget and business planning; policy and legislative analysis/review; research and preparation of comprehensive reports leading to systemic change; project management expertise and research and implementation of effective change management strategies.

A proven leader with excellent project management and organizational skills who is able to respond to challenges and opportunities with innovative yet practical solutions, including: building teams and harnessing optimal synergy from the team dynamic to achieve stated goals; ability to build consensus to move a strategic direction forward and to provide tangible results that are aligned to the strategic direction of the organization; and the commitment to manage through a diversity lens with an orientation that ensures individuals feel and are respected.

A trained mediator experienced in preventing disputes, resolving problems, reaching agreements, building partnerships and establishing and maintaining collaborative relationships. A successful track record in establishing positive partnerships with various municipal, provincial, and federal government departments and agencies and with several non-governmental organizations (NGO's) and universities throughout Canada.

EDUCATION

Master of Public Administration

School of Public Administration

Dalhousie University

Bachelor of Arts (magna cum laude)

Dual degree - Sociology & Criminology

Saint Mary's University

Certificate in Negotiation and Conflict Management

Negotiation and Conflict Management Programme

Mediation and Advanced Mediation Training

Dalhousie University

Certificate in Advanced Mediation

Harvard Mediation Program

Program of Instruction for Lawyers

Harvard Law School

Certified Change Management Strategist (ADKAR)

PROSCI Change Management Centre

PROSCI Inc., Colorado, USA

CAREER HIGHLIGHTS

PRIVATE CONSULTANT 2011- current

Project Lead

Department of Justice

Position Overview

Review the Department of Justice's *e*-Probate vision to determine what effort it would take to realize the vision of a fully integrated, electronic filing and document management system for Nova Scotia Probate.

Key Accomplishments (July 2011- November 2011)

Produced a project plan looking at the transformation of Nova Scotia Probate to *e*-Probate

Project deliverables included:

- a review and documentation of the current state of Probate in Nova Scotia, including all efforts related to the *e*-vision
- the identification of issues and opportunities related to the *e*-vision
- an inter-jurisdictional Probate review
- consultations with stakeholders including staff, management, judiciary, justice partners, legal, HR, IT and Finance
- a draft *e*-Probate Strategy report with recommendations, including next steps, costs and time-frames related to the proposal of two separate but inter-related initiatives: Probate *e*-File and Document Management Initiative and the Preservation and Modernization of Historical Probate Records Pilot Initiative.

Received support and approval from the Deputy Minister of Justice on the report and recommendations

Position Overview (November 2011- April 2012)

Provide Project Management expertise and oversight to the Department of Justice's Preservation and Modernization of Historical Probate Records Pilot Initiative (*e*-Probate Strategy)

Key Accomplishments

Produced a project plan, coordinated the necessary procurement tasks and provided the necessary project management services associated with the Preservation and Modernization of Historical Probate Records Pilot Initiative

Project deliverables included:

- documentation of the current state of probate records under the jurisdiction of the Nova Scotia Justice Centers
- the identification of issues and opportunities with respect to the safety and security of aged probate records (1749-1940) and the digitization of probate records from 1940-current
- consultations with stakeholders including staff, management, judiciary, justice partners, Service Nova Scotia & Municipal Relations (e-Land), Nova Scotia Archives, Legal, HR, IT and Finance
- a draft report with recommendations, including next steps, costs and time frames to complete the pilot initiative within fiscal 2011-12
- preparation of the requisite ministerial and procurement approval processes and oversight of the appropriate tendering processes to secure vendors for the digitization of records
- oversight of the pilot project including overseeing the management of the secured vendors and all other resources associated with day to day project management activities
- completion of the pilot project on time and on budget

Project deliverables also included:

- production of a project plan for fiscal 2012-13 highlighting the schedule, time lines, resource requirements, and costs related to the safe and secure storage of Probate records from 1749-1940 and the digitization of probate records post 1940 to current
- Received support and approval from the Deputy Minister of Justice on the proposed project plan.

211 NOVA SCOTIA 2011 - 2012

HR Consultant, de Romilly and de Romilly Ltd.

