



## **SPEAKERS' BIOS AND SESSIONS' DESCRIPTIONS**

**JUNE 3, 2025**

### **WELCOME REMARKS BY WORKSHOP CO-CHAIRS**

#### **Caroline Landry, Executive Director, Strategic Policy Sector, Procurement Branch, Public Services and Procurement Canada**

Caroline Landry is a member of the CIPMM Board of Directors as well as the Chair of the CIPMM Mentorship Program. For her day job, Caroline is an Executive Director in the Strategic Policy Sector within the Procurement Branch at PSPC. She has over 24 years' experience in the Government of Canada, with the last 16 years in various leadership roles in Procurement. She is passionate about all things procurement and is a strong advocate for our Procurement and Material Management Community.

#### **Mathieu Lemieux, A/Senior Acquisitions Advisor, Contracting and Procurement Unit, Public Safety Canada**

Mathieu is currently a Senior Acquisitions Advisor with Public Safety's Contracting and Procurement Unit. A Public Servant since 2012, Mathieu has worked in many departments including the Department of National Defence, Statistics Canada, the Department of Justice Canada, Transport Canada, and the Treasury Board of Canada Secretariat. Mathieu gained his experience in procurement as a client in the development of requirements in support of departmental programs and initiatives. A graduate of CIPMM Mentorship Program, Mathieu joined the operational procurement community in 2022. In his current role, he procures medium to high complexity professional services, research from academic institutions, and contracting in support of public-facing events.

### **CIPMM PRESIDENT ADDRESS**

#### **Carolyn Montague, Partner, Performance Management Network Inc. and President, Canadian Institute for Procurement and Materiel Management (Volunteer)**

Carolyn is the President of CIPMM as well as a Partner at Performance Management Network Inc, a management consulting firm located in Ottawa. Carolyn started in procurement in 1982 as an Intern Officer at what was called Supply and Services way back then. It is now PSPC. Over her 40 years in procurement, she has procured almost

every type of service as well as software, hardware and many types of goods. She has delivered at one point or another all of the courses required for the Procurement and Materiel Management certification program on behalf of CSPS as well as developing and delivering over 35 different courses for various federal departments and agencies.

## **OPENING KEYNOTE BY PREMIER PARTNER (SHARED SERVICES CANADA)**

### **Scott Davis, Assistant Deputy Minister and Chief Financial Officer, Shared Services Canada**

Scott Davis is the Assistant Deputy Minister and Chief Financial Officer, Chief Financial Officer Branch.

Scott is focused on achieving the vision to be a trusted strategic partner, providing valued client service that goes beyond the numbers and ensuring the branch is well positioned to assist the department now and into the future with financial management and oversight.

Previously, his roles have included Acting Assistant Deputy Minister, Digital Services Branch, Director General and Deputy Chief Financial Officer, Director General, Financial Strategies and Cost Management Advisory Services, Treasury Board of Canada Submissions, investment planning, financial community development and budget process.

Prior to joining Shared Services Canada, Scott has gained significant experience in financial strategies primarily with the Office of the Comptroller General at the Treasury Board of Canada Secretariat and National Research Council in various financial management Director roles. Prior to joining the public service, Scott has worked in various multi-national companies across the United States and Canada, focused on accounting and reporting. He gained respect and credibility as a hardworking go-to leader, capable of implementing complex, high-profile programs and projects.

Scott holds a Bachelor of Business Administration in Accounting from Bishop's University and is a Certified Professional Accountant.

## **PANEL # 1: SSC - WHO WE ARE AND WHAT WE DO**

This session will provide participants with an understanding of the broad mandate of Shared Services Canada and their innovative practices they have brought to the mandate.

### **Moderator:**

- Carolyn Montague, Partner, Performance Management Network Inc. and President, Canadian Institute for Procurement and Materiel Management (Volunteer)

### **Panelists:**

- Patrick Comtois, Director General, Enterprise IT Procurement, Shared Services Canada

- Jason Weatherbie, A/Director General, Enterprise IT Procurement Operations, Shared Services Canada
- Sean Kealey, Director General, Material Management Directorate, Shared Services Canada

**Carolyn Montague, Partner, Performance Management Network Inc. and President, Canadian Institute for Procurement and Materiel Management (Volunteer)**

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**Patrick Comtois, Director General, Enterprise IT Procurement, Shared Services Canada**

Patrick is presently Director General of Enterprise IT Procurement at Shared Services Canada (SSC). He is no stranger to SSC as he previously held the position of Senior Director of Procurement Policy, Governance, Engagement and Training (PGET) between 2017 and 2020.

In Patrick's last position at the Department of National Defence he was Director of Major Procurement where he was responsible for Major Services contracts. He previously occupied a number of positions at the Department of National Defence, including Director Soldier System Program, Project Manager for the Joint Unmanned Aircraft System Surveillance and Target Acquisition System, and System Engineering Manager on the Canadian Integrated Soldier System Project.

Patrick started his professional career as a signal officer with the Canadian forces. Following his military career and before joining the public service in 2008, Patrick spent 10 years working in private industry and as an independent consultant in the field of System Engineering and Project management on Command & Control and tactical communication systems. Patrick has a degree in Electrical Engineering from Ecole Polytechnique of Montreal and a Master of Systems Science from Ottawa University.

**Jason Weatherbie, A/Director General, Enterprise IT Procurement Operations, Shared Services Canada**

Jason Weatherbie is presently the Acting Director General within the Enterprise IT Procurement (EITP) directorate at Shared Services Canada (SSC). He has over 26 years' experience in the procurement field, split between PSPC and SSC, 13 of which have been at the executive level. Jason has been with SSC since its inception and has helped grow EITP into the high performing procurement organization it is today. As A/DG of the Operations side of EITP, Jason oversees 3 large operational teams with a contracting volume worth billions of dollars annually.

**Sean Kealey, Director General, Material Management Directorate, Shared Services Canada**

Sean has been with Shared Services Canada (SSC) since 2019, previously working in the Acquisitions Branch of Public Services and Procurement Canada (PSPC) for 19 years, with over 25 years of experience in the federal government. He also worked in informatics procurement in the private sector before joining the government.

He currently serves as the Director General of Materiel Management under the Chief Financial Officer and Procurement Branch at SSC, bringing extensive management experience and leadership skills to the role. At SSC, Sean has held positions such as DG Procurement, Chief Security Officer, and DG of the Accommodations program. He was the Senior Director of the Special Procurements Initiatives Directorate at PSPC, providing executive oversight on complex procurement projects and receiving multiple awards: the PSPC Award of Excellence, the Canadian Institute of Procurement and Materiel Management Award for team contributions to the Syrian Refugees Resettlement Initiative, and the Acquisitions' Program Normand Masse Leadership Award.

**CONCURRENT SESSION # 2  
PROCUREMENTS FOR EMERGENCIES**

PSPC's Senior Officer Emergency Procurements team will provide an overview of procurement support for responses to emergencies, including topics such as government policies and frameworks, emergency contracting authority, and National Security Exception.

**Andrea Andrachuk, Director General Specialized and Emergency Acquisitions Sector, Public Services and Procurement Canada**

Andrea Andrachuk a director general in Public Services and Procurement Canada, responsible for a wide variety of procurements on behalf federal organizations, including pharmaceuticals, space, communications and advertising, specialized services, commercial commodities, as well as coordinating procurements in response to emergency situations. Previously she was an executive project manager in National Defence for major capital acquisitions of large ships and armored vehicles and worked as an engineer in various other positions in the materiel acquisition and support program. Andrea also served for 14 years in the Canadian Armed Forces as an Aerospace Engineering Officer.

Andrea has a Bachelor of Mechanical Engineering from the Royal Military College of Canada.

**Marie-Eve Benoit, Senior Advisor, Specialized and Emergency Acquisitions Sector, Public Services and Procurement Canada**

Marie-Eve Benoit is an Emergency procurement senior advisor in the Specialized and Emergency Acquisitions Sector in Public Services and Procurement Canada. Marie-Eve has over 12 years of experience working in procurement teams in the department. In the past years, she managed the Contract Quality Assurance and Records Compliance

Office, was a manager in the bio-manufacturing division during the pandemic and before that was a manager on Canadian Surface Combatant project.

Marie-Eve holds a bachelor's in commerce from University of Ottawa and a master's degree in public administration from École Nationale d'Administration Publique.

**Aaron Malek, Senior Director – Commercial and Consumer Products, Public Services and Procurement Canada**

Aaron Malek, a senior director in Public Services and Procurement Canada, is responsible for the procurement of commercial and consumer products on behalf of federal organizations, including uniforms, furniture, information products, paper and office supplies, as well as assisting in coordinating procurements in response to emergency situations. Previously, he worked in a variety of National Defence project management positions including ship capital acquisition and submarine in-service support, as well as with the United Kingdom's Ministry of Defence Equipment and Support organization. Aaron served 28 years in the Canadian Armed Forces as a Naval Engineering Officer.

Aaron has a Bachelor's of Chemical and Material Engineering from the Royal Military College of Canada, a Master's of Business Administration from Saint Mary's University, a Master's of Science in Marine Engineering from University College London and a Master's of Arts in Defence Studies from King's College University. He is a licensed Professional Engineer in the province of Ontario.

**CONCURRENT SESSION # 3**

**UPDATE ON THE TRANSFORMATION OF PROFESSIONAL SERVICES PROCUREMENT AT PUBLIC SERVICES AND PROCUREMENT CANADA**

The presentation will provide an overview of the current context of professional services procurement and the transformation initiatives that are underway.

**Claudine Paquin, Senior Manager, Professional Services Transformative Solutions Sector, Public Services and Procurement Canada**

Claudine Paquin has been working with Public Services and Procurement Canada (PSPC) since January 2008, where she has held several roles within the Procurement Branch. With extensive experience in procurement process planning and development, as well as contract management, she joined the Procurement Transformation and Partnerships Directorate in February 2025.

From 2017 to 2025, she worked in the Professional Services Procurement Directorate, with a nearly two-year secondment to the Pandemic Response Sector. During this time, she led the team responsible for procuring equipment related to PCR testing, rapid tests, and border testing — playing a critical role in Canada's national response to the health crisis.

Earlier in her career, from June 2011 to October 2015, Claudine was part of the team overseeing the procurement processes and contract awards for the RP-1 and RP-2 real

property services management contracts. She also contributed to building procurement capacity by providing training to the procurement community from 2015 to 2017.

Dedicated, thorough, and with a strong understanding of strategic procurement issues, Claudine Paquin is recognized for her ability to bridge operational needs with the Government of Canada's broader transformation objectives.

**Judith Rorai, Director, Procurement Transformation and Partnerships Directorate, Public Services and Procurement Canada**

Judith Rorai is Director of Professional Services Transformation and Partnerships at Public Services and Procurement Canada, where she helps lead government-wide efforts to modernize professional services procurement through digital innovation, vendor performance systems, and outcomes-based contracting. With over 20 years of experience in business management and strategic leadership - both in Canada and internationally - Judith has held senior roles in real property, investment management, and executive advisory. Prior to joining the public service, Judith led national sales and marketing strategies for global luxury brands, including Christian Dior and Osborne & Little.

A graduate of the London School of Economics and McGill University, Judith also holds executive certifications in leadership, innovation, change management, and brings a collaborative, client-focused approach to driving transformation and delivering public value.

**CONCURRENT SESSION # 4**

**CYBER SECURITY PROCUREMENT VEHICLE (CSPV) 3.0 - THE EVOLUTION OF AGILE PROCUREMENT IN THE CYBER SECURITY SPACE**

Since its official launch in 2019, the Cyber Security Procurement Vehicle (CSPV) has utilized many different types of agile procurement processes to meet the needs of numerous GoC partners. From the early growing pains of CSPV 1.0, to the continued challenges faced under CSPV 2.0, the team will walk you through how lessons learned have helped guide the evolution of the vehicle to where it is today as CSPV 3.0. We will use real examples to show how agile procurement isn't always faster but is still a necessary pursuit for complex IT procurements and can improve the procurement experience from all perspectives.

**Gary Cooper, Procurement Manager, Enterprise IT Procurement, Shared Services Canada**

Gary Cooper has been working in the field procurement within the Government of Canada since May 2006. He's had the privilege to work on many interesting, challenging, and complex procurements, as well as work with many great people over his 19-year career that has taken him from DND, to PSPC, and now to SSC where he's worked since 2014. More recently, Gary and his team created and launched SSC's first agile procurement, the Cyber Security Procurement Vehicle (CSPV) in May 2019, which now is 5 years old and has pre-qualified over 160 vendors in SSC's Secure Supplier Eco-system. Committed

to lifelong learning, Gary is continuing continually trying to gain efficiencies within the procurement process, to offer SSC and its partners the best experience possible.

**Vanessa Woodend, Senior Procurement Officer, Enterprise IT Procurement, Shared Services Canada**

Vanessa Woodend is a seasoned Senior Procurement Officer with over five years of public sector experience, complemented by a background in private sector government procurement. She specializes in managing complex cybersecurity procurements, ensuring the effective and timely acquisition of critical security solutions. As the lead for the Cyber Security Procurement Vehicle (CSPV), she oversees procurement strategies that support national cybersecurity priorities, balancing compliance, efficiency, and innovation. With a strong understanding of government policies and industry best practices, Vanessa plays a key role in safeguarding public sector digital infrastructure through strategic procurement and vendor management.

**Rob Carle, Procurement Manager, Enterprise IT Procurement, Shared Services Canada**

Rob Carle has been a Procurement Manager on the Cyber Security procurement team at Shared Services Canada (SSC) since January of 2023. Home grown, Rob has served his entire 7-year employment as a public servant with SSC's Cyber Security procurement team, working in various levels including both Senior Procurement Officer and Team Lead. His successful award of the agile procurement for the purchase of Canada's replacement Secure Remote Access (SRA) solution in 2022 gave him a robust foundation in both the complex and agile procurement space. Rob leverages his complex procurement experience on a daily basis while leading his team through the ever-evolving cyber security procurement landscape.

**CONCURRENT SESSION # 5**

**THE MARRIAGE OF MATERIEL MANAGEMENT AND FINANCIAL ACCOUNTABILITY**

The importance of the marriage of materiel and finance cannot be overstated. They are intertwined, interlinked and often confusing. This session will act help, like marriage counselling, explain where those key communication and interconnection points are and how to navigate them for bliss and success.

**Bronwynn Guymer, Section Head, DMPP 7, Materiel Policy and Procedures, Department of National Defence**

Bronwynn Guymer is the Senior Policy Analyst for Materiel Management in DND and the CAF. She has extensive Materiel Management experience from operational front-line units up to corporate oversight and coordination. She has completed the Certified Supply Chain Transformation Architect Training, is certified in Supply Chain Operations Reference Model and has led multiple change initiatives within DND.

### **Mike Rainville, National Manager, Uniform & Equipment Program Operations, Royal Canadian Mounted Police**

Mike started his career in the Federal Public Service in 2008 as a warehouse technician in the RCMP's Uniform & Equipment Program. He then moved to a client services representative role and also worked within the Program's Design & Technical Authority Section. In 2011, Mike began to take a particular interest in the procurement and material management aspects of the UEP and worked closely with the Forecasting, Accounting & Administration Section manager prior to her retirement. After successfully winning the competition for the position, Mike continued in this critical role which included material forecasting for all RCMP uniform supplied by UEP, managing the Program's budget, initiating requisitions for competitive solicitations and engaging in low dollar value purchases for both operations & maintenance and uniform. Mike took over as National Program Manager in June of 2024. Additionally, Mike has worked intimately across multiple modules with the RCMP's instance of SAP and is engaged with the RCMP's transition to S4HANA.

### **CONCURRENT SESSION # 6**

#### **YOU ASKED INDUSTRY FOR FEEDBACK, NOW WHAT? HOW TO TRANSLATE INDUSTRY JARGON**

You helped a client issue an RFI, which included open ended questions. Several companies responded and shared feedback on various elements of the process (ex: Scope, proposed criteria, pricing, etc.). Are you prepared and able to address all elements of the proposed responses? Are you hoping / assuming clients will understand industry's responses? Industry assumes that if you're asking the questions ... you're capable to handle their responses. Are you? This session will share concrete examples, tips, considerations to help handle industry input.

