

EDWARD S. TUNIS, CMC

SUMMARY

Ted Tunis is President of E.S. Tunis and Associates. He practices as a management consultant both within Canada and internationally. Ted is a Certified Management Consultant with the Canadian Institute of Certified Management Accountants.

Ted specializes in developing strategic direction and the subsequent management of change, drawing on skills in strategic planning, organization design and development, human resource management, and training design and delivery. He has been particularly successful in guiding large and small public organizations through self-driven change, and in developing commercial strategies for government and parastatal organizations.

EMPLOYMENT HISTORY

- President, E.S. Tunis and Associates, 1991 - Present
- Executive Director, Correctional Services Canada, 1989 - 1991
- Deputy Director, Consulting and Audit Canada (BMC), 1979 - 1989
- Assistant Secretary, Public Service Commission of Canada, 1976 - 1979
- Various developmental positions, Govt. of Canada, 1973 - 1976

EDUCATION

- **Masters of Business Administration**, University of Western Ontario (Richard Ivey School of Business), 1979.
- **Bachelor of Journalism (Honours)**, Carleton University, 1973.
- **Bachelor of Arts – History/English**, University of Western Ontario, 1972.

SPECIFIC ACHIEVEMENTS

Over a twenty-year period, Ted has managed consulting projects in more than 100 different federal and provincial departments, agencies, and NGOs. Some of his recent consulting achievements include:

Strategic Planning

- United Nations High Commission for Refugees (UNHCR) Geneva: Development of long-range human resource strategy
- United Nations High Commission for Refugees (UNHCR) Geneva: Development of Global Management Accountability Framework and related performance measures
- Royal Canadian Mounted Police: New Strategic Planning process, 3 year Strategic Plan, 2000-2003 and new recruitment Strategy
- Competition Bureau: Development of a 3 year Strategic Plan and links to the operational plans of the Bureau
- Canadian Mining Innovation Council: Facilitation of nine regional workshops with public, private and academic stakeholders followed by a two-day strategic planning

workshop with the CMIC Board of Directors

- Royal Canadian Mounted Police: International Operations: Development of a 3 year Strategic Plan and links to the operational plans of the Division
- Public Policy Forum: 3 year Strategic Plan
- Pearson Peacekeeping Centre: New strategic framework and first strategic plan
- Health Canada: Therapeutic Products Directorate: Vision and three year strategic plan
- Faculty of Medicine, University of Ottawa: Vision and three year research strategy
- HRSDC-Workplace Branch: 3 year vision and strategic plan
- Association of Obstetricians and Gynecologists: Vision & 3 year strategy
- CMHC: Mortgage Insurance Fund/Mortgage Backed Securities: design and facilitation of the 5-year strategic planning processes
- Defence Research and Development Canada: New agency vision and three year strategic plan
- Canada Customs and Revenue Agency: New agency start-up planning
- Canadian Policy Research Network (CPRN): 3 year Strategic Plan
- Royal Canadian Mint: new strategic planning process and integration with the activities of the manufacturing and marketing divisions.
- Palestinian Mortgage and Housing Corporation: Development of business start-up strategies and plans, staff development in the area of strategic planning, marketing, and business planning
- Commonwealth Games Association of Canada: Quadrennial Strategic Plan
- South Western Ontario Tourism Assoc.: 3-year strategic plan linked to membership activities and results; developed in a partnership with the Canadian Consulate General in Detroit.
- Metropolitan Life: Corporate IT strategy
- Teleglobe Canada: Facilities based competition, organizational strategy
- DND, Chief Research and Development: strategic redirection of post-Cold War research.
- Department of Foreign Affairs and International Trade: Three year strategy for implementation of the Global Partnership Initiative (Russian disarmament)

Management of Cultural Change/Management Development

- United Nations High Commission for Refugees: Development and implementation of a management development program on identifying and managing incidents of staff misconduct, delivered in five global sites
- UNFPA: Design and delivery of a leadership programme in change management and strategic thinking, linked to the development of a new Reproductive Health Strategy for the Philippines.
- United Nations High Commission for Refugees: Design and implementation of a management development program focused on reducing the incidence of fraud in the Refugee Resettlement Programme
- Balkan Police Forces: Design and introduction of a strategic planning program for the

most senior Police Chiefs and Ministers of the Interior in 9 different Balkan States. Implementation completed in Bosnia, Serbia and Montenegro.