Position Overview

Provide the Executive Director of 211 Nova Scotia with strategic human resource advice and support in the selection and hiring of 211 Nova Scotia staff

Key Accomplishments:

- Prepared a comprehensive package of recruitment and selection templates for the 211 Nova Scotia hiring process, including: job posting, applicant screening; telephone interview; panel interview; remarks of the Chair; scoring matrix, scoring evaluation, reference check and offer letter.
- Screened, short listed, scheduled and telephoned interviewed applicants for each advertised position as well as prepared a recommended short list for Panel Interviews
- Co-ordinated, scheduled and sat the Panel interviews for each of the advertised positions as well as conducted the subsequent reference checks
- Documented the results for the Executive Director's records

NOVA SCOTIA PUBLIC SERVICE COMMISSION 2008 - 2011

Executive Lead

Corporate Human Resource Management Renewal Initiative

Position Overview

Accountable to the Deputies Human Resources and Org Change Committee, responsible and accountable to provide detailed direction, senior strategic leadership and overall management for the development and implementation of a Corporate Human Resource Management Renewal initiative for the Government of NS.

Key Accomplishments:

Oversaw the development and delivery of project plans in the following strategic areas:

- Corporate Governance: Resulted in the adaptation of a Corporate Governance Model for the Deputy Minister's Human Resources and Change Management Committee
- Payroll and Benefits: Resulted in the centralization of Payroll Services to the Department of Finance and Benefits to the Public Service Commission
- Evaluation and Audit: Resulted in the movement of the Evaluation function to Information Management, Public Services Commission and Audit to Internal Audit, Department of Finance
- Workplace Health: Resulted in a corporate workplace health framework and costing model for the Government of Nova Scotia
- Change Management: Resulted in the certification of change management specialists within the Government of Nova Scotia

Acted in the Secretariat role for the Deputies Human Resource and Org Change Committee by setting and managing the corporate agenda. Oversaw the establishment and maintenance of the corporate HR Agenda Management function:

- ensured that the schedules/agendas are aligned to reflect defined corporate priorities
- managed the issues resolution/escalation process
- coordinated the maintenance and dissemination of the corporate records (issues list, status and decisions).

NOVA SCOTIA DEPARTMENT OF EDUCATION 2003 - 2008

Director

Human Resources Corporate Service Unit

Serving the Departments of Education, Tourism, Culture & Heritage, and the Office of Immigration

Position Overview

Accountable to the CSU deputy ministers for the development and delivery of practical human resource management strategies, which enable managers and employees to succeed in the strategic and business goals of the departments and the corporate priorities of Government. Core functional areas are: Recruitment & Retention, Compensation & Benefits, Human Resources Planning, Organizational Development, Employee Safety & Wellness, and Staff/ Labour Relations.

Key Accountabilities

Responsible for the operations of the Education HR-CSU, and accountable for the development, implementation and delivery of human resource strategies and services that are consistent with legislation, collective agreements, and corporate programs and policies that assist departments in achieving their business goals through the creation of a healthy, motivated and productive workforce. A key component of the work is to create effective communication channels and progressive HR policies and programs that drive department values and create a culture of performance excellence.

Key Accomplishments

Oversight and implementation of the Education HR CSU

- Completed a comprehensive functional CSU Model assessment which resulted in the creation of the Education HR CSU. In creating the CSU, established a business-case approach to gaining the resources required to meet the current and future needs of both the CSU and client departments.

Creation of a vision and values culture within the Education HR CSU

- Coached the new CSU team in public service values and ethics. Off-site planning sessions led to a commitment to collaboration and strategic results-based work. All CSU staff regularly meet to validate CSU priorities, in alignment with the business goals of our client departments and the corporate priorities of government.

Promotion and implementation of the concept of continuous learning both within the Education HR CSU and within client Departments

- A comprehensive (5) year review of all client departments performance plans, performance reviews, and individual development plans, led to the implementation of a proactive strategy whereby the Education HR CSU Team committed to effectively educate and develop management, unionized employees and non unionized employees with respect to the benefits of the Performance Management Model. Results have seen an increase in the effective use of the model, resulting in career advancement within government.

Oversight and implementation of a comprehensive Multi-year Human Resource Strategy for the Department of Tourism, Culture and Heritage

- Promoted a general theme of organizational effectiveness and performance excellence within the Department. Based on a comprehensive research and analysis process, promoted and received approval for dedicated multi-year strategy budgets (1% of salary \$'s) as well as dedicated individual staff training (1% of salary \$'s). Implementation resulted in the Strategy becoming a major priority within the Department's Annual Business Plan.
- Within the Strategy, also successfully led the development and implementation of the following Project Charters: Performance Management Model; Orientation Program; Recognition Program; and OHS Pre-Post Audit. Currently under development for 2007-08: Talent Management Initiative and a Healthy Workplace Strategy.