### **Martin Chénier, President, Procurement Alliance of Canada**

Passionate about public sector procurement and driven by the Customer Service Experience, Martin Chénier is an award-winning business and people manager who spent the last two decades helping Industry and the Federal Government buy and sell professional services.

Known as "PACman" within the procurement community, Martin is the President and Founder of The Procurement Alliance of Canada; a subscription-based service providing practical resources, webinars, advisory services, and self-directed learning material to public sector procurement professionals, their clients, and suppliers.

Earlier in his career, Martin served two mandates as National Chair of Government Relations for the \$15B Industry Association of Staffing Services; he was a Forty Under 40 recipient in 2008; winner of the Consumer's Choice Award for Best Staffing Agency in Ottawa Gatineau; and Branch Manager of the Year for Outstanding Achievement and Service Excellence.



He supports Public Sector organizations with practical knowledge transfer, coaching, and training services related to professional services procurement, and is an active Industry representative on Government committees and working groups.

His speaking engagements focus on the “eye opener” experience of working alongside suppliers, clients, and public sector procurement folks with a goal of creating an optimal procurement experience.

## **CONCURRENT SESSION # 7**

### **CORCAN - THE STORY BEHIND THE WALLS**

Do you know what type of employment training is available to offenders in federal penitentiaries? Some of you may have knowledge of CORCAN products and services, as well as the ease of government departments procuring from CORCAN; however, we invite you to join this session to learn more about how CORCAN is assisting offenders in their rehabilitation – the story behind the walls.

#### **Kevin Arsenault, Senior Director, Operations, CORCAN, Correctional Services Canada**

Kevin started his career with the Public Service at CORCAN (Correctional Service Canada) in 2007 in Moncton, NB as a Financial Officer. He occupied several financial positions with CORCAN in the Atlantic Region before moving to Ottawa in 2016. Kevin later took on the role of Director, Manufacturing for two and a half years, before accepting a deployment to the Director, Security Operations position (which he occupied for two years). Since September 2021, he has occupied the position of Senior Director, Operations with CORCAN.

#### **Paul Harvey, Director Construction, CORCAN, Correctional Services Canada**

Paul began his career with the Correctional Service of Canada (CSC) in 2000. He has worked in several frontline operational roles as Corrections officer, Parole Officer, Intelligence Officer, Project Officer in Security, Regional Administrator Intelligence, and Assistant Warden Operations at various institutions in the Quebec region. In 2017, Paul began working with CORCAN as regional manager of Operations. In 2019, he became Director of Textiles and Services CORCAN, and since January 2025 he is Director of Construction CORCAN. Paul enjoys the challenge presented by the designation of CORCAN as a Special Operating Agency (SOA) operating within a correctional environment.

## **KEYNOTE # 8**

### **DARE TO DREAM**

Connor Emeny made history as the first person to complete an Iron-distance triathlon on all seven continents—and now he’s bringing his powerful message of grit, adaptability, and going all into the business world. Through high-impact stories and contagious energy, Connor shows how the same mindset that fuels elite endurance can inspire teams to embrace change, push past obstacles, and lead with purpose.

**Key takeaways:**

- Thriving through uncertainty
- Building a high-performance mindset
- Driving results through trust and collaboration
- Committing fully to success

**Connor Emeny, World-Record Holding Athlete & Author of "All In"**

Connor Emeny is a world record-holding endurance athlete, adventurer, and author who lives by the mantra Dare to Dream. He is the youngest person on Earth to complete an Ironman on all seven continents, a feat that took four years, relentless determination, and an unshakable belief in what's possible.

His journey was far from easy. Racing across diverse terrains – from the scorching heat of Africa to the icy extremes of Antarctica – Connor faced grueling physical and mental challenges. Chasing Antarctica, the final and most difficult leg of his mission, pushed him beyond his limits. To even reach the starting line, he and his team had to endure a 23-day sailboat expedition across the notorious Drake Passage, navigating some of the roughest and most unpredictable waters on the planet.

But Connor's story isn't just about endurance sports – it's about breaking barriers, defying expectations, and proving that anyone can achieve the extraordinary when they commit fully to a goal. He believes that resilience isn't just about surviving obstacles but about embracing them as opportunities for growth.

His journey is proof that when you go ALL IN, you unlock potential far beyond what you thought was possible.

**CONCURRENT SESSION # 9****INNOVATION - COMPREHENSIVE, INTEGRATED ASSET MANAGEMENT: STRATEGIC ASSET MANAGEMENT AND STREAMLINING PROJECT**

At the crossroad of Procurement, Materiel Management, Real Property, Project Management, strategic thinking, and policy, Transport is launching an innovative initiative: the Strategic Asset Management and Streamlining Project (SAMSP), aimed at improving Transport's Asset Management.

**Ève Corbin, A/Director, Special Project: Asset Management Secretariat (AMS), Transport Canada**

**Brian Leonard, DG Financial Operations and Procurement, SDO for Procurement, SDO for Materiel Management, and Chief Procurement Officer (CPO), Transport Canada**

## **CONCURRENT SESSION # 10**

### **TAKE CHARGE OF YOUR CAREER - UPDATES ON TBS PROFESSIONALIZATION, OUTREACH AND ENGAGEMENT INITIATIVES**

Ever wonder what the future of professionalization, outreach and engagement looks like for the GoC Procurement and Materiel Management communities? Join the TBS ASAS Community Development Office (CDO) for exciting updates on efforts under the new Professional Development Framework, including the results of several initiatives being piloted across departments to support roll-out activities, as well as new outreach and support tools now available to the communities. Don't miss this opportunity to take charge of your career, learn about how the CDA can support your development and ask questions to the experts leading the charge in this space.

#### **Alberto Garcia-Vargas, Senior Advisor, Investment Management Sector, Office of the Comptroller General, Treasury Board of Canada Secretariat**

Alberto is a senior advisor at TBS responsible for the design and implementation of a new professional development framework for the GC procurement and materiel management communities. In his over 15 years with the Public Service, Alberto has led files such as the action plan to increase the participation of women in procurement; the expansion of collaborative procurement between the federal government and other levels of government; and the project management office for procurement modernization at PSPC. Long ago, Alberto assisted departments in the development of their capacity to implement the procurement renewal strategy. Alberto has an international MBA and his international experience includes living in four countries; obtaining and delivering contracts as a client to foreign governments; and, the development of economic competitiveness programs, one of which resulted in we having access to fresh berries during winter.

#### **Souad El Mestassi, Senior Advisor, Outreach and Engagement, Investment Management Sector, Office of the Comptroller General, Treasury Board of Canada Secretariat**

Souad El Mestassi is a dedicated Senior Advisor with a passion for fostering collaboration, building interdepartmental networks, and driving meaningful change within the public service. With over a decade of experience in governance, change management, process optimization, and workforce development, Souad has significantly contributed to modernizing operations and advancing professional excellence across government.

In her current role, Souad leads outreach and engagement initiatives, demographic data updates, and community-building efforts, promoting strategic solutions that enhance the effectiveness and inclusivity of Comptrollership Communities operations. She collaborates closely with interdepartmental communities in Procurement, Materiel Management, Real Property, and Project Management, ensuring the integration of inclusion, diversity, equity, and accessibility (IDEA) principles into all initiatives.

Committed to supporting public service employees within the Comptrollership Communities, Souad facilitates innovative outreach programs, streamlines processes, and provides strategic direction aligned with government-wide priorities. Her hands-on

approach, attention to detail, and ability to manage change effectively have established her as a trusted partner in achieving organizational objectives.

Souad holds a Bachelor's degree in Business Economics from the HES-SO Valais-Wallis in Switzerland.

## **CONCURRENT SESSION # 11**

### **SOCIAL PROCUREMENT AT SSC - SCALING UP TO MEET AND EXCEED SOCIAL PROCUREMENT OBJECTIVES**

The Government of Canada has a priority to make the procurement process more inclusive and to diversify bidders in federal procurement activities. To this effect, the Government of Canada has established several procurement thresholds related to different social initiatives, including greening government, Indigenous businesses, and accessibility, among others. SSC has implemented different strategies to consistently meet and exceed those obligations, as well as to pilot new initiatives to target other equity-seeking groups that are underrepresented in federal contracting. During the presentation, SSC will outline its approach to social procurement thresholds and will provide participants with an overview of ScaleUp, SSC's social procurement initiative.

#### **Rachelle McGregor, Manager, Considerations in Agile Procurement, Shared Services Canada**

Rachelle McGregor is a dedicated public servant with a solid track record of excellence in the field of procurement and public administration. With over a decade of experience, she has held key roles within various government agencies, including Environment Canada, CBSA, and SSC. Since 2010, Rachelle has actively contributed her expertise to the public sector, focusing on operational procurement and strategic sourcing. Her commitment to efficiency and effectiveness has led to successful outcomes in numerous procurement projects, ensuring optimal utilization of public resources.

Currently, Rachelle is the Manager of the Considerations in Agile Procurement Team at the Centre of Expertise in Agile and Innovative Procurement. In this role, she spearheads the implementation of agile methodologies in procurement processes, striving to enhance flexibility, adaptability, and innovation in government procurement. She is responsible for overseeing the ScaleUp project, which aims to streamline procurement practices and improve access for underrepresented groups to government contracting opportunities.

#### **Nadia Kelly, Manager, Strategic Initiatives on the Policy, Governance and Compliance, Shared Services Canada**

Nadia Kelly is dedicated to advancing excellence in procurement and public administration. With an extensive career spanning over a decade, Nadia has held various positions in various government agencies such as PSPC, Natural Resources Canada, Parks Canada, and SSC. Since 2011, she has been a guiding force in the public sector, specializing in both operational and non-operational procurement roles, such as procurement policy.

Currently serving as the Manager of Strategic Initiatives within the Policy, Governance, and Compliance team at SSC, Nadia has been at the forefront of transforming procurement practices. In her current role and in prior roles, she advocated for the integration of socio-economic measures into procurement processes, with a goal of infusing flexibility, adaptability, and innovation in government procurement. Notably, Nadia currently oversees diverse portfolios, including indigenous procurement, green procurement, accessibility in procurement, and official languages in procurement. These initiatives highlight Nadia's unwavering dedication to promoting fair access to government contracting opportunities for underrepresented groups.

## **CONCURRENT SESSION # 12**

### **A BRIDGE BETWEEN TWO WORLDS FROM A LEADERSHIP PERSPECTIVE: THE INTEGRATION BETWEEN MATERIEL MANAGEMENT & PROCUREMENT**

The disciplines of materiel management and procurement are intrinsically linked, in this panel we have an open discussion with individuals who have initially focused on one side of the coin, but who have now been exposed to the flip side. They will provide insights and discuss their experience balancing these two worlds.

#### **Moderator:**

- Mike Rainville, National Manager, Uniform & Equipment Program Operations, Royal Canadian Mounted Police

#### **Panelists:**

- Christine Lamarche, Director General, Procurement, Materiel and Assets Management, Royal Canadian Mounted Police
- Jean-Daniel Bourret, Chief, Contract Quality Assurance and Records Compliance Office, Public Services and Procurement Canada
- Ryan Charbonneau, Director, Materiel Policy and Procedures, Department of National Defence

#### **Mike Rainville, National Manager, Uniform & Equipment Program Operations, Royal Canadian Mounted Police**

Mike started his career in the Federal Public Service in 2008 as a warehouse technician in the RCMP's Uniform & Equipment Program. He then moved to a client services representative role and also worked within the Program's Design & Technical Authority Section. In 2011, Mike began to take a particular interest in the procurement and material management aspects of the UEP and worked closely with the Forecasting, Accounting & Administration Section manager prior to her retirement. After successfully winning the competition for the position, Mike continued in this critical role which included material forecasting for all RCMP uniform supplied by UEP, managing the Program's budget, initiating requisitions for competitive solicitations and engaging in low dollar value purchases for both operations & maintenance and uniform. Mike took over as National Program Manager in June of 2024. Additionally, Mike has worked intimately across multiple modules with the RCMP's instance of SAP and is engaged with the RCMP's transition to S4HANA.

**Christine Lamarche, Director General, Procurement, Materiel and Assets Management, Royal Canadian Mounted Police**

Christine Lamarche is the Director General, Procurement, Materiel and Asset Management with the Royal Canadian Mounted Police. Christine joined the Public Service as an FSWEF student. She has spent her career in procurement in various roles at Public Services and Procurement Canada, the Privy Council Office, the Immigration and Refugee Board of Canada, Canada Border Services Agency and is now working at the RCMP. Christine graduated from the University of Ottawa with a Bachelor's degree in Administration.

**Jean-Daniel Bourret, Chief, Contract Quality Assurance and Records Compliance Office, Public Services and Procurement Canada**

Jean-Daniel Bourret is the Chief, Contract Quality Assurance and Records Compliance Office for Public Services and Procurement Canada (PSPC). He has significant education and experience in both Procurement and Materiel Management. His 21-year career in the federal government includes 17 years in procurement, 12 years in Materiel Management and 14 years as an executive. In addition to PSPC, Jean-Daniel worked at Public Health Agency of Canada, Aboriginal Affairs and Northern Development Canada and more recently at Fisheries and Oceans Canada. Jean-Daniel is also the Treasurer of CIPMM.

Jean-Daniel holds a Bachelor in Business Administration with minor in Operations and Logistic from Université Laval, and the Supply Chain Management Professional (SCMP) designation.

**Ryan Charbonneau, Director, Materiel Policy and Procedures, Department of National Defence**

Mr. Charbonneau began his public service career in 2008 as a PG with the Department of National Defence (DND), advancing through the years to progressively more senior procurement roles. In 2014, he supported the implementation of the Defence Procurement Strategy (DPS), which aimed to streamline procurement processes and increase contracting authorities within DND. In 2018, he became Director of Materiel Systems Plans and Requirements, overseeing the IT enablement of materiel acquisition and support processes. After a stint as Director of Procurement and Contracting at the Office of the Auditor General, he returned to DND as Director of Materiel Policy and Procedures, where he currently oversees procurement, material management, and engineering policy and procedures.

**CONCURRENT SESSION # 13  
EMBRACING AUTHENTICITY**

Embracing your authentic self has proven to improve Job Satisfaction, Performance, Inter-Personal Relationships, Resilience, Well Being and Career Growth. This session will delve into what that really means and provide some insights to self-empowerment as you continue on your career journey.

**Bronwynn Guymer, Section Head, DMPP 7, Materiel Policy and Procedures, Department of National Defence**

Bronwynn Guymer is the Senior Policy Analyst for Materiel Management in DND and the CAF. She has extensive Materiel Management experience from operational front-line units up to corporate oversight and coordination. She has completed the Certified Supply Chain Transformation Architect Training, is certified in Supply Chain Operations Reference Model and has led multiple change initiatives within DND.

**Becky Ladouceur, Team Lead, Materiel Management Policy Development, Department of National Defence**

Becky is the Team Lead for Materiel Management Policy Development, a position that requires a comprehensive knowledge of the integration between the different functional areas of the Defence Supply Chain. Her team conducts research and analysis before developing or amending policies in the Supply Administration Manual to support the business of the National Defence in Canada and abroad. Becky is part of the recently established Materiel Management Community Update initiative that serves to engage directly with members at all levels of the community in order to provide materiel management related information.

**CONCURRENT SESSION # 14**

**FINDINGS FROM THE HORIZONTAL AUDIT IN PROCUREMENT**

Join TBS to discuss the findings of a Horizontal Audit completed across GC departments in FY 2024/25. This session will highlight some of the common issues identified in procurement process, how TBS plans to respond to the audit, as well as shed light on many of the best practices being applied in various departments in order to meet the many policy and legal obligations asked of Procurement Professionals. Don't miss this chance to learn from experts and help sharpen your contract management skills and contribute to making your departments Procurement Frameworks run like a well-oiled machine.