- Service Canada: Design of the organizational/cultural change programme for the new department.
- HRDC-Income Securities Programmes: Process renewal of International Benefits
- Royal Canadian Mint: Managed the changeover from hierarchical, control-based management to client focused, team-based structures.
- Palestinian Mortgage and Housing Corporation: Adaptation of western business/management models into an Arab culture.
- Parks Canada: Change management, business strategies, Eastern Canada Managers
- Citizenship and Immigration Canada: Strategic change management in the introduction of automated systems into the workplace in Sydney, Nova Scotia.
- PS 2000: Strategic advice to the chief executive managing the organisational renewal of the Public Service of Canada on the development and communication of core values and attitudes in the Public Service of Canada.

Learning and Development

- Canada School of Public Service (CSPS) – Living Leadership: Executive Excellence: Designer and facilitator of this executive development programme. The programme is for executives of the Federal Public Service and is delivered in 40 classroom and site visit days over an 18 month period to the EX 1-3 community. Ted has been part of the core faculty for design and delivery since the program's inception in 2001.
- CSPS – Leading Policy: Co- designer and facilitator of this policy development course delivered to senior levels managers (EX1-4) of the Public Service. The course focuses on models of strategic thinking, communications, working with others, transparent decision-making and leading civil service and societal reforms through policy initiatives.
- CSPS – Advanced Leadership Program: Was part of the core design team for the first iteration of ALP-targetted at the EX4/5 community in the federal government of Canada. Designed and facilitated site visits to the Middle East and Haiti.
- Service Canada: Was the lead designer for the 2006 Service Canada Leadership Program “Leading in a New Service Era”. Work included supporting the Deputy Minister and the Executive Committee.
- UN High Commissioner for Refugees: Designer and facilitator of a leadership learning program to address issues related to employee misconduct/malfeasance. The three day intervention was designed for senior UNHCR field representatives and has been delivered in 5 different regions of the world, each time in very different cultural settings.
- UN High Commissioner for Refugees: Designer and facilitator of the leadership program, “Confronting Refugee Resettlement Fraud”, to address issues related to resettlement fraud in refugee camps. The intervention was designed for senior UNHCR field representatives and delivered in numerous international locations and cultural milieu.

- Natural Resources Canada: Designed and facilitated a leadership program “Linking Values and Behaviours” designed for the leadership (EX) group in the Mines and Metals Sector
- Community of Federal Regulators: Designed and facilitated a 6 month complex leadership program to develop new leaders in the regulatory community. The program was delivered to 20 leaders from 8 different regulatory agencies
- Competition Bureau of Canada: Designed and facilitated a 3 year leadership series for the Commissioner of Competition, developing leadership skills in the most senior managers.
- Ottawa Local Health Integration Network: Designed and facilitated a leadership workshop “Strategic Thinking for Health Leaders”.
- U of Ottawa, Faculty of Medicine: Designed and facilitated a learning/strategy development workshop series for Departmental Chairs and the research community.
- Public Service Commission: Designed and facilitated multiple linked interventions for senior managers to assist them in the transition to a new organizational management model. Work included providing the President with change management advice and developing strategic direction in the post PSMRA world. The linked series of developmental workshops has been offered 3 times a year for the past 4 years, and continues in 2010.

Mr. Tunis has employment experience in labour relations (General Secretary to the National Joint Council), human resource management (Assistant Secretary to the Public Service Commission, Secretary to the Advisory Council on Personnel Management), and marketing/communications (Tourism Canada, Employment and Immigration Canada). He was leader of the Strategic Change Management Practice at Government Consulting Services where he was employed for eleven years. In 1990/91 Mr. Tunis was an executive with Correctional Services of Canada. He was in charge of a major cultural change initiative in that department of 10,500 people, and led an employee driven process to ensure operational consistency with the organizational Mission and Values.

Ted is on the Executive Council of the Board of Governors of the Perinatal Programme of South Eastern Ontario and does volunteer work for the YMCA and Project Canoe in Toronto