Oversight and implementation of Foundations for Human Resource Management (FFM)

- Completed an in-depth overview of the roles, responsibilities and rights of Managers and human resource professionals in government. Resulted in presenting and receiving approval from client Deputies for the resources to develop and implement FFM. Active promotion and evaluation of FFM resulted in the DM Committee recommending that FFM move to PSC for roll-out throughout government (in 2007-08 PSC Business Plan). Continue to work with government departments and school boards, etc. whom have expressed an interest in implementing FFM.

Oversight and implementation of Strategic Planning Sessions for Government's Joint Occupational Health and Safety Master Committee

- Appointed a management representative on Government's Joint Occupational Health and Safety Master Committee. With a focus on results, was successful in promoting, developing and delivering the Master Committee's first (and succeeding) Strategic Planning Session(s), where priorities were identified and approved by the (Principles) Public Service Commissioner, President of CUPE, and President of the NSGEU. Also led the Master Committee in the development of a Project Charter with a mandate to implement one OHS Program for Government (07-08 priority).

Promotion of and participation in a comprehensive review of the Human Resource Service Delivery mechanism within government

- Researched and actively promoted to the Public Service Commission and the Executive HR Forum, the need for a comprehensive review of the HR Service Delivery system within government. On behalf of the former Commissioner, prepared an RFP to retain an independent consultant to lead Phase 1. Invited by the Commissioner to represent the HR Community by sitting the Working Committee - which succeeded in proving a business-case for a more comprehensive human resource review (Phase 2). Within Phase 2, (active) committed to represent the Executive HR Forum by working with the Working Committee (on behalf of the DM's Steering Committee). Conducted a detailed review and analysis for core human resource work functions which resulted in feeding the development of the Gap Analysis.
- Promoted the need for Building HR Capacity within government. Developed a Project Charter and agreed to oversee the initiative as part of the HR Strategy for the HR Community (2007-08).

Provision of strategic human resource support for the successful establishment and implementation of the Nova Scotia Office of Immigration

- Assisted the Deputy Minister of the Office of Immigration in the establishment of a fully functional Office within the time frame set out by the Premier. Through this process, took the lead in creating a comprehensive human resource plan; committed a dedicated resource for the recruitment function of the new office; and committed CSU resources to implement and support the plan. Continue to oversee HR functions and responsibilities for this Office.

Provision of strategic human resource support for the successful establishment of the Department of Health Promotion & Protection

- Assisted the Deputy Minister and Assistant Deputy Minister, in the establishment of a fully functional Department within the time frames set out and approved by Cabinet. Through this process, took the lead in creating a comprehensive human resource management plan which included: Leadership Alignment Plan; Human Resource Staffing Plan, and a Multi-year Human Resource Strategy.
- In this capacity, recruited and developed a dedicated resource to oversee the HR Staffing Plan for the Department. With the recruitment of the Health HR CSU Director, prepared and oversaw a Transitional Plan as well as assumed a mentor role by providing ongoing strategic support to the Director and the Department (as required).

GOVERNMENT OF NOVA SCOTIA 2000- 2011

Commissioner of Oaths

Position Overview

Appointed a Commissioner under Section 6 of Chapter 312 of The Revised Statutes of Nova Scotia, 1989 to administer oaths and take and receive affidavits, declarations and affirmations within Nova Scotia, in and concerning any cause, matter or thing depending or to be had in the Supreme Court or any other Court in the Province.

NOVA SCOTIA DEPARTMENT OF FINANCE 2002 - 2003

Senior Policy Analyst

Position Overview

Facilitate the overall co-ordination of the Department of Finance's policy initiatives and act in concert with other government departments for specific policy initiatives, congruent with the goals and objectives of the department and government. Act as the liaison with Treasury and Policy Board on corporate goals and policies.

Key Accountabilities

Undertake research, policy analysis and make recommendations to facilitate decision-making by the Department of Finance and all government departments. In this capacity, accountable for leading a team of policy and/or financial analysts in concert with the communications professionals of the department, in order to assist government in ensuring that their financial and policy decisions were coordinated and fiscally sustainable. A key role is oversight of the department's business planning and performance measurement process which includes working with line departments to encourage horizontal policy development, integrating policy priorities with financial decisions, resource allocations, in alignment with government's agenda.

Key Accomplishments

Establishment of the Department of Finance's first Senior Policy Analyst function

- At the request of the Deputy Minister, established the first senior policy analyst position, within the Department of Finance, by conducting a review and consultation process both internal to the department and throughout government. Promoted and led the refinement of core functions within the Department of Finance which led to improvement in the Department's Business Planning and Accountability Reporting process through the promotion of a collaborative and cross-divisional working model.