**Joel Heise, Senior Director, Procurement and Materiel Management, Office of the Comptroller General, Treasury Board of Canada Secretariat**

Joel Heise is relatively new to the world of federal procurement. Prior to taking on his current post as Senior Director, Procurement and Materiel Management within the Office of the Comptroller General, he served as Director, Government Acquisitions within the Government Operations Sector of the Treasury Board Secretariat. In that role, Joel helped Public Services and Procurement Canada successfully deliver dozens of submissions seeking various contracting authorities from Treasury Board. He helped guide the strategic development and positioning of many large scale and contentious procurement files, providing clients with advice on how to engage Treasury Board and adhere to the relevant Treasury Board policy suite while undertaking procurement activities. With nearly 14 years' experience at the Treasury Board Secretariat, Joel is well positioned to continue to provide strategic advice and leadership with respect to the application of Treasury Board policies and processes to real world procurement issues.

**Nathen Simon, Internal Audit Principal, Office of the Comptroller General, Treasury Board of Canada Secretariat**

Nathen Simon is an experienced Internal Audit Principal who has worked for the Office of the Comptroller General, Public Services and Procurement Canada, and the Government of the Cayman Islands. He has led various high complexity horizontal internal audits and special examinations both in Canada and abroad. He holds a Bachelor's Degree from the University of Ottawa, and is a CFE, CIA, and CGAP. Despite currently working for the "Centre", Nathen strives to provide support to the broader IA community through his work at the OCG.

**Jo-Ann Purcell, Public Services and Procurement Canada**

**INTERACTIVE ACTIVITY  
INTERVIEW SIMULATION**

**Kate Fahey, Procurement and Contracting Manager, Canadian Food Inspection Agency**

Kate holds over 17 years of procurement and contracting experience in the federal government. Her career kicked-off working on the Leopard 2 Tank Replacement Project with the Department of National Defence (DND). She continued to work at DND for the next 15 years, specializing in the procurement of services and military combat support equipment. In 2021, she joined the Canadian Food Inspection Agency as the procurement and contracting manager responsible for procurement policy and procedures, training, reporting and compliance.

As a manager who worked her way up from the PG-02 to PG-06 level, she has participated in numerous interviews over the years, both as a candidate and as a hiring manager. She thoroughly enjoys supporting and coaching her team members through the PG competition process and has organized several interview preparation sessions and mock interviews for her colleagues over the years.

**CONCURRENT SESSION # 15**

**WHAT YOU DIDN'T KNOW YOU DIDN'T KNOW ABOUT BID-RIGGING: LEARN HOW TO PROTECT THE INTEGRITY OF YOUR PROCUREMENT PROCESSES**

Public procurement can be at risk for bid-rigging, especially in a challenging, uncertain economic environment. Evolving markets can push suppliers to engage in risky behaviour to try to make an extra buck. Learn how to prevent, detect and report bid rigging in your procurement processes, and participate in a demonstration of the Competition Bureau's web-based Collusion Risk Assessment Tool that can help you minimize the risk of bid-rigging.

**Other details:**

- The session would include a presentation, printed and virtual resources that attendees can take back, as well as an interactive demo of our Collusion Risk Assessment Tool



**Learnings and takeaways:**

- Understanding of competition law in order to more safely engage with the supplier community and to spot bid rigging
- Strategies to prevent bid rigging at the design and drafting stage of tendering processes
- Knowledge of the Bureau's resources for procurement officials and to share with the vendor community

**Majid Charania, Director of Compliance and Outreach, Competition Bureau Canada**

Majid Charania is Director of Compliance and Outreach at the Competition Bureau of Canada. His team is responsible for promoting compliance by companies of all sizes with the laws enforced by the Competition Bureau. Prior to taking on his current role, he was special advisor to the current and former Commissioners of Competition. Majid has previously held enforcement and litigation roles at the Bureau, the Department of Justice and the European Commission's DG Competition. He has also taught competition law at Toronto Metropolitan University's law faculty. Prior to joining the Bureau, he worked in the private sector. Majid is a certified compliance and ethics professional and holds law and international business administration degrees.

**CONCURRENT SESSION # 16****HIGH SPEED RAIL (HSR) - A COLLABORATIVE APPROACH TO PROCUREMENT AND PROJECT DELIVERY**

The presentation will provide a comprehensive overview of the procurement phase of the High-Speed Rail (HSR) Initiative. It aims to explain the Initiative's objectives, scope, and significance while highlighting the collaborative approach to project delivery selected for this generational project. The presentation will cover the various stages of the procurement, focusing on lessons learned and innovative approaches used, including insights on stakeholder engagement, evaluation processes, and procurement strategies. The presentation will also outline the next steps for the Initiative, offering a glimpse into the future stages and the long-term vision.

**Miguel Izquierdo Martin, Acting Executive Director of the Commercial and Procurement Unit, High Frequency Rail, Transport Canada**

Miguel Izquierdo Martin is a seasoned professional with over 15 years of experience specializing in the development of infrastructure projects under Public-Private Partnership (PPP) models.

Prior to joining TC, Miguel held the position of Project Director for the Energy Services Acquisition Program at Public Services and Procurement Canada (PSPC). This multi-billion-dollar initiative aimed to modernize the district energy system in the National Capital Region. As Project Director, Miguel successfully managed the pre-procurement, procurement, and initial contract execution phases. This project will significantly reduce long-term energy costs for Canada and greenhouse gas emissions.

Before his tenure at PSPC, Miguel contributed his expertise to PPP Canada, a federal Crown corporation, where he assisted various levels of government, including federal, provincial, municipal, and Indigenous bodies, in developing P3 projects. Notable projects he played a key role in include the Samuel De Champlain Bridge Corridor Project, the Library and Archives Canada Preservation Centre and the Winnipeg Bus Rapid Transit.

Prior to joining the Government of Canada, Miguel worked at Elecnor, a renowned global corporation specializing in services and projects development, construction, and operation. In his role, he directed business development activities and effectively coordinated project engineering teams for bidding proposals in India and Canada, with a specific emphasis on project finance and turnkey projects.

Miguel's educational background includes a Master of Laws, a Master of International Business Administration, and a Master's Certificate in Project Management. He is also a certified Project Management Professional (PMP).

**Kate Svazas, Senior Director, Procurement and Governance, High Frequency Rail, Transport Canada**

Kate Svazas is a procurement professional with over 19 years of experience in the federal public service. She began her career as an intern officer at Public Services and Procurement Canada, gaining experience in a range of roles supporting complex procurement initiatives.

In addition to her leadership role in the High Speed Rail (HSR) procurement, Kate has contributed and led several high-profile projects, including the Samuel De Champlain Bridge Project, the 1-800 O'Canada Contact Centre and the implementation of GC communications procurement tools, where her strategic planning and innovative solutions were key to success. Kate also played an integral role in the implementation of Canada Buys, the Government of Canada's new electronic procurement system.

Kate holds a Bachelor of Communications from the University of Ottawa and continues to apply her expertise to support effective, collaborative and innovative procurement solutions in the public sector.

**Olivier Caron, Manager, High Frequency Rail Procurement, Public Services and Procurement Canada**

Olivier Caron has over a decade of experience managing infrastructure and real property procurements in various roles. At Global Affairs Canada, he led major procurements, including the new High Commissions in London, UK, and Abuja, Nigeria. Since returning to PSPC in 2017, he has managed the procurement of public-private partnership projects, such as the acclaimed Gatineau 2 preservation facility for Library and Archives Canada, and more recently, the High-Speed Rail procurement in collaboration with Transport Canada. Olivier also provides advisory support for major federal infrastructure procurements across Canada.

He is committed to tailoring procurement strategies to the unique complexities of each project, leveraging innovative approaches such as early industry engagement and collaborative procurement processes to ensure the best possible outcomes—on time and aligned with market capabilities. Olivier holds an MPA from l'École nationale d'administration publique.

**Christopher Sullivan, Senior Policy Advisor, Procurement, High Frequency Rail, Transport Canada**

Christopher Sullivan is a manager and senior policy advisor on the High Speed Rail (HSR) team at Transport Canada. Following an initial focus on procurement advisory and logistical support for the Initiative, Chris now plays a key role in program risk management and governance activities.

During his 20-year career in the public service, Chris has held several procurement management roles. His experience includes managing the Public-Private Partnership (P3) procurement process for the Energy Services Acquisition Program (ESAP) while at Public Services and Procurement Canada, leading the Construction, Architecture and Engineering Contracting team at Global Affairs Canada, and overseeing procurement operations at Indigenous and Northern Affairs Canada (now Indigenous Services Canada).

Throughout his career, Chris has consistently sought opportunities to engage in complex procurement projects. He has successfully implemented innovative procurement solutions, contributing to the effective execution of projects and delivering positive outcomes for Canadians both domestically and internationally.

**CONCURRENT SESSION # 17**

**LIVING THE DREAM - YOUR CAREER IN PROCUREMENT AND MATERIEL MANAGEMENT**

Growing up, did you ever think you would end up with a successful and rewarding career in Procurement and Material Management? How did we all get here? Sometimes our careers take us in unexpected directions but result in amazing opportunities. Please join us for a candid discussion with our dynamic panel of experts who will share their journey and provide tips and tricks on how you too - Can Live the Dream!!

**Moderator:**

- Caroline Landry, Executive Director, Strategic Policy Sector, Procurement Branch, Public Services and Procurement Canada

**Panelists:**

- Josée Doucet, Senior Director, GCSurplus, Public Services and Procurement Canada
- Christine Lamarche, Director General, Procurement, Materiel and Assets Management, Royal Canadian Mounted Police
- Melody Jeaurond, Director, Procurement Services, National Capital Commission (NCC)

- Martin Stein, Manager, Procurement and Contracting, Canadian Radio-television and Telecommunications Commission
- Mathieu Lemieux, A/Senior Acquisitions Advisor, Contracting and Procurement Unit, Public Safety Canada

**Caroline Landry, Executive Director, Strategic Policy Sector, Procurement Branch, Public Services and Procurement Canada**

Caroline Landry is a member of the CIPMM Board of Directors as well as the Chair of the CIPMM Mentorship Program. For her day job, Caroline is an Executive Director in the Strategic Policy Sector within the Procurement Branch at PSPC. She has over 24 years' experience in the Government of Canada, with the last 16 years in various leadership roles in Procurement. She is passionate about all things procurement and is a strong advocate for our Procurement and Material Management Community.

**Josée Doucet, Senior Director, GCSurplus, Public Services and Procurement Canada**

Josée Doucet joined the public service in 2009 following a full and rewarding career in the Canadian Armed Forces. She worked within the Department of National Defence as a Senior Policy Analyst and advisor in the area of Materiel Management and as a Senior Procurement Authority responsible for the management of a variety of contracts including Optimized Weapon System Management, Repair and Overhaul and Foreign Military Sales. Josée joined Public Services and Procurement Canada in 2014 as the manager responsible for the divestment of surplus controlled goods and specialized assets. Josée was appointed GCSurplus Senior Director in March 2020 and takes great pride in GCSurplus's increased leadership role in Materiel Management.

**Christine Lamarche, Director General, Procurement, Materiel and Assets Management, Royal Canadian Mounted Police**

Christine Lamarche is the Director General, Procurement, Materiel and Asset Management with the Royal Canadian Mounted Police. Christine joined the Public Service as an FSWEF student. She has spent her career in procurement in various roles at Public Services and Procurement Canada, the Privy Council Office, the Immigration and Refugee Board of Canada, Canada Border Services Agency and is now working at the RCMP. Christine graduated from the University of Ottawa with a Bachelor's degree in Administration.

**Melody Jeaurond, Director, Procurement Services, National Capital Commission**

Melody is a seasoned federal government procurement professional with over 20 years of experience. You may recognize her from her role with the former Certification Program from Treasury Board Secretariat, or her many previous roles with CIPMM, which include Vice-President (2016-19) and Chair of the National Workshop (2017-19).

Melody is currently Director, Procurement with the National Capital Commission (NCC). Prior to her role at the NCC, she was a Director at Public Services Procurement Canada (PSPC). At PSPC, she was responsible for the mandatory Professional Services Methods of Supply, their modernization, and the Centralized Professional Services System.

Melody is passionate about procurement, and the importance of continuing education for the federal procurement community. She is excited to participate as a panelist at the 2024 National Workshop. She looks forward to meeting new colleagues, as well as seeing some familiar faces!

**Martin Stein, Manager, Procurement and Contracting, Canadian Radio-Television and Telecommunications Commission**

Martin Stein is the Procurement Manager in the Finance and Administration Section at the Canadian Radio-television and Telecommunications Commission. He brings over 12 years of experience in the Government of Canada, 8 of which have been spent in procurement leadership roles. He serves as a Mentor in the Procurement Mentorship Program and is an advocate for the Canadian Institute for Procurement and Materiel Management, championing its mission to build capacity, foster collaboration, and promote professional excellence across the procurement and materiel management community. Drawing on his experience in a smaller department, Martin offers a unique perspective and is always willing to discuss procurement strategy, mentor up-and-coming public servants, and connect with peers.

**Mathieu Lemieux, A/Senior Acquisitions Advisor, Contracting and Procurement Unit, Public Safety Canada**

Mathieu is currently a A/Senior Acquisitions Advisor with Public Safety's Contracting and Procurement Unit. A Public Servant since 2012, Mathieu has worked in many departments including the Department of National Defence, Statistics Canada, the Department of Justice Canada, Transport Canada, and the Treasury Board of Canada Secretariat. Mathieu gained his experience in procurement as a client in the development of requirements in support of departmental programs and initiatives. A graduate of CIPMM Mentorship Program, Mathieu joined the operational procurement community in 2022. In his current role, he procures medium to high complexity professional services, research from academic institutions, and contracting in support of public-facing events.

**CONCURRENT SESSION # 18**

**PROCUREMENT POWER: DRIVING URGENT CLIMATE ACTION FOR A SUSTAINABLE CANADA**

With fewer than 150 Canadian companies having set a science-based target to reduce carbon emissions - Canada is not on track to meet our climate or other sustainability goals. Come learn why Procurement professionals have the power to change that and make a meaningful impact on Canada's sustainability performance.

Learn about the role of procurement in advancing the Circular Economy and actions that you can take immediately.

**Frances Edmonds, Head of Sustainable Impact, HP Canada**

Frances Edmonds is the Head of Sustainable Impact at HP Canada, where she is responsible for business development and oversees Corporate Social Responsibility programs nationally. With a focus on sustainable procurement, Frances is driving

meaningful change cross-sector that supports a more circular and sustainable economic future for Canada. With more than 30 years of experience, Frances is recognized as one of Canada's top sustainability professionals having received two Clean 50 awards, is listed on the Canadian Women in the IT Channel Hall of Fame and has led HP to become the most sustainable technology company in Canada.

Passionate about driving change through education, Frances has developed and implemented volunteer programs globally for HP. She is Vice Chair of the board of Learning for a Sustainable Future and serves as a consultant for customers and academic institutions on sustainability strategies. She also sits on the Sustainable Development Advisory Council for the Minister of Environment and Climate Change Canada as well as having completed work on the Expert Panel on the Circular Economy in Canada as assembled by the Council of Canadian Academies. As seen on stages including Elevate and TEDx, Frances is both a guest lecturer and speaker on a wide range of topics including the circular economy. With a degree in Environmental Science from Bradford University (UK) and a post-graduate diploma in Occupational Health and Safety, Frances is also a Canadian Registered Safety Professional (CRSP).

### **CONCURRENT SESSION # 19**

#### **FROM SILOS TO SOLUTIONS: ENHANCING CROSS-FUNCTIONAL CORPORATE SERVICE PARTNERSHIPS**

This session will critically examine shared challenges and systemic barriers experienced across procurement, materiel management, real property, financial management, and other corporate services. Panelists will analyze intersection points and process overlaps, with a focus on how policy, digital systems, and governance structures can either reinforce silos or enable true cross-functional integration.