Led Phase 1 of the HR Strategy for the Financial Community

- Oversaw the work of the external consultants who were retained to profile the financial community members through functional working levels. Received support for the development and delivery of Phase 11, and successfully transitioned the Strategy over by continuing to sit the Steering Committee.

In concert with TPB, led the Budget, Business Planning, Accountability Reporting Debrief Sessions

- For a two-year period, in concert with TPB, led the debrief sessions, which resulted in refinement and clarity of the roles and responsibilities of the Department of Finance and Treasury and Policy Board.

OFFICE OF THE OMBUDSMAN, NOVA SCOTIA 1998 - 2002

Assistant Ombudsman (Children's Ombudsman)

Position Overview

An independent and impartial investigation and mediation function legislated to protect the rights of the public in dealing with both municipal and provincial government. With a focus on problem-resolution and on the principles of fairness, remain cognizant of both the Investigator's on-going role as an agent of social change and as a critical observer of legislation and administrative procedures in the public sector.

Key Accountabilities

Oversee the strategic direction of the office, including preparation of the annual business plan and accountability report; manage the operations of the office, including human and financial resources; and lead teams of investigators in the investigations of complaints coming from the public. As the Assistant

Ombudsman, regularly 'act' in the absence of the Ombudsman. A key component of the role is to oversee the delivery of Investigative reports to the appropriate government authorities and ensure all recommendations accepted are both implemented and maintained through an ongoing audit function

Key Accomplishments

Oversight and management of the Office of the Ombudsman, both as Assistant Ombudsman and Children's Ombudsman

- Throughout this period, successfully challenged government on its attempt to merge the Office of the Ombudsman with the Human Rights Commission. In meeting this challenge, developed, with independent legal counsel, Conflict of Interest Guidelines to allow the Interim Ombudsman (Human Rights Commissioner) the ability to meet her interim responsibilities and to ensure transparency in the protection and confidentiality of all investigations against the Human Rights Commission.

Creation, implementation and oversight of the Province's first Children's Ombudsman function

- As Assistant Ombudsman, responded to the Stratton Report, on behalf of the Department of Justice, by researching, developing and implementing the province's first Children's Ombudsman function within the current Ombudsman legislation (replacing the Assistant Ombudsman function). Successfully fulfilled the responsibility of this role by establishing a functional working model as well as developing positive and collaborative working relationships with the following authorities: RCMP, Municipal Police Services, Department of Justice, and the Department of Community Services and Children Aid Societies.
- Developed an effective working relationship with children and youth in care and custody, with a focus on trust and respect, by developing and implementing a 24-7 Child and Youth Service. In developing the functional model, attracted and retained a core team of child and youth specialists with a focus on the *UN Convention on the Rights of the Child*. Oversaw the research, development and implementation of a UN Convention Data Base Tracking Model where systemic issues related to children and youth in custody and care were tracked with the purpose of providing reports with recommendation to government authorities for systemic change.
- Collaborated with the Canadian Council of Child and Youth Advocates in the successful promotion and implementation of a Children's Advocate for the Province of Newfoundland. Led the strategy to success.

OFFICE OF THE OMBUDSMAN, PROVINCE OF NOVA SCOTIA 1991 - 1998

Senior Investigator

Position Overview

Lead the Investigative team in the conduction of special and complex investigations into matters involving mal-administration of provincial and/or municipal law. Collect information by examining department files, provincial and municipal legislation, regulations, policies, and any other related material; interview and consult with appropriate public officials who may have knowledge of the complaint; interview complainants and other non-government witnesses who may have information relating to the complaint; review, interpret, and analyse statutes and regulations, policies, practices and procedures as to their administrative fairness; review, interpret and analyse enactments to ensure they are not unjust, oppressive or improperly discriminatory; and confirming the legal authority for the action.

Key Accountability

Exercise careful priorities in the face of conflicting demands on time. With a focus on problem-resolution on the principles of fairness, remain cognizant of both the Investigator's on-going role as an agent of social change and as a critical observer of legislation and administrative procedures in the public sector.

AWARDS AND SCHOLARSHIPS

Dr. Perrier Scholarship for Outstanding Academic Achievement

Saint Mary's University

Student Scholarship Award for Outstanding Academic Achievement

Saint Mary's University

Canada 125 Volunteer Recognition Award for Outstanding Community Service

Federal Government of Canada

A. Gordon Archibald Award for Volunteer Recognition in the Community

YMCA of Greater Halifax Dartmouth