#### **Moderator:**

Carolyn Montague, Partner, Performance Management Network Inc. and President, Canadian Institute for Procurement and Materiel Management (Volunteer)

#### **Panelists:**

- Jean-Claude Azar, Director General, Administration Directorate, Finance and Administration Branch, Canada Revenue Agency
- Robert Ashton, Senior Director, Procurement, Facilities and Workplace Innovation, Chief Procurement Officer, Elections Canada
- Nausheena Wright, Acting Director General, Chief Financial Officer Branch, Health Canada
- Maxime Thauvette, Executive Director – Asset Management, Policy and Procurement (AMPP), Chief Financial Officer Branch (CFOB), Employment and Social Development Canada

#### **Carolyn Montague, Partner, Performance Management Network Inc. and President, Canadian Institute for Procurement and Materiel Management (Volunteer)**

Carolyn is the President of CIPMM as well as a Partner at Performance Management Network Inc, a management consulting firm located in Ottawa. Carolyn started in

procurement in 1982 as an Intern Officer at what was called Supply and Services way back then. It is now PSPC. Over her 40 years in procurement, she has procured almost every type of service as well as software, hardware and many types of goods. She has delivered at one point or another all of the courses required for the Procurement and Materiel Management certification program on behalf of CSPA as well as developing and delivering over 35 different courses for various federal departments and agencies.

**Jean-Claude Azar, Director General, Administration Directorate, Finance and Administration Branch, Canada Revenue Agency**

Jean-Claude began his career in the federal public service in 2006 and has held positions of increasing responsibilities during the years that followed. Since 2009, he has held various management and executive positions across Procurement and Materiel Management. He led the 31 transformations of the Procurement at the Department of Fisheries and Oceans Canada, and he is currently the Director of the Contracting Division at CRA. He holds a degree in Commerce and is a graduate of the Canada School of Public Service Leadership Program Direction.

**Robert Ashton, Senior Director, Procurement, Facilities and Workplace Innovation, Chief Procurement Officer, Elections Canada**

Robert is the Senior Director of Procurement, Facilities and Workplace Innovation, Chief Procurement Officer at Elections Canada. He has a strong passion for procurement, material management and real property spanning 25 years. Robert was instrumental in revitalizing Elections Canada's procurement function – transforming to a client-centric approach with emphasis on planning and supplier engagement. A champion for early engagement, doing things differently, creativity, being a conceptual thinker, service design and energized by the increasing importance of procurement, material management and real property in digital government. Robert is also the Future of Work Champion responsible for establishing a flexible hybrid work model and the Senior Designated Official for the Prevention and Resolution of Workplace Harassment and Violence at Elections Canada.

**Nausheena Wright, Acting Director General, Chief Financial Officer Branch, Health Canada**

Nausheena Wright has worked in procurement since beginning her public service career 18 years ago. She has worked in various areas of procurement including operations, asset management and data/reporting. Nausheena is currently the Director of Procurement and Materiel and Asset Management at Health Canada, where she is responsible for providing centralized procurement and asset management services to Health Canada and the Public Health Agency of Canada, in within the framework of a shared services partnership. Over the past two years, she has provided critical support to both organizations to meet procurement needs to support the pandemic response. She is currently focused on modernizing procurement within the organization while meeting policy requirements in the ever-changing procurement sector.

Nausheena holds a Bachelor of Commerce from the University of Ottawa. Fresh out of university, Nausheena joined the public service as an Internal Officer (IA) at Public

Services and Procurement Canada (PSPC). Through the AI program, Nausheena gained experience in procurement of various goods and services. She continued her career in the field of procurement at Natural Resources Canada and Statistics Canada before landing at Health Canada in 2015, where she still holds the position of director today. She is married and has two little boys who keep her very busy. She enjoys reading, puzzle games and is an enthusiastic Swiftie (Taylor Swift fan).

**Maxime Thauvette, Executive Director – Asset Management, Policy and Procurement (AMPP), Chief Financial Officer Branch (CFOB), Employment and Social Development Canada**

Maxime Thauvette is the Executive Director of Asset Management, Policy, and Procurement at Employment and Social Development Canada (ESDC). He leads ESDC's procurement operations and strategy, overseeing the National Acquisition Card Program, legislative reporting, policy governance, asset management, client advisory services, capacity building, and collaboration with key stakeholders to advance ESDC's strategic initiatives. He began his public service career in 2009 through Public Services and Procurement Canada's (PSPC) Intern Officer Development Program. Over 14 years at PSPC, Maxime held progressively senior roles, including leading procurement activities for the Canadian Dental Care Plan and the Benefits Delivery Modernization initiative. In these roles, he managed complex procurement strategies, fostered stakeholder engagement, and oversaw contracts valued at hundreds of millions of dollars.

Maxime holds a Joint Honours Bachelor's degree in History and Political Science from the University of Ottawa. His contributions to procurement transformation have been recognized through multiple awards for excellence in client service and significant achievements in key government initiatives.

**CONCURRENT SESSION # 20**

**LEVERAGING ANALYTICS AND DATA FOR SMARTER, MORE AGILE PROCUREMENT**

As public sector organizations face increasing pressure to optimize spending, enhance transparency, and improve efficiency, the strategic use of data has become more critical than ever. In this session, we'll explore how analytics and data are revolutionizing procurement practices--across the government, education, health, and nonprofit sectors.

We'll dive deep into:

- The current state of data analytics in federal procurement
- Benefits of data-driven decision-making in the acquisition process
- Implementing predictive analytics to forecast future needs and market trends
- Strategies for improving spend visibility and cost savings
- Best practices for fostering a data-centric culture within procurement teams

This session is ideal for procurement officers, contract specialists, program managers, and agency leaders looking to harness the power of data to drive more effective and efficient procurement processes. Attendees will gain practical insights and actionable



strategies to implement data-driven approaches in their own organizations, ultimately leading to better value for taxpayers and improved mission outcomes.

Join us to discover how analytics and data can transform federal procurement from a reactive function to a strategic driver of organizational success.

**Jacob Korenblum, Head of Canada Public Sector, Amazon Business Canada**

Jacob Korenblum is a former head of digital policy at the Ontario Digital Service, working on procurement files in the provincial Ministry of Public and Business Service Delivery, the Cabinet Office, and the Treasury Board Secretariat. Currently, he leads the Public Sector practice at Amazon Business Canada. Jacob holds a degree in economics and international relations from the University of Toronto, and an Ed.M. in international education policy from Harvard University, where he served as a Reynolds Foundation fellow in social enterprise.

**JUNE 4, 2025**

**KEYNOTE # 21**

**Bill Matthews, Secretary of the Treasury Board, Treasury Board of Canada Secretariat**

On May 24, 2024, the Prime Minister announced the appointment of Bill Matthews to the position of Secretary of the Treasury Board.

Prior to his most recent appointment, Mr. Matthews held the position of Deputy Minister of National Defence between January 2022 and June 2024, Deputy Minister of Public Services and Procurement between January 2019 and January 2022, Senior Associate Deputy Minister of National Defence between October 2017 and January 2019 and served as the Comptroller General of Canada between July 2014 and October 2017.

Mr. Matthews has also held various senior-level positions within the Office of the Comptroller General and the Treasury Board of Canada Secretariat with responsibilities in the areas of financial management policy, estimates, evaluation, and expenditure management.

Mr. Matthews is a chartered professional accountant and was named a Fellow by the Chartered Professional Accountants in October 2016. He holds a Bachelor of Commerce from Dalhousie University.

**CONCURRENT SESSION # 22**

**CHANGE MANAGEMENT IN AI ADOPTION**

Managing organizational resistance to AI technologies is crucial for successful implementation. Best practices include fostering a culture of collaboration and transparency, where employees are actively involved in the AI transition. Training programs should focus on enhancing digital skills and addressing concerns about AI's impact on jobs. Engaging employees early through scenario-based approaches can build

confidence and ease fears. Leadership must advocate for AI integration, demonstrating its benefits and aligning AI initiatives with organizational goals.

**Anjana Raman, Director, Program Management, Infosys Public Services**

Anjana has 27+ years of experience in procurement, transit, financial services, manufacturing across a wide spectrum of industries including government. As the Program Manager, Anjana is leading the EPS and CanadaBuys program on the Infosys side, supporting and enhancing the implemented solution. The CanadaBuys website supports the needs of all Canadians and meets the requirements for Accessibility and CETA compliance.

**Bob Ellis, Consulting Partner – Workforce Transformation, Infosys Public Services**

Bob Ellis has been a professional management consultant for more than 26 years and with Infosys Consulting for 19 years. He has served in various global and regional leadership roles and currently is Infosys' Workforce Transformation practice leader for North America. Bob specializes in developing, operationalizing, and implementing strategies to ensure business acceptance of, and value realization from, complex technology-enabled business transformation programs.

**CONCURRENT SESSION # 23**

**UNDERSTANDING PSPC'S SOFTWARE AS A SERVICE SUPPLY ARRANGEMENT**

The Software as a Service Supply Arrangement was established in 2019 in order to simplify the procurement process for SaaS Solutions and associated professional services. The intent of this presentation is to provide Government of Canada clients with information regarding accessing and procuring through the Software as a Service Supply Arrangement, and to increase awareness of the vehicle both within the GC and among suppliers in the SaaS industry.

**Elizabeth Quenville, Procurement Manager, Public Services and Procurement Canada**

Elizabeth Quenville is a manager in the Applications and Software Procurement Directorate at Public Services and Procurement Canada. Elizabeth has been working in ASPD for over 18 years and currently manages the team responsible for the Software as a Service Supply Arrangement. She is an active participant in the Government of Canada's Cloud Procurement Working Group, establishing tools and templates to help provide PSPC and other government departments with the information and tools required to procure SaaS Solutions.

**CONCURRENT SESSION # 24**

**HOW NET-ZERO PROCUREMENT HELPS WIN THE GHG REDUCTION TRIFECTA**

The presentation will follow the flow of the learning objectives:

1. Explain the need for the business community to be engaged in the race to net-zero.
2. Explain the 4-part definition of Net-Zero Procurement (NZP).
3. List the three elements of the climate change GHG reduction trifecta.

4. Describe the Signal-Prefer-Require approach to engage suppliers in reducing their GHG emissions.
5. Describe how public sector use of NZP could be scaled to fix the global climate emergency.

The climate crisis is an existential threat to human civilization. If organizations integrated a robust Net-Zero Procurement system into their existing procurement processes, worldwide, it would unleash a powerful market force / movement that increases the possibility of winning the climate change GHG reduction trifecta:

1. Reduce the carbon footprints of all products to net-zero by 2050 or sooner
2. Reduce all companies' GHG emissions to net-zero by 2050 or sooner
3. Fix the climate crisis by 2050 or sooner"

### **Dr. Bob Willard, Founder and Chief Sustainability Champion, Sustainability Advantage**

Bob is a leading expert on sustainability justifications, sustainability reporting frameworks, and sustainable procurement. Over the last 23 years, he has given over 1,800 presentations, has authored six books and published two white papers. He provides six [Master Slide Decks](#) and over a dozen free, open-source tools and resources for sustainability champions and procurement professionals.

For the last few years, Bob has focused on [Sustainable Procurement](#) and [Net-Zero Procurement](#) as market forces to mobilize businesses in the race to net-zero GHGs. He currently serves on the [Circular Innovation Council](#) board and the [Sustainable Purchasing Leadership Council \(SPLC\)](#) board – he co-developed the [SPLC Navigator](#) with SPLC staff. Bob is on the core faculty of the Canadian Business for Social Responsibility (CBSR) [Sustainable Procurement Fellowship](#) program, is an Ambassador for the [Sustainable Procurement Pledge](#), and is an Advisor to the [Mission from MaRs – Net-Zero Procurement Mission](#). He teaches a 4-webinar [ISSP course on Sustainable Procurement](#) which provides guidance on how to use his free, open-source [Sustainable Procurement Toolkit](#) and [Net-Zero Procurement Toolkit](#).

Bob serves on the [B Corp Standards Advisory Council](#) and the [Whitby Sustainability Advisory Committee](#). He was one of five inaugural inductees into the [International Society of Sustainability Professionals \(ISSP\) Hall of Fame](#) in 2011, has received three [Clean50](#) awards including a [Lifetime Achievement award](#) in 2023, and has earned six “[Best for the World - Overall](#)” and five “[Best for the World – Community](#)” awards since becoming a Certified B Corp in 2012. Sustainability Advantage was the first company to reach the highest Diamond tier of Canada’s [Net-Zero Challenge](#) in 2023.

More information about Bob and his resources for sustainability champions can be found at [www.sustainabilityadvantage.com](http://www.sustainabilityadvantage.com).

## **CONCURRENT SESSION # 25**

### **KEY CONSIDERATIONS IN WAREHOUSING**

Come join this Panel discussing Warehousing considerations in government organizations. Holding and managing materiel is a critical activity to ensure the ability meet departmental mandates and protect governmental resources. Representatives from DND and RCMP will be joining us to share their knowledge.

#### **Moderator:**

Bronwynn Guymer, Section Head, DMPP 7, Materiel Policy and Procedures, Department of National Defence

#### **Panelists:**

- Mike Rainville, National Manager, Uniform & Equipment Program Operations, Royal Canadian Mounted Police
- Richard Quinn, Strategic Supply Chain Advisor, Department of National Defence

#### **Bronwynn Guymer, Section Head, DMPP 7, Materiel Policy and Procedures, Department of National Defence**

Bronwynn Guymer is the Senior Policy Analyst for Materiel Management in DND and the CAF. She has extensive Materiel Management experience from operational front-line units up to corporate oversight and coordination. She has completed the Certified Supply Chain Transformation Architect Training, is certified in Supply Chain Operations Reference Model and has led multiple change initiatives within DND.

#### **Mike Rainville, National Manager, Uniform & Equipment Program Operations, Royal Canadian Mounted Police**

Mike started his career in the Federal Public Service in 2008 as a warehouse technician in the RCMP's Uniform & Equipment Program. He then moved to a client services representative role and also worked within the Program's Design & Technical Authority Section. In 2011, Mike began to take a particular interest in the procurement and material management aspects of the UEP and worked closely with the Forecasting, Accounting & Administration Section manager prior to her retirement. After successfully winning the competition for the position, Mike continued in this critical role which included material forecasting for all RCMP uniform supplied by UEP, managing the Program's budget, initiating requisitions for competitive solicitations and engaging in low dollar value purchases for both operations & maintenance and uniform. Mike took over as National Program Manager in June of 2024. Additionally, Mike has worked intimately across multiple modules with the RCMP's instance of SAP and is engaged with the RCMP's transition to S4HANA.

#### **Richard Quinn, Strategic Supply Chain Advisor, Department of National Defence**

Richard Quinn is a former senior military logistician with over 30 years of experience. As a Logistics Officer he has acquired all-embracing knowledge and experience in supply chain management which includes the acquisition, movement, accounting, storage and disposal of goods, business planning, performance measurement and budget management. He is well versed in the art of networking with departmental managers and

executives to implement business objectives. He is an accomplished briefer and instructor. His various employment assignments have provided him with extensive experience in offering advice to senior officials and resolving complex and sensitive issues, either personal or business-related and has often served as the Subject Matter Expert in various fields of study such as Logistics Planning and Support, Change Management, Performance Management and Ethics.

## **CONCURRENT SESSION # 26**

### **THE CHANGING ROLE OF REQUIREMENTS IN FUTURE PROCUREMENTS**

As procurement evolves to meet rising expectations around transparency, complexity, and outcomes, the role of requirements is shifting. No longer just a checklist created at the outset, requirements must be designed to support flexibility, defensibility, and long-term value. In this session, Commerce Decisions explores how early-stage requirements development—when done collaboratively—can lay the foundation for future-ready procurements. We'll share practical insights on avoiding common pitfalls and aligning requirements with the evaluation strategies of tomorrow.

#### **Drew Schlosser, Deputy Professional Services Director, Commerce Decisions**

procurement of a number of strategic projects, including the Canadian Surface Combatant. Since joining Commerce Decisions in 2019, Drew has provided thought leadership and expert advice to several multi-billion-dollar DND projects as well as training and evaluation design support to smaller projects in Defence, PSPC, and Crown Corporations. As Deputy Professional Services Director, he is responsible for leading Service Delivery across our global hubs in Ottawa, Canberra Australia, and Oxfordshire UK.

#### **Danielle Moore, Senior Procurement Consultant, Commerce Decisions Canada Ltd.**

Danielle Moore is a Senior Procurement Consultant who resides in Stittsville, ON. She came to Commerce Decisions after a 31-year career with the Royal Canadian Navy where she started on the West Coast serving on the HMCS OTTAWA frigate and HMCS ALGONQUIN destroyer. She served in Portsmouth, UK as a Trials officer for new communication, navigation, and command and control systems. And has spent the last 12 years working in Gatineau as the project manager for several key in-service support projects. She oversaw teams progressing high value replacement and acquisition projects on both the marine and weapon system side of the house and served as the Supportability lead on the Canadian Surface Combatant project. Since joining Commerce Decisions in 2021, she has worked with FAcT, STTC, VISSC 2, and the LUV projects helping them to develop their Bid Tender evaluation as well as provided training to procurement team members in Canada.

## **CONCURRENT SESSION # 27**

### **DIVERSITY: DOES IT REALLY TRANSFORM THE WORKPLACE? A COMPREHENSIVE OVERVIEW AND DISCUSSION (PART 1)**

#### **Moderator:**

Ève Corbin, A/Director, Special Project: Asset Management Secretariat (AMS), Transport Canada

#### **Panelists:**

- Robert Ashton, Senior Director, Procurement, Facilities and Workplace Innovation, Chief Procurement Officer, Elections Canada
- Tamara McNulty, Director - Procurement, Grants and Contributions Branch / Chief Financial Officer Directorate, Parks Canada Agency
- Jo-Ann Purcell, Public Services and Procurement Canada

**Ève Corbin, A/Director, Special Project: Asset Management Secretariat (AMS), Transport Canada**

#### **Robert Ashton, Senior Director, Procurement, Facilities and Workplace Innovation, Chief Procurement Officer, Elections Canada**

Robert is the Senior Director of Procurement, Facilities and Workplace Innovation, Chief Procurement Officer at Elections Canada. He has a strong passion for procurement, material management and real property spanning 25 years. Robert was instrumental in revitalizing Elections Canada's procurement function – transforming to a client-centric approach with emphasis on planning and supplier engagement. A champion for early engagement, doing things differently, creativity, being a conceptual thinker, service design and energized by the increasing importance of procurement, material management and real property in digital government. Robert is also the Future of Work Champion responsible for establishing a flexible hybrid work model and the Senior Designated Official for the Prevention and Resolution of Workplace Harassment and Violence at Elections Canada.

#### **Tamara McNulty, Director - Procurement, Grants and Contributions Branch / Chief Financial Officer Directorate, Parks Canada Agency**

Throughout her 22-year career in federal government procurement, Tamara McNulty has devoted her passion and strategic approaches to operational challenges through functional leadership of various teams providing contracting services for goods, professional services, information technology, construction, as well as architectural and engineering services. Since 2015, in her role as Director, Tamara has led a transformation of Parks Canada's procurement and grants and contributions functions by building a team of over 60 functional experts in the delivery of procurement for goods, services, construction, A&E services, materiel management (including fleet), and transfer payments. Working from as many as 14 locations across Canada, Tamara and her team provide value-added procurement services to support and enable the delivery of Parks Canada's mandate in operating our national parks, national historic sites and national marine conservation areas for visitors to learn about, enjoy and protect for future

generations. She began her career at Public Works and Government Services Canada in 2001, moving to Canada Revenue Agency where she spent 11 years before joining Parks Canada Agency. Tamara holds a Bachelor of International Business degree from Carleton University.

**Jo-Ann Purcell**, Public Services and Procurement Canada

## **CONCURRENT SESSION # 28**

### **FROM CONTRACT TO DELIVERY – A PRIMER ON SHIPPING AND LOGISTICS**

A crucial aspect of procurement is determining how goods will reach their destination and who will be responsible for getting them there. This session provides a comprehensive overview of best practices for shipping and logistics, emphasizing the importance of clear and complete terms and conditions to ensure the timely and cost-effective delivery of goods while maintaining supply chain integrity. The session delves into various contracting options, including the use of standard commercial terms such as Incoterms and the Uniform Commercial Code (UCC). We also cover the roles and responsibilities of buyers and sellers under common commercial rules, provide guidance on negotiating and referencing these terms in contracts, and discuss the coordination involved in logistics, including transportation, export and import customs clearances, and the allocation of costs such as duties and taxes.

### **Tanay Patel, Manager, Strategic Policy Development, Public Services and Procurement Canada**

Tanay Patel brings over 19 years of public sector experience in procurement, materiel management, commercial policy, and strategic planning. At Public Services and Procurement Canada, Tanay is dedicated to developing innovative procurement policies and tools. He holds a Bachelor of Science from Mount Allison University and a Master of Science from the University of Florida. As an advocate for efficient logistics, Tanay is committed to optimizing the movement of goods through clear terms, conditions, and processes.

### **Susan Skaarup, Policy Analyst, Strategic Policy Sector, Public Services and Procurement Canada**

Susan Skaarup brings 17 years of public sector experience along with extensive expertise working in the private sector across Canada. Prior to joining Public Services and Procurement Canada, Susan worked in various federal government organizations, including as an Incoterms policy and procedures advisor with the Department of National Defence. In support of shipping and logistics, Susan is dedicated to proactively resolving issues through the development of clauses and conditions and providing expert policy advice across the asset lifecycle. Susan holds a Bachelor of Arts degree from Lakehead University, a teaching certificate from St. Nicholas Montessori in London, England, and has completed coursework in real estate and estates with the Institute of Law Clerks of Ontario.

## **CONCURRENT SESSION # 29**

### **TIME FOR ACTION: TACKLING THE TOP 5 FEDERAL PROCUREMENT CHALLENGES**

Federal procurement requires fundamental change, as the same issues continue to resurface year after year. To tackle this challenge, OPO has assembled a team of diverse procurement stakeholders, to identify the top 5 transformational changes necessary to drive meaningful improvements in federal procurement. It is time for action so join us to explore the issues and solutions to the most pressing issues facing federal procurement.

#### **Alexander Jeglic, Procurement Ombud, The Office of the Procurement Ombud**

Mr. Alexander Jeglic has been re-appointed as Procurement Ombud for another five-year term.

Alex is a lawyer by background and previously served as General Counsel for Private-Public Partnerships Canada Inc., a federal Crown Corporation, where he was involved in the procurement processes for large infrastructure projects. He also held positions of increased responsibility in the United States and Canada including at the Canadian Commercial Corporation as Senior Legal Counsel and the Australian Trade Commission as Business Development Manager and International Trade Advisor in Washington (DC). Throughout Alex's legal and professional career, he has focused primarily on procurement, contracting and dispute resolution which has served him well as Procurement Ombud.

Alex graduated from Carleton University in Ottawa with a Bachelor of Arts (Law), with a concentration in Business Law, in 2000. In 2001, he completed the Cornell Law School Paris Summer Institute program in international and comparative law and in 2003 completed a Juris Doctor (JD) degree from Loyola University Chicago School of Law in Chicago, Illinois with a certificate in International Law.

Alex has also taught procurement law at Carleton University for several years. Alex and his wife Shelley have four children, Xavier, Gabriella, Julianna and Oliver.

#### **Melissa Snowden, Senior Risk Advisor, The Office of the Procurement Ombud**

Melissa Snowden (she/her) has held the role of Senior Risk Advisor at the Office of the Procurement Ombud (OPO) since 2019 and has held various other roles within the federal government since 2016. She is an alumni of the University of Ottawa with an Honours Bachelor of Political Science and a Master of Public Administration.

## **CONCURRENT SESSION # 30**

### **SMART PROCUREMENT: HOW AI IS TRANSFORMING PROCUREMENT**

Join us for an inspiring TED Talks–style session that explores the transformative impact of artificial intelligence and intelligent automation on government procurement. This engaging presentation will reveal how these cutting-edge technologies can revolutionize procurement processes by tackling longstanding challenges, reducing costs, and accelerating operations. You'll discover real-world applications and visionary insights designed to empower you to enhance your work processes and achieve better outcomes.



Designed to ignite and empower procurement professionals, this session explores the potential benefits of AI and intelligent automation in reimagining procurement as a dynamic, efficient, and strategic function—one that meets today’s demands while paving the way for tomorrow’s breakthroughs.

**Brian Wray, Manager, Data Science & AI Incubation, Shared Services Canada**

Brian Wray is an innovative leader advancing artificial intelligence (AI) and digital transformation within the Canadian public sector. As Manager of Data Science & AI Incubation, he has championed the development and deployment of cutting-edge AI solutions that drive government efficiency and enhance public service. He is a driving force behind CANChat, SSC’s generative AI initiative, ensuring it aligns with Canadian data residency standards and operates responsibly within government frameworks. With a wealth of experience in strategic roles, Brian excels in driving complex technology initiatives, fostering collaboration, and delivering accessible, impactful AI solutions for the public sector.

**CONCURRENT SESSION # 31**

**CONFLICT OF INTEREST IN PROCUREMENT AND MATERIEL MANAGEMENT**

As the role of Procurement and Materiel Management becomes increasingly complex, situations where conflicts of interest may arise are also increasing. Join TBS for a discussion on examples of COI within supply chain management, how you can avoid finding yourself in a conflict-of-interest situation and how you can identify risks across the entire life cycle of your procurement or project. This session will touch on common areas of COI and allow participants to ask policy makers questions on how they can safeguard their work against any conflicts of interest.

**Joel Heise, Senior Director, Procurement and Materiel Management, Office of the Comptroller General, Treasury Board of Canada Secretariat**

Joel Heise is relatively new to the world of federal procurement. Prior to taking on his current post as Senior Director, Procurement and Materiel Management within the Office of the Comptroller General, he served as Director, Government Acquisitions within the Government Operations Sector of the Treasury Board Secretariat. In that role, Joel helped Public Services and Procurement Canada successfully deliver dozens of submissions seeking various contracting authorities from Treasury Board. He helped guide the strategic development and positioning of many large scale and contentious procurement files, providing clients with advice on how to engage Treasury Board and adhere to the relevant Treasury Board policy suite while undertaking procurement activities. With nearly 14 years’ experience at the Treasury Board Secretariat, Joel is well positioned to continue to provide strategic advice and leadership with respect to the application of Treasury Board policies and processes to real world procurement issues.

**Iga Kurzydlo, Manager, Procurement and Materiel Management, Office of the Comptroller General, Treasury Board of Canada Secretariat**

Iga is a manager in the Procurement and Material Management Policy Division at the Treasury Board Secretariat (TBS), where she oversaw the development of the [Guide to](#)

[Mitigating Conflicts of Interest in Procurement](#) and serves as a values and ethics representative at TBS. Iga has worked in diverse policy areas (environmental, socioeconomic, international) across several federal departments and completed the government's [Advanced Policy Analyst Program](#). Iga has a Bachelor's degree in Political Science from Brock University and a Master's degree in European and Russian studies from Carleton University. She is mom to two young boys and loves to be active and outdoors.

**Michel Hobbs, Treasury Board of Canada Secretariat**

## **CONCURRENT SESSION # 32**

### **DIVERSITY: DOES IT REALLY TRANSFORM THE WORKPLACE? A COMPREHENSIVE OVERVIEW AND DISCUSSION (PART 2)**

#### **Moderator:**

Ève Corbin, A/Director, Special Project: Asset Management Secretariat (AMS), Transport Canada

#### **Panelists:**

- Robert Ashton, Senior Director, Procurement, Facilities and Workplace Innovation, Chief Procurement Officer, Elections Canada
- Tamara McNulty, Director - Procurement, Grants and Contributions Branch / Chief Financial Officer Directorate, Parks Canada Agency
- Jo-Ann Purcell, Public Services and Procurement Canada

**Ève Corbin, A/Director, Special Project: Asset Management Secretariat (AMS), Transport Canada**

#### **Robert Ashton, Senior Director, Procurement, Facilities and Workplace Innovation, Chief Procurement Officer, Elections Canada**

Robert is the Senior Director of Procurement, Facilities and Workplace Innovation, Chief Procurement Officer at Elections Canada. He has a strong passion for procurement, material management and real property spanning 25 years. Robert was instrumental in revitalizing Elections Canada's procurement function – transforming to a client-centric approach with emphasis on planning and supplier engagement. A champion for early engagement, doing things differently, creativity, being a conceptual thinker, service design and energized by the increasing importance of procurement, material management and real property in digital government. Robert is also the Future of Work Champion responsible for establishing a flexible hybrid work model and the Senior Designated Official for the Prevention and Resolution of Workplace Harassment and Violence at Elections Canada.

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**Jo-Ann Purcell**, Public Services and Procurement Canada

**CONCURRENT SESSION # 33**

**MATERIEL MANAGEMENT: DIVESTITURE OF SURPLUS MATERIALS AND ZERO PLASTIC WASTE INITIATIVE**

This session explores the Waste Diversion Program (WDP) which offers sorting and recycling services of surplus office materials and furniture to federal organizations within the National Capital Region (NCR). It will cover its purpose, history, challenges, and solutions. We will discuss how the program has evolved, key milestones, and the difficulties faced, such as participation, infrastructure limitations, and contamination issues. The conversation will also focus on solutions, including education, improved sorting systems, and policy changes to enhance efficiency and effectiveness.

**Lyne Poissant, Manager, Waste Diversion Program, Public Services and Procurement Canada**

Lyne Poissant is the manager of the Waste Diversion Program (WDP) at PSPC. After spending most of her career developing and implementing programs/projects in the private sector, she joined the public service in 2020, initially at the Enterprise Project Management Office (EPMO) of Employment and Social Development Canada, and more recently at the Real Property Services of PSPC. She enjoys the daily impacts the WDP has on Canadians living with developmental disability and on the environment.

## **KEYNOTE # 34**

### **BRIDGE THE CONNECTION DIVIDE: RELATIONSHIPS ARE THE ROAD TO WELL-BEING — DISCOVER THE STEPS TO CLOSER CONNECTIONS**

We're hard-wired for connection—but in today's world, it's never been easier to feel disconnected. In this powerful and timely keynote, clinical psychologist Dr. Miriam Kirmayer unpacks the science of friendship and connection, offering practical tools to strengthen relationships, reduce loneliness, and support well-being—both personally and professionally.

#### **Key takeaways:**

- Why connection is essential for health, happiness, and success
- The biggest myths about relationships—and how to move past them
- Actionable strategies to build resilience and strengthen bonds, even in uncertain times

#### **Dr. Miriam Kirmayer, Clinical Psychologist & World Leading Friendship Expert**

Dr. Miriam Kirmayer is a clinical psychologist, leading friendship expert, and one of the most influential speakers on human connection and social support. With over a decade of research in the science of friendship, Dr. Miriam's work has revolutionized the way we show up for, mentor, and connect with each other.

A sought-after speaker, Dr. Miriam shares inspiring keynotes and workshops at corporate conferences, leadership summits, community-driven events, and leading academic and healthcare institutions. Her clients include The Aspen Institute, The Atlantic's in Pursuit of Happiness summit, Canadian Women in Medicine, The Foundation for Social Connection, The Government of Canada, Entrepreneurs' Organization, and YPO.

Her hands-on research and relatable advice have helped companies around the world boost belonging, engagement, well-being, and mentorship—while giving their teams the tools that benefit them far beyond the workplace.

Dr. Miriam contributes her expertise as a psychological consultant to both the media and connection-driven organizations around the world, helping them bridge the growing gaps between research, policy, and our everyday approach to relationships, leadership, and mental health. She currently sits on the Mental Health Advisory Committee for Wondermind, a mental fitness company co-founded by Selena Gomez and Mandy Teefey and is a trusted consultant for The Foundation for Social Connection.

Dr. Miriam is the creator of the Confidently Connected™ digital learning experience. She has interviewed hundreds of people to capture what it really takes to create closer friendships and resilient relationships. She has supported and coached countless more through her clinical and consulting work. A leading voice in the media, Dr. Miriam regularly contributes research-driven insights and relatable advice to top outlets including The Atlantic, BBC, Financial Times, Forbes, The Guardian, The New York Times, Psychology Today, TIME, and The Wall Street Journal. She is also a frequent guest on television shows and podcasts, ranging from The Today Show and Call Her Daddy to NPR. Dr.

Miriam inspires people worldwide to recognize that we're all at our happiest and healthiest when we invest in the moments that matter—and the connections that count.

### **CONCURRENT SESSION # 35**

#### **MATERIEL MANAGEMENT CONSIDERATIONS FOR PROCUREMENT**

Attention all Procurement Officers, come to this panel to learn from Materiel Management Specialists steps they can take to ensure that the asset can be managed properly.

#### **Moderator:**

Carolyn Montague, Partner, Performance Management Network Inc. and President, Canadian Institute for Procurement and Materiel Management (Volunteer)

#### **Panelists:**

- Mike Rainville, National Manager, Uniform & Equipment Program Operations, Royal Canadian Mounted Police
- Minh-Khai Trinh, Director, International Procurement, Policy and Community Development (AAO), Global Affairs Canada
- Jean-Daniel Bourret, Chief, Contract Quality Assurance and Records Compliance Office, Public Services and Procurement Canada
- Niraj Nitheanandan, Regional Vehicle Fleet Manager, Department of Fisheries and Oceans Canada

#### **Carolyn Montague, Partner, Performance Management Network Inc. and President, Canadian Institute for Procurement and Materiel Management (Volunteer)**

Carolyn is the President of CIPMM as well as a Partner at Performance Management Network Inc, a management consulting firm located in Ottawa. Carolyn started in procurement in 1982 as an Intern Officer at what was called Supply and Services way back then. It is now PSPC. Over her 40 years in procurement, she has procured almost every type of service as well as software, hardware and many types of goods. She has delivered at one point or another all of the courses required for the Procurement and Materiel Management certification program on behalf of CSPS as well as developing and delivering over 35 different courses for various federal departments and agencies.

#### **Mike Rainville, National Manager, Uniform & Equipment Program Operations, Royal Canadian Mounted Police**

Mike started his career in the Federal Public Service in 2008 as a warehouse technician in the RCMP's Uniform & Equipment Program. He then moved to a client services representative role and also worked within the Program's Design & Technical Authority Section. In 2011, Mike began to take a particular interest in the procurement and material management aspects of the UEP and worked closely with the Forecasting, Accounting & Administration Section manager prior to her retirement. After successfully winning the competition for the position, Mike continued in this critical role which included material forecasting for all RCMP uniform supplied by UEP, managing the Program's budget, initiating requisitions for competitive solicitations and engaging in low dollar value purchases for both operations & maintenance and uniform. Mike took over as National Program Manager in June of 2024. Additionally, Mike has worked intimately across

multiple modules with the RCMP's instance of SAP and is engaged with the RCMP's transition to S4HANA.

**Minh-Khai Trinh, Director, International Procurement, Policy and Community Development (AAO), Global Affairs Canada**

Minh Khai Trinh has 20 years of professional experience in procurement, assets and fleet management. As a director of international procurement, policy and community development at Global Affairs Canada (GAC), Khai currently leads a division mandated to provide Real Property and Security Services procurement in support of GAC's vast Missions network. Prior to joining GAC, Khai had worked at CIDA, DND and PSPC (PWGSC) where he had the opportunities to lead and be involved in major IM/IT procurement initiatives and Defence projects/programs including the CF-188, the Snowbirds and the ammunition programs. Khai holds a science degree from l'Université de Montréal and a mini-MBA from McGill.

**Jean-Daniel Bourret, Chief, Contract Quality Assurance and Records Compliance Office, Public Services and Procurement Canada**

Jean-Daniel Bourret is the Chief, Contract Quality Assurance and Records Compliance Office for Public Services and Procurement Canada (PSPC). He has significant education and experience in both Procurement and Materiel Management. His 21-year career in the federal government includes 17 years in procurement, 12 years in Materiel Management and 14 years as an executive. In addition to PSPC, Jean-Daniel worked at Public Health Agency of Canada, Aboriginal Affaires and Northern Development Canada and more recently at Fisheries and Oceans Canada. Jean-Daniel is also the Treasurer of CIPMM.

Jean-Daniel holds a Bachelor in Business Administration with minor in Operations and Logistic from Université Laval, and the Supply Chain Management Professional (SCMP) designation.

**Niraj Nitheanandan, Regional Vehicle Fleet Manager, Department of Fisheries and Oceans Canada**

Niraj Nitheanandan is the Regional Vehicle Fleet Manager – Maritimes Region for Fisheries and Oceans Canada. Niraj joined the federal public service in 2019 with the Correctional Service Canada before joining DFO in 2022. He is also a board member at CIPMM as the Youth Director – Materiel Management.

**CONCURRENT SESSION # 36**

**FUTURE-PROOFING PROCUREMENT & MATERIEL MANAGEMENT**

In an increasingly volatile, uncertain, complex and ambiguous (VUCA) environment, Procurement and Materiel Management may struggle to keep up, getting overloaded with unexpected priorities and events while trying to do more with the same level of resources.

In this interactive talk, Craig will share examples relevant to Procurement and Materiel Management showing how public sector organizations have future-proofed themselves against the challenges of this increasingly VUCA world by:

- Making work visible to make it easier to manage, and to prevent overload.
- Building lightweight check-in routines to adjust to quick changes.
- Running quick experiments to learn and adjust on the fly.
- Freeing up and reserving capacity for “unexpected” new priorities.
- Create a psychologically safe environment to enable the above four objectives.

A handful of exercises make these concepts more vivid, allowing participants to try out some experiments on their own on their return to work.

**Craig Szelestowski, Founder, Lean Agility Inc., Director, Lean Programs, Telfer Business School Centre for Executive Leadership, University of Ottawa**

Craig is a thought leader in Continuous Improvement, Lean, and Agile in the North American public sector. He serves as the Director of Lean Programs at the Telfer Center for Executive Leadership, the executive education arm of the business school at the University of Ottawa. He founded Lean Agility Inc. in 2010 to apply continuous improvement approaches to knowledge work / service organizations in the public sector. With his coaching, his clients have sped up procurement by 70% or more, creating satisfied clients and engaged, relieved, Procurement staff. He contributes to Canadian Government Executive magazine and other publications. He is a frequent speaker at a list of conferences and events too long to state here. He founded the annual Lean Government Summit in 2011.

**CONCURRENT SESSION # 37**

**AGILE PROCUREMENT APPLIED TO CLOUD ... NAVIGATING THE LITIGIOUS LANDSCAPE**

SSC is applying its Agile procurement process 3.0 (APP3.0) to cloud procurement. In February 2024, SSC launched its initial challenged based solicitation for the provision of Infrastructure as a service (IaaS) and platform as a service (PaaS) with the intent to award 2 to 3 task authorization contracts for a period up to 25 years. Prior to the closing of the prequalification, one of the vendors submits 3 successive complaints to CITT.

During this presentation SSC will present the procurement approach, and share lessons learned of CITT determination.

The session will be interactive. Participants should bring their work phone.

**Guyline Carrière, Sr. Director Cloud Procurement Services, Shared Services Canada**

A leader in procurement transformation, Guyline is currently the Sr. Director Cloud Procurement Services at Shared Services Canada (SSC). An engineer by training, she has over 20 years of experience in public procurement. Prior to joining SSC, Guyline worked at the Canadian International Development Agency, now Global Affairs Canada, Public Works and Government Services Canada, and the Canadian Space Agency.

**David Covert, General Counsel, Public Services and Procurement Canada and Shared Services Canada Legal Services (PSPC/SSC), Department of Justice Canada**

David Covert is General Counsel with the Department of Justice, providing legal advice to the PSPC and SSC since 2004. From 2014-17, David was Senior Counsel at the Office of the Superintendent of Financial Institutions. He has advised PSPC and SSC on procurement issues and in particular software and high-tech contracts and related litigation and administrative matters. Prior to that he practiced at a large national law firm focusing on IP litigation and licensing matters. He received his law degree from the University of Ottawa and later obtained an LLM specializing in E-Commerce Law from Osgoode Hall Law School.

David was called to the Ontario Bar in 2000.

**CONCURRENT SESSION # 38**

**TOOLS TO INCENTIVIZE GOOD VENDOR PERFORMANCE IN CONTRACT MANAGEMENT**

A presentation on how the Government of Canada will tackle inconsistent performance such as quality, missed deadlines and unsubstantiated costs in the procurement process. A strong Vendor Performance Management framework will help Buyers, Clients and Vendors address issues and strengthen relationships, driving long term success for all stakeholders.

**Jackie Vallée, Manager, Strategic Policy Sector, Procurement Branch, Public Services and Procurement Canada**

Jackie has over 15 years procurement experience within the federal government, having started in defence procurement. She has been with the Strategic Policy Sector for several years and is currently leading the Vendor Performance Corrective Measure (VPCM) Policy team. Prior to joining the federal government Jackie worked in the private sector as an account manager for a mobile satellite company.

**Beth Bell, Policy Analyst, Strategic Policy Sector, Procurement Branch, Public Services and Procurement Canada**

Beth has extensive experience in optimizing vendor relationships and driving operational excellence, with 18 years as Director of Vendor Management and Governance in the private sector, bringing her experience to the Federal Government nearly five years ago. With a deep understanding of vendor performance metrics, Beth has been instrumental in drafting the Vendor Performance Management (VPM) framework and policy for PSPC.

**Mejuine Chow, Manager, Strategic Policy Sector, Procurement Branch, Public Services and Procurement Canada**

Mejuine is leading the Vendor Performance Management (VPM) team, bringing her enthusiasm, commitment to the success of VPM and 17 years of procurement, business analytics and policy experience within the federal government.



## **CONCURRENT SESSION # 39**

### **RETHINKING GOVERNMENT CONTRACTING: BEST VALUE AND NEGOTIATED RFPS**

This session will highlight the results from two studies recently completed by the Office of the Procurement Ombud on 'Best Value in Federal Procurement and Negotiated RFPS. In the first study, we examined how the concept of Best Value (BV) has evolved in competitive procurement, explored tensions created by the expanded criteria, and highlighted best practices and recommendations that may offer the procurement community and policy makers some guidance. In the second study, we examined whether the federal government should adopt the negotiated RFP process as a more flexible option to traditional tendering formats.

#### **Alexander Jeglic, Ombud, The Office of the Procurement Ombud**

Mr. Alexander Jeglic has been re-appointed as Procurement Ombud for another five-year term.

Alex is a lawyer by background and previously served as General Counsel for Private-Public Partnerships Canada Inc., a federal Crown Corporation, where he was involved in the procurement processes for large infrastructure projects. He also held positions of increased responsibility in the United States and Canada including at the Canadian Commercial Corporation as Senior Legal Counsel and the Australian Trade Commission as Business Development Manager and International Trade Advisor in Washington (DC). Throughout Alex's legal and professional career, he has focused primarily on procurement, contracting and dispute resolution which has served him well as Procurement Ombud.

Alex graduated from Carleton University in Ottawa with a Bachelor of Arts (Law), with a concentration in Business Law, in 2000. In 2001, he completed the Cornell Law School Paris Summer Institute program in international and comparative law and in 2003 completed a Juris Doctor (JD) degree from Loyola University Chicago School of Law in Chicago, Illinois with a certificate in International Law.

Alex has also taught procurement law at Carleton University for several years. Alex and his wife Shelley have four children, Xavier, Gabriella, Julianna and Oliver.

#### **Heather Bartlett, A/Director, Quality Assurance and Risk Management, The Office of the Procurement Ombud**

Heather Bartlett has been a member of the federal public service since 2003 gaining significant experience across multiple departments in procurement management, policy research and development, and leadership.

She has been responsible for policy guidance related to topics such as Intellectual Property, Risk in Contracting, Greening Government, Diversity and Inclusion, Social Procurement, and the Indigenous Procurement Initiative (5%). Additionally, she has served as a mentor through the Canadian Institute for Procurement and Materiel Management (CIPMM).

Since joining the Office of the Procurement Ombud in January 2024, Heather has completed and contributed to various research and reports including the recently published Knowledge Deepening and Sharing piece on Best Value.

**Alex Mendes, Junior Analyst, The Office of the Procurement Ombud**

Alex Mendes (he-him) is a member of the legal team at the Office of the Procurement Ombud and has worked in various roles across the Government of Canada since 2015. Since joining the Office of the Procurement Ombud in August 2023, he has contributed to many reports and research, including the recently published report on negotiated requests for proposals. He holds a Juris Doctor degree from the University of Ottawa's faculty of law.

**CONCURRENT SESSION # 40**

**QUALITY ASSURANCE: ENABLING GETTING THE RIGHT STUFF!!**

Engaging Quality Assurance can help get what it needed for those who need it and learn how government quality assurance plays an important role ensuring what is being asked for is what will be delivered.

**Glendon Romard, Quality Assurance Manager, Directorate of Quality Assurance, Department of National Defence (DND)**

Glendon has over 23 years with the Department of National Defence. He is currently overseeing Government Quality Assurance for 60 contractors for DND, US Defence and NATO in the Eastern Ontario and the Gatineau Area. Glendon manages quality audits for circuit cards, munitions, vehicles, aircraft repair and modification and control systems for ships, tanks and aircraft. He also provides quality assurance training and presentations internally for the Assistant Deputy Minister (Materiel) and to Airforce units and Canadian Forces Recruiting Group.

**Jonathan Boulanger, Operations & Regional Commander (Quebec) for the Directorate of Quality Assurance within the Department of National Defence (DND)**

Jonathan has over 14 years of experience with the Department of National Defence. He currently oversees Government Quality Assurance for nearly 400 contractors working with DND, US Defence, and NATO in Quebec. Jonathan manages a team of five Quality Assurance Managers, who in turn supervise forty Quality Assurance Representatives and Material Management Technicians. Additionally, he leads the Synergy Project, an initiative aimed at enhancing collaboration and addressing quality issues between the Canadian Forces Supply Depots and the Directorate of Quality Assurance.

**JUNE 5, 2025**

**MASTER CLASS # 1**

**MAKING EFFECTIVE USE OF EVALUATION CRITERIA FOR PROFESSIONAL SERVICES**

This masterclass will help participants make better use of evaluation criteria when buying professional services. Public sector organizations are asked to focus on "Outcome-based

procurement", yet many feel ill-equipped to review and propose effective evaluation criteria. Using recent examples and case studies, this interactive masterclass will engage participants in discussions of "Scope", and "testing" evaluation criteria. We'll discuss ways to integrate and leverage industry feedback as part of the process. This is a "must attend" for any level of procurement officer tasked with the procurement of professional services. Participants will leave this session with practical tips and considerations.

### **Martin Chénier, President, Procurement Alliance of Canada**

Passionate about public sector procurement and driven by the Customer Service Experience, Martin Chénier is an award-winning business and people manager who spent the last two decades helping Industry and the Federal Government buy and sell professional services.

Known as "PACman" within the procurement community, Martin is the President and Founder of The Procurement Alliance of Canada; a subscription-based service providing practical resources, webinars, advisory services, and self-directed learning material to public sector procurement professionals, their clients, and suppliers.

Earlier in his career, Martin served two mandates as National Chair of Government Relations for the \$15B Industry Association of Staffing Services; he was a Forty Under 40 recipient in 2008; winner of the Consumer's Choice Award for Best Staffing Agency in Ottawa Gatineau; and Branch Manager of the Year for Outstanding Achievement and Service Excellence.

He supports Public Sector organizations with practical knowledge transfer, coaching, and training services related to professional services procurement, and is an active Industry representative on Government committees and working groups.

His speaking engagements focus on the "eye opener" experience of working alongside suppliers, clients, and public sector procurement folks with a goal of creating an optimal procurement experience.

## **MASTER CLASS # 2**

### **BUSINESS TRANSFORMATION AND LEADING CHANGE**

During this master class we will explore some change management tools and approaches that can help in overcoming organizational inertia and improve business transformation in your organizations. The focus will be on real approaches that have been tried and tested in practical situations, and which generated the most sustainable and consistent results. The methodologies are easily transferable from project to project and organization to organization helping to align governance and oversight, policy, implementation and execution, validation and reporting.

### **Bronwynn Guymer, Section Head, DMPP 7, Materiel Policy and Procedures, Department of National Defence**

Bronwynn Guymer is the Senior Policy Analyst for Materiel Management in DND and the CAF. She has extensive Materiel Management experience from operational front-line

units up to corporate oversight and coordination. She has completed the Certified Supply Chain Transformation Architect Training, is certified in Supply Chain Operations Reference Model and has led multiple change initiatives within DND.

**Becky Ladouceur, Team Lead, Materiel Management Policy Development, Department of National Defence**

Becky is the Team Lead for Materiel Management Policy Development, a position that requires a comprehensive knowledge of the integration between the different functional areas of the Defence Supply Chain. Her team conducts research and analysis before developing or amending policies in the Supply Administration Manual to support the business of the National Defence in Canada and abroad. Becky is part of the recently established Materiel Management Community Update initiative that serves to engage directly with members at all levels of the community in order to provide materiel management related information.

**MASTER CLASS # 3**

**COMMUNICATE WITH IMPACT - THINK ON YOUR FEET® TECHNIQUES FOR SUCCESS**

Do you ever get asked a question and can't think of the answer quick enough? Do you sometimes catch yourself talking in circles? This Master Class will teach you how to take back control in situations where you're unprepared and need to Think on Your Feet®. Participants will learn and practice core communication techniques to analyze, organize and present ideas quickly and effectively. Boost your ability in impromptu situations so you can confidently provide project updates, gain stakeholder buy-in or respond to questions clearly in the moment. This class will equip you with the tools you need to be a clear, concise and influential communicator!

**Kathryn Peterson, Certified Trainer, McLuhan & Davies Communications, Inc.**

Kathryn Peterson holds a degree in psycho education and spent 14 years as an addictions' counselor before transitioning to Training and Development field. Today she has led over 1,000 workshops around Europe and North America. She lectures at Concordia University and is a published author, with books on topics like understanding and finding strategies to deal with difficult personalities. As an Associate of McLuhan & Davies Communications, Inc. she teaches Think on Your Feet® and The Skilled Presenter™ across the Americas.

**MASTER CLASS # 4**

**NEGOTIATED RFPS**

This master class on negotiated RFPS will cover (i) the legal considerations impacting the use of NRFPs in the federal public sector; (ii) practical considerations on how to draft NRFPs and properly manage group evaluations and contract award negotiations.

**Paul Emanuelli, General Counsel and Managing Director, The Procurement Office**

Paul Emanuelli is an internationally known author and procurement lawyer with over twenty-five years' experience in public procurement. He is recognized by Who's Who

Legal as one of the top ten public procurement lawyers in the world and by the courts as an expert in public procurement industry practices.

His portfolio focuses on major procurement projects with an emphasis on technology and public infrastructure. He has in-depth experience advising public bodies on strategic governance in public purchasing and on negotiating high-profile major procurement projects.

Over the last 20 years, he has trained and presented to thousands of procurement professionals from hundreds of institutions across North America through The Procurement Office and in collaboration with leading industry organizations.

Before launching the Procurement Office, Paul practiced for over ten years as Crown Counsel with the Ontario Attorney General at Management Board Secretariat and Crown Law Office Civil and headed the Government of Ontario's Procurement Lawyers Group.

## **MASTER CLASS # 5 (VIRTUAL)**

### **HOW TO DIVEST**

This presentation provides a comprehensive overview of the surplus asset management process, focusing on divestment strategies, tools, and policies. It will guide you through the various stages of asset divestment, from understanding surplus and divestment frameworks to utilizing online resources and tools.

Key topics covered include the GCSurplus platform, a tool for managing surplus assets, and a step-by-step review of the divestment process. The presentation will also explore the different divestment options available, such as reuse, transfer, sale, donation, and conversion to waste, and offer insights into special cases that may require tailored approaches.

Additionally, we will discuss the importance of conducting cost-benefit analyses to make informed decisions, as well as building a robust divestment plan. Practical resources, including IT instructions, FAQs, and further support materials, will be provided in the annexes.

By the end of this session, participants will have a clear understanding of the surplus asset management process and the tools available to ensure effective and efficient divestment practices.

### **Chantal Akeson, Manager, GCSurplus, Receiver General and Pensions Branch (RGPB), Public Services and Procurement Canada**

Chantal Akeson is the Business Management Division manager at GCSurplus. She has more than 20 years' experience managing in the Government of Canada. As a member of Public Services and Procurement Canada's GCSurplus team, she is responsible for the development of divestment policies, donations, transfers, communications, finance and human resources.

A strong proponent of the second-hand economy, Chantal is a passionate public servant who strives to help government colleagues find divestment solutions while considering environmental goals. She sees divestment as an opportunity for organizations and businesses to divert surplus assets from landfills while providing overall best value to Canadians.

**Michael Tsoukanas, Operations Team Leader – NCR, GCSurplus, Receiver General and Pension Branch, Public Services and Procurement Canada**

Michael Tsoukanas is the Operations Team Lead at GCSurplus NCR in Ottawa and currently oversees the day-to-day operations of the warehouse and staff. He started his career in the public service 18 years ago in procurement and transitioned to the Materiel Management function in 2015. He has held several roles within the MM function and enjoys helping clients evaluate and plan their divestment activities.

**MASTER CLASS # 6 (VIRTUAL)  
BEST PRACTICES IN IT SOLUTIONS PROCUREMENT**

Recent studies have shown that 18% of IT solutions projects have cost overruns of above 50% and of those over budget projects, the cost overruns average 447%! Procurement professionals play a key role in minimizing the risk of project failures by ensuring a robust procurement process is used when procuring an IT solution.

In this Masterclass we will review best practices in IT solutions procurement that help maximize success. Specifically, we will look at

- procurement planning,
- commonly used strategies to enhance outcomes,
- RFP structure considerations and
- contracting considerations unique to this sector.

We will also hear from:

- a vendor expert panel who will provide a vendor perspective on federal government RFPs
- a legal expert panel who will talk about the root cause of common project problems and what procurement professionals can do to avoid them.

**Moderator:**

- Lise Patry, Partner, LXM Law LLP

**Panelists:**

- Vikas Bhardwaj, Associate Partner, Provincial and Local Public Sector Lead, Gartner Consulting
- Daniel Bourque, Associate General Counsel-Public Sector & Large Enterprise, Workday
- Tony Im, Services Executive, Workday
- Todd Burke, Partner, Gowling WLG

**Lise Patry, Partner, LXM Law LLP**

Ms. Patry is an Ottawa-based solicitor with over 25 years' experience training and advising clients on procurement and contracting matters including federal and provincial governments and various organizations in the MASH sector. In addition to her legal practice, Lise assists organizations with the development of procurement policies, procedures and templates and develops training programs for The Procurement School, a BC-based procurement training organization that's offered public procurement training across Canada for the last 40 years.

**Vikas Bhardwaj, Associate Partner, Provincial and Local Public Sector Lead, Gartner Consulting**

Mr. Bhardwaj has over two decades of experience in leading and supporting technology & business transformation programs. Mr. Bhardwaj recently held the global sourcing strategy KI lead and Canada sourcing and vendor ecosystem practice lead positions at Gartner consulting. Mr. Bhardwaj has supported numerous CIOs and senior business executives throughout the sourcing lifecycle, value for money assessments, negotiations advisory support, vendor evaluation & selection engagements and vendor management strategies. Mr. Bhardwaj is an active contributor to Gartner Research with many published notes on strategic sourcing and key IT initiatives.

**Daniel Bourque, Associate General Counsel-Public Sector & Large Enterprise, Workday**

Mr. Bourque is a senior lawyer at Workday that supports Workday's sales team in those territories. As part of his work Dan reviews and advises on SaaS RFP/RFI/ITTs. He has extensive experience negotiating with all levels of government (federal, provincial, municipalities, higher education, school boards and health establishments) when they acquire SaaS solutions.

**Tony Im, Services Executive, Workday**

Tony has been with Workday for 10 years focused on services strategy and helping customers achieve value with their projects. During his time at Workday, he has been delivering deployment strategies for Customers in Canada, the US and EMEA across all industry verticals. Prior to Workday, he spent 20 years in leadership, selling and delivery roles within consulting for ERP solutions and SaaS spend management software.

**Todd Burke, Partner, Gowling WLG**

Mr. Burke is a senior partner with Gowling WLG practicing complex commercial litigation across a variety of sectors. One of the areas of Todd's focus is technology disputes including resolving disputes that arise in large scale technology implementations. Todd's approach is one that focuses on finding win-win outcomes that allow all parties to achieve their goals. Having over thirty years of experience Todd has been recognized by Best Lawyers, Lexpert and Benchmark Litigation. He is also recognized as a stand-out lawyer by Thomson Reuters. Todd co-leads Gowling WLG's International Arbitration group and is a member of the Firm's six-member International Board.

## **MASTER CLASS # 7 (VIRTUAL)**

### **MANAGING SKILLS FOR NON-MANAGERS**

Learn how to inspire, influence and motivate people to accomplish important goals – when you have no formal direct reporting authority over them. Managing people when they don't report to you can be tough. How do you deliver feedback? How do you hold people accountable? How do you keep them on track? How do you arrive at consensus? How do you mediate conflict? In this highly interactive and practical workshop, you'll get the skills and knowledge you need to help work colleagues perform at their best.

#### **Dave Jones, Instructor, Performance Management Consultants**

David is a dynamic consultant and instructor with extensive training, facilitation, keynote speaking and coaching experience obtained by providing services for a diverse client base in North America and Europe. He is a strong experiential learning program designer who is certified in needs analysis and program evaluation methodologies. Participants in his workshops appreciate his empathy, humour, flexibility and energy. His clients report that he gets results: the sessions he designs, facilitates and manages on their behalf are positive, inspiring experiences that stimulate desired changes and outputs.

## **DEEP DIVE SESSION # 41**

### **PREVENTING, DETECTING AND RESPONDING TO WRONGDOING IN PROCUREMENT: THE ROLE OF PUBLIC SERVICES AND PROCUREMENT CANADA'S OFFICE OF SUPPLIER INTEGRITY AND COMPLIANCE**

Learn how Public Services and Procurement Canada (PSPC)'s Office of Supplier Integrity and Compliance (OSIC) is taking action to safeguard the integrity of the federal procurement and real property systems. This session will cover the evolution of Canada's suspension and debarment framework and provide clarity on the updated Ineligibility and Suspension Policy. The roles and responsibilities of OSIC and various stakeholders will be discussed, including the obligations of suppliers and procurement specialists and contracting authorities across the Government of Canada.

#### **Mark Shenton, Manager of Policy and Outreach, Office of Supplier Integrity and Compliance (OSIC) Departmental Oversight Branch, Public Services and Procurement Canada**

Mark Shenton is the manager of Policy and Outreach within the Office of Supplier Integrity and Compliance (OSIC). His team is responsible for policy development, coordination, and strategic briefing materials to support key decisionmakers including the Registrar of Ineligibility and Suspension. His team also facilitates engagement with internal and external stakeholders, including federal departments and agencies who hold Memoranda of Understanding with PSPC to support administration of the Ineligibility and Suspension Policy.

#### **Nandeau Wandji, A/Senior Manager, Integrity Verification Services, Office of Supplier Integrity and Compliance, Departmental Oversight Branch, Public Services and Procurement Canada**

Nandeau Wandji is the Senior Manager of the Integrity Verification Services team (IVS) within OSIC. Her team is responsible for conducting integrity verifications for all



procurement processes, standing offers, supply arrangements, contracts and other instruments that are subject to the Ineligibility and Suspension Policy. Her team also conducts ongoing open source research to identify adverse information linked to the grounds for suspension and debarment listed in the Policy.

## **DEEP DIVE SESSION # 42**

### **BUILDING BETTER RFPS TOGETHER: A COLLABORATIVE AND INTERACTIVE WORKSHOP WITH PSPC**

Are you ready to elevate your procurement skills and ensure your RFPs lead to successful results when engaging PSPC's services? Join PSPC's AP Learns team for an engaging, hands-on session designed to give you practical, real-world experience in crafting key procurement documents.

#### **Moderator:**

Andrew MacFarlane, Procurement Specialist, Professional Training and Development, Public Services and Procurement Canada

#### **Panelists:**

- Christie Maki, Procurement Specialist, Professional Training and Development, Public Services and Procurement Canada
- Annie Fournier, Procurement Manager, Professional Training and Development, Public Services and Procurement Canada
- Isabelle Fournier, Intern Procurement Officer, Professional Training and Development, Public Services and Procurement Canada

#### **Andrew MacFarlane, Procurement Specialist, Professional Training and Development, Public Services and Procurement Canada**

Andrew MacFarlane is an experienced procurement professional with a comprehensive background in corporate insurance and public sector procurement. From 2007 to 2018, Andrew worked as a Corporate Life and Health Insurance Broker in Alberta, where he managed the procurement of health and dental service contracts for hundreds of individuals across dozens of employers. His role involved navigating complex procurement processes, conducting extensive market research, developing and issuing RFPs, evaluating proposals, and managing contracts. During this time, he honed his procurement skills, developing tailored solutions to meet the diverse needs of his clients.

Since 2011, Andrew has also served as a reserve officer in the Canadian Armed Forces, where he has held multiple roles, including Finance Officer, Food Services Officer, Logistics Officer, and Warehouse Manager. In these capacities, he has demonstrated expertise in material management, procurement, and leadership. His commitment to continuous learning is evident through his completion of various leadership and senior instructor courses.

In 2021, Andrew transitioned to Public Services and Procurement Canada (PSPC), beginning as a Procurement Officer and then advancing to a Procurement Specialist. Now, he serves as a Procurement Team Leader, demonstrating his exceptional

capabilities in the field. He has managed contracts and developed procurement strategies for a wide range of goods, services, and construction projects in the Atlantic Region. His strategic oversight included developing and implementing multi-million-dollar, multi-year Regional Master Standing Offers (RMSOs) and Supply Arrangements (RMSAs) for various client departments such as DND, CSC, and DFO (CCG). Andrew's leadership in this role resulted in significant cost savings and efficiency improvements, showcasing his ability to drive procurement excellence. Currently, Andrew leads a diverse team in the Professional Training and Development Division, focusing on advancing procurement capabilities through targeted training initiatives. His team delivers the "Procurement at a Glance" training program, which equips new procurement officers with the skills needed to meet federal government standards.

**Christie Maki, Procurement Specialist, Professional Training and Development, Public Services and Procurement Canada**

Christie Maki, a seasoned procurement professional, brings over ten years of dedicated service at PSPC to her role as Lead Trainer within the Professional Training and Development Division. With a wealth of hands-on experience from her tenure in the Western Region, Christie crafts and conducts training programs tailored to the distinct challenges faced by PSPC procurement staff. Her sessions are enriched by practical insights and real-world knowledge, enabling participants to delve deeper into the principles and practices of procurement. Christie's unwavering commitment to training highlights her dedication to nurturing the growth of fellow procurement professionals, a field she passionately loves to teach.

**Annie Fournier, Procurement Manager, Professional Training and Development, Public Services and Procurement Canada**

Annie Fournier, a former teacher and long-time procurement professional, has been the manager of the Professional Training and Development Division at PSPC for the last two years. She began her career in the public service in 2001 and built a career rich in experiences in several departments and agencies before joining Public Services and Procurement Canada in 2014. Annie's team is charged with the creation and implementation of training programs for the PG community at PSPC. Under her leadership, her team has put together several new initiatives to guide procurement officers through the complexities inherent to the procurement process. Known for her meticulous attention to detail and a profound desire to support her colleagues, Annie continually strives to provide invaluable resources that help them thrive in a dynamic environment.

**Isabelle Fournier, Intern Procurement Officer, Professional Training and Development, Public Services and Procurement Canada**

## **DEEP DIVE SESSION # 43**

### **DID YOU SAY ENGAGEMENT!? AN AGILE APPROACH TO VENDOR ENGAGEMENT**

True Industry engagement is key to an efficient procurement process.

Evolution of technology and the Directive on Management of Procurement allow different - and pleasant - ways to engage with vendors. For example, how many times did you think that more interactions and less written exchanges would have been much more efficient? The principles of an Invitation to Refine (ITR) offer an opportunity to improve Canada's transparency, build trust with vendors, and increase our capacity to harvest the best that Industry has to offer. These simple principles and tools can be used with most types of competitive solicitations and procurements processes.

#### **Rachelle McGregor, Manager, Considerations in Agile Procurement, Shared Services Canada**

Rachelle McGregor is a dedicated public servant with a solid track record of excellence in the field of procurement and public administration. With over a decade of experience, she has held key roles within various government agencies, including Environment Canada, CBSA, and SSC. Since 2010, Rachelle has actively contributed her expertise to the public sector, focusing on operational procurement and strategic sourcing. Her commitment to efficiency and effectiveness has led to successful outcomes in numerous procurement projects, ensuring optimal utilization of public resources.

Currently, Rachelle is the Manager of the Considerations in Agile Procurement Team at the Centre of Expertise in Agile and Innovative Procurement. In this role, she spearheads the implementation of agile methodologies in procurement processes, striving to enhance flexibility, adaptability, and innovation in government procurement. She is responsible for overseeing the ScaleUp project, which aims to streamline procurement practices and improve access for underrepresented groups to government contracting opportunities.

#### **François Legris, Manager, Centre of Expertise in Agile and Innovative Procurement, Shared Services Canada**

François Legris is a seasoned public procurement professional with 30 years of experience in the field. With his extensive knowledge and expertise, he became a trusted authority in managing complex procurement processes and ensuring compliance with legal and ethical standards. François is currently the acting Director of the Center of Expertise in Agile and Innovative Procurement at Shared Services Canada (SSC). Prior to joining SSC, François worked at Public Works and Government Services Canada.

#### **Maria Banos Y Rivas, Procurement Manager, Corporate Services Branch, Shared Services Canada**

Maria is a results-driven procurement and supply chain management professional with 20 years of experience spanning the public and private sectors in domestic and international settings. Currently serving as a Procurement Manager within the Centre of Expertise in Agile and Innovative Procurement at Shared Services Canada (SSC), Maria has played an important role in advancing Agile Procurement initiatives, fostering innovation, and optimizing procurement processes. Prior to joining SSC, Maria worked at

the Royal Canadian Mint and held strategic sourcing positions in private companies in Canada and Latin America.

Maria has successfully led high-profile procurement initiatives, including the development and deployment of the Agile Procurement Learning Initiative (APLI). Adept at communicating across cultural and linguistic barriers, Maria is committed to driving excellence in procurement practices while aligning with organizational and government objectives.

#### **DEEP DIVE SESSION # 44**

#### **A HACKATHON FOR YOU – PUTTING AI INTO ACTION FOR PROCUREMENT AND MATERIEL MANAGEMENT!**

AI is a powerful tool that procurement professionals can leverage to get a better evaluation design and better overall results. This session will provide hands-on experience using AI to work through some of the most complex aspects of procurement design while also respecting the current limitations. Bring your laptop and your curiosity.

#### **Drew Schlosser, Deputy Professional Services Director, Commerce Decisions**

procurement of a number of strategic projects, including the Canadian Surface Combatant. Since joining Commerce Decisions in 2019, Drew has provided thought leadership and expert advice to several multi-billion-dollar DND projects as well as training and evaluation design support to smaller projects in Defence, PSPC, and Crown Corporations. As Deputy Professional Services Director, he is responsible for leading Service Delivery across our global hubs in Ottawa, Canberra Australia, and Oxfordshire UK.

#### **Danielle Moore, Senior Procurement Consultant, Commerce Decisions Canada Ltd.**

Danielle Moore is a Senior Procurement Consultant who resides in Stittsville, ON. She came to Commerce Decisions after a 31-year career with the Royal Canadian Navy where she started on the West Coast serving on the HMCS OTTAWA frigate and HMCS ALGONQUIN destroyer. She served in Portsmouth, UK as a Trials officer for new communication, navigation, and command and control systems. And has spent the last 12 years working in Gatineau as the project manager for several key in-service support projects. She oversaw teams progressing high value replacement and acquisition projects on both the marine and weapon system side of the house and served as the Supportability lead on the Canadian Surface Combatant project. Since joining Commerce Decisions in 2021, she has worked with FAcT, STTC, VISSC 2, and the LUV projects helping them to develop their Bid Tender evaluation as well as provided training to procurement team members in Canada.

#### **DEEP DIVE SESSION # 45**

#### **MASTERING EVALUATION CRITERIA**

Once your requirements are solid, it's time to focus on evaluation criteria and technical evaluations—the key to selecting the contractor. You'll:

- Review and refine evaluation criteria to ensure clarity and fairness
- Evaluate example proposals, assessing mandatory and point-rated criteria

- Learn how to avoid common pitfalls that can lead to ambiguity and challenges in the evaluation process

**Moderator:**

Andrew MacFarlane, Procurement Specialist, Professional Training and Development, Public Services and Procurement Canada

**Panelists:**

- Christie Maki, Procurement Specialist, Professional Training and Development, Public Services and Procurement Canada
- Annie Fournier, Procurement Manager, Professional Training and Development, Public Services and Procurement Canada
- Isabelle Fournier, Intern Procurement Officer, Professional Training and Development, Public Services and Procurement Canada

**Andrew MacFarlane, Procurement Specialist, Professional Training and Development, Public Services and Procurement Canada**

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In 2021, Andrew transitioned to Public Services and Procurement Canada (PSPC), beginning as a Procurement Officer and then advancing to a Procurement Specialist. Now, he serves as a Procurement Team Leader, demonstrating his exceptional capabilities in the field. He has managed contracts and developed procurement strategies for a wide range of goods, services, and construction projects in the Atlantic Region. His strategic oversight included developing and implementing multi-million dollar, multi-year Regional Master Standing Offers (RMSOs) and Supply Arrangements (RMSAs) for various client departments such as DND, CSC, and DFO (CCG). Andrew's leadership in this role resulted in significant cost savings and efficiency improvements, showcasing his ability to drive procurement excellence. Currently, Andrew leads a diverse team in the Professional Training and Development Division, focusing on advancing procurement capabilities through targeted training initiatives. His team delivers the "Procurement at a

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**Isabelle Fournier, Intern Procurement Officer, Professional Training and Development, Public Services and Procurement Canada**

**DEEP DIVE SESSION # 46**

**ETHICAL PROCUREMENT: COMBATting HUMAN TRAFFICKING, FORCED LABOUR AND CHILD LABOUR IN GOVERNMENT SUPPLY CHAINS**

This session will discuss what Public Services and Procurement Canada (PSPC), as the central purchasing agent of the Government of Canada, is doing to promote ethical procurement, foster positive human and labour rights outcomes, and safeguard federal procurement supply chains. PSPC's foundational and current activities in ethical procurement will be discussed as part of an ongoing and evolving public dialogue to enhance public procurement. The session will include case studies and discussions on current and upcoming ethical procurement requirements and resources.

**Laura Unitt, Manager, Strategic Policy Sector, Public Services and Procurement Canada**

Since she began working for the Government of Canada in 2005, Laura has worked for Employment and Social Development Canada, Environment and Climate Change Canada, and most recently with Public Services and Procurement Canada.

Laura has been the manager of the Ethical Procurement Team since January 2022, and has been leading the team's work to deliver on the department's commitments under the National Strategy to Combat Human Trafficking. Under Laura's leadership, the team is developing: policy instruments to set out departmental human and labour rights expectations; tools and guidance documents for suppliers to foster compliance; ethical procurement best practices; and examining long-term approaches to identifying and mitigating the risks of forced labour, child labour, and human trafficking in federal procurement supply chains.

**Patricia Carpentier, Policy Analyst, Strategic Policy Sector, Public Services and Procurement Canada**

Patricia joined the Government of Canada in 2007 as an intern procurement officer at Public Services and Procurement Canada. She has spent most of her career in procurement at PSPC and has also worked for the Royal Canadian Mounted Police and the Canadian Space Agency.

Patricia has over 15 years of experience as a federal government buyer. During her career as a buyer, she has worked on various special projects, such as the reception of Syrian refugees, the accommodations for asylum seekers in Lacolle, the carbon credit project for the G7. More recently, she was part of the pandemic response team for the procurement of personal protective equipment during COVID-19.

Patricia joined the Ethical Procurement Team in November 2022. With her procurement background, she provides significant support and guidance to the team in meeting its commitments under the National Strategy to Combat Human Trafficking and in identifying and mitigating the risks of forced labour, child labour, and human trafficking in federal procurement supply chains.

**DEEP DIVE SESSION # 47**

**BEST PRACTICES FOR INCLUDING INDIGENOUS BENEFITS IN YOUR CONTRACTS**

The presentation will explore Indigenous procurement in Canada, beginning with an overview of the current landscape. It will examine key policies such as the Procurement Strategy for Indigenous Businesses (PSIB) and the Nunavut Directive, then delve into the current state of the Indigenous procurement toolkit. This includes Public Services and Procurement Canada's (PSPC) new clauses that support Limiting to Indigenous Offers (LIO) and Indigenous Participation Plans (IPPs). The presentation will highlight best practices for using these tools to meet Canada's obligations under Comprehensive Land Claims Agreements (CLCAs) and to advance local reconciliation. A new template designed to support procurement officers in applying IPPs will also be introduced. No

prior experience with Indigenous procurement is required, though some familiarity with federal procurement processes will be beneficial, as portions of the presentation will address topics in greater technical detail.

**Jacob Tummon, Manager, Indigenous Procurement Policy Directorate, Public Services and Procurement Canada**

Jacob Tummon is a Manager at Public Services and Procurement Canada, where he specializes in Indigenous procurement policy. His previous experience includes supporting the implementation of Article 24 of the Nunavut Agreement on federal procurement in Nunavut while at Indigenous Services Canada, as well as providing policy advice at the Treasury Board of Canada Secretariat. He has also contributed to negotiations on government procurement chapters in Canada's trade agreements.

**Sebastian Printup, Policy Advisor, Procurement Branch, Public Services and Procurement Canada**

Sebastian Printup joined PSPC's Indigenous Policy team in 2018, where he led PSPC's implementation of the Nunavut Directive. Half-Cree and half-Algonquin, Sebastian grew up in both traditions, attending grade school in Kitigan Zibi while returning to Eeyou Istchee to live the traditional Cree lifestyle on his grandfather's trapline as a beneficiary of the James Bay and Northern Quebec Agreement (JBNQA). Sebastian has a strong understanding of Aboriginal Law, having earned a BA in Law from Carleton University before graduating law school with JD from the University of Ottawa. He has also bicycled across Canada twice, giving him a unique perspective on Canada.

**Tyler Zdan, Procurement Team Leader, Procurement Branch, Public Services and Procurement Canada**

Tyler joined IPPD at the beginning of 2023, after having worked in PSPC's Western Region in various procurement roles since 2016, bringing with him his experience in front-line procurement. Tyler has also worked at Agriculture and Agri-Food Canada, the Canadian Food Inspection Agency, and at the department that is now known as Indigenous Services Canada. Tyler co-led the development of the suite of Indigenous Procurement clauses that were recently released in the CMI tool and the Standard Contract Clause Inventory.

**DEEP DIVE SESSION # 48**

**FROM PURCHASE TO PROGRESS: PRACTICAL TOOLS FOR ADVANCING CANADA'S CLIMATE TARGETS THROUGH PROCUREMENT**

Learn in this second session to equip yourself with the essential skills and tools to turn your procurements into progress for Canada's climate targets. Armed with an understanding of the fundamentals of moving to a circular economy and the critical role of procurement professionals, this session will focus on the skillsets of procurement professionals which maximize positive impacts. Participants will benefit from case studies and examples with an assembled panel to understand why the circular economy and buying as a service are key.



### **Frances Edmonds, Head of Sustainable Impact, HP Canada**

Frances Edmonds is the Head of Sustainable Impact at HP Canada, where she is responsible for business development and oversees Corporate Social Responsibility programs nationally. With a focus on sustainable procurement, Frances is driving meaningful change cross-sector that supports a more circular and sustainable economic future for Canada. With more than 30 years of experience, Frances is recognized as one of Canada's top sustainability professionals having received two Clean 50 awards, is listed on the Canadian Women in the IT Channel Hall of Fame and has led HP to become the most sustainable technology company in Canada.

Passionate about driving change through education, Frances has developed and implemented volunteer programs globally for HP. She is Vice Chair of the board of Learning for a Sustainable Future and serves as a consultant for customers and academic institutions on sustainability strategies. She also sits on the Sustainable Development Advisory Council for the Minister of Environment and Climate Change Canada as well as having completed work on the Expert Panel on the Circular Economy in Canada as assembled by the Council of Canadian Academies. As seen on stages including Elevate and TEDx, Frances is both a guest lecturer and speaker on a wide range of topics including the circular economy. With a degree in Environmental Science from Bradford University (UK) and a post-graduate diploma in Occupational Health and Safety, Frances is also a Canadian Registered Safety Professional (CRSP).

### **Dr. Bob Willard, Founder and Chief Sustainability Champion, Sustainability Advantage**

Bob is a leading expert on sustainability justifications, sustainability reporting frameworks, and sustainable procurement. Over the last 23 years, he has given over 1,800 presentations, has authored six books and published two white papers. He provides six [Master Slide Decks](#) and over a dozen free, open-source tools and resources for sustainability champions and procurement professionals.

For the last few years, Bob has focused on [Sustainable Procurement](#) and [Net-Zero Procurement](#) as market forces to mobilize businesses in the race to net-zero GHGs. He currently serves on the [Circular Innovation Council](#) board and the [Sustainable Purchasing Leadership Council \(SPLC\)](#) board – he co-developed the [SPLC Navigator](#) with SPLC staff. Bob is on the core faculty of the Canadian Business for Social Responsibility (CBSR) [Sustainable Procurement Fellowship](#) program, is an Ambassador for the [Sustainable Procurement Pledge](#), and is an Advisor to the [Mission from MaRs – Net-Zero Procurement Mission](#). He teaches a 4-webinar [ISSP course on Sustainable Procurement](#) which provides guidance on how to use his free, open-source [Sustainable Procurement Toolkit](#) and [Net-Zero Procurement Toolkit](#).

Bob serves on the [B Corp Standards Advisory Council](#) and the [Whitby Sustainability Advisory Committee](#). He was one of five inaugural inductees into the [International Society of Sustainability Professionals \(ISSP\) Hall of Fame](#) in 2011, has received three [Clean50](#) awards including a [Lifetime Achievement award](#) in 2023, and has earned six “[Best for the World - Overall](#)” and five “[Best for the World – Community](#)” awards since becoming a

Certified B Corp in 2012. Sustainability Advantage was the first company to reach the highest Diamond tier of Canada's [Net-Zero Challenge](#) in 2023.

More information about Bob and his resources for sustainability champions can be found at [www.sustainabilityadvantage.com](http://www.sustainabilityadvantage.com).

## **DEEP DIVE SESSION # 49**

### **DECODING COMMUNICATION STYLES: ADAPT AND ENGAGE ANY AUDIENCE**

Have you ever felt, despite your best efforts, your message was not landing with your audience? Teamwork and communication go hand-in-hand. But what do you do when there is a breakdown in or between teams? This goes beyond the 'what' of the message to 'how' it is relayed.

We have surveyed thousands of professionals and built a three-part model to adapt communication to any audience. You will learn the characteristics of each main communication style/preference, best practices for communicating 1:1 and to a group to take communication style/preference into consideration. This session will show you how to identify, adapt, and effectively engage with your listener.

### **Susan Lynne, Master Trainer, McLuhan & Davies Communications, Inc.**

For over 30 years, Susan Lynne has been training learners and coaching executives to be exceptional communicators. She has led over 2,000 workshops at Fortune 500 companies all over the world. She is a Master Trainer and is also responsible for developing and accrediting facilitators in the public and private sector on topics like communication and leadership skills. Susan has a diverse communications background and has held educational positions at Kodak Canada, Security Card Systems and Ontario Training Corporation. As a Master Trainer for McLuhan & Davies Communications, Inc. Susan teaches Think on Your Feet®, The Skilled Presenter™, Writing Dynamics™, Decoding Communications, Six Thinking Hats® and is an Executive Coach.