



Perspectives 2017

INVEST IN LEADERSHIP

Business Skills for the New Labour Market

November 7 - 8, 2017

Opening Plenary: The Future of Work

Join us and our panel of experts – drawn from across the academic, government, industry and not-for-profit sectors – for a lively and engaging debate on the future of work in Ontario.

No matter where we look, we are barraged with messages about imminent and inevitable changes to the labour market. And while we may have different views on whether or not jobs are actually disappearing, we can generally agree that jobs, as we know them, are rapidly changing. With technology, information, and knowledge driving the economy more than ever before, the rate of change – and its impact on the labour market – is unparalleled.

What does this mean for Ontario? What will be the game-changing developments for our workforce over the next decade? Are we ready to face these changes? What do we need to put in place so that that our labour force can meet the demands of future labour market needs?

The plenary will begin with opening statements from each panel member that address these key questions. Ed Kothiringer, Executive Director of ONESTEP, will then moderate a Panel debate. The majority of the session will be open to questions from the audience. We look forward to a frank and wide-ranging discussion.

Panel Members are:

- Dr. Trina Foster, Executive Director, Ontario Centre for Workforce Innovation (OCWI)
- Andrew Parkin, Director, Mowat Centre
- Erin McGinn, ADM Highly Skilled Workforce, MAESD
- Arun Sivastava, CEO & President, Paystation Inc.



101 ~ Champions For A New Economy

Our Economy is changing fast, and with it many of us worry about our clients being able to move past part time and precarious work. However, what we see emerging both in Canada and internationally are a number of best practices and elements of economic growth that are coming out of a sector that might surprise you - Ours!!! This workshop will explore the changes in the economy and the elements of some of these best practices leaving participants with a deeper understanding of how their work puts them at the centre of a growing international trend.

Peter Frampton (Executive Director of The Learning Enrichment Foundation) sees the strong potential of the Non-Profit Sector taking a greater role in the creation of an economy that is fairer for all. LEF supports individuals in being full participants in their communities' economic and social development. It does so through Child Care, Settlement Services, Employment Supports, Language Training, Entrepreneurship, Skills Training and Social Enterprises that operate as a place for individuals to hone their skills.

Suzanne Gibson of Suzanne Gibson & Associates awakens the potential of organizations to achieve their mandates and vision. Suzanne has helped more than 200 new and established organizations – including all three levels of government, federations and associations, universities, service providers, community groups, networks and advocacy groups – to reach their goals. Suzanne is a passionate advocate for the public good. She is a leader in social innovation, and has been an instructor at York University's Schulich School of Business in the Non-profit Management Leadership Program, Ryerson University and the Coady Institute.

102 ~ OCWI at Work

In November 2017, the Ontario Centre for Workforce Innovation will be launching a new research opportunity aimed at supporting training and capacity building needs across the Ontario workforce development sector. Join them for an interactive, design think workshop where participants will develop creative new ideas that can help them in their day to day work. Participants will walk away from the workshop with an idea that (if they want to) could be submitted for consideration in OCWI's latest research call.

Trudy Button has been highly committed to providing students, new graduates and job seekers with the tools they need to be career-ready before entering the workforce. Her career has spanned Student Services, Human Resources and Government. Most recently, she worked with Student Support Services at Huron University College (London) where she administrated the student exchange program, career advising, and the Leadership & Professional Development program. She is an advocate of life-long learning and bringing together job seekers, employers and stakeholders to find solutions that work.

Chanelle Pepin has been passionate about the welfare of others and her community for many years. For over 6 years, she was an employment consultant with Collège Boréal's employment office, a position that allowed her to meet exceptional individuals seeking to enter (or re-enter) the workforce and provide them with tools and support through their transition. Her various work experiences have allowed her to liaise and maintain strong links with community services in her Region. She believes that through community collaboration we can find practices that best work to build a more resilient workforce. In her spare time, Chanelle loves spending time with her family, volunteers in her community and attends as many live rock concerts as she can

103 ~ Accelerate Leadership: Unlock your leadership potential using everyday language differently – the Solution Focused Way

Learn how you can elevate employee and organization performance through simple but purposeful shifts in everyday conversations.

Join us to discover proven ways that language can be used as a leadership tool:

- to improve teamwork dynamics,
- to build employee engagement and
- to handle challenging conversation with confidence

In this highly interactive workshop you will learn new skills and practice ways to apply them to some common workplace contexts such as performance management and solution focused coaching and leadership development. This workshop will be useful for organization managers and leaders seeking new strategies and skills to elevate performance (Manager, Director and Executive Directors).

Susan Vincent is a senior Human Resource professional with over 20 years HR leadership experience with Merrill Lynch and her own HR consultancy. She is a respected advisor in the not for profit and corporate sector who works with her clients to design and implement innovative human resource solutions. Recent engagements, including organizations in the community based employment sector, with a focus on optimizing human resource effectiveness. Susan consults across all areas of HR management and specializes in performance management, employee engagement, compensation and talent development

In 2015, Susan began her Leadership Coach training at the University of Toronto Solution Focused Brief Coaching and now embeds this approach in her human resource practice. This proven approach, from over 30 years in practice, complements the principles of Susan's HR practice where she focuses on the strengths in people and organizations to open doors to greater possibilities for positive change and results.

Patrizia Kohly, is a coach and facilitator with over 15 years of experience in leadership roles, including over a decade in Capital Markets at Canada's top investment bank, RBC. Ms. Kohly's journey to coaching began in 2015 when she commenced her coach training at the University of Toronto and later joined the Canadian Centre for Brief Coaching as an Associate Faculty Member in 2016.

Ms. Kohly combines her unique experience as a finance executive with her knowledge and training as a Solution Focused Coach to provide her clients with exceptional leadership coaching and facilitation. With clients in both the not for profit and corporate sectors her areas of specialization include: performance coaching, emerging leadership, appreciative leadership, women in leadership and innovation.

104 ~ Succession Planning: A Policy Research Project

ONESTEP is in the process of developing a strategic framework for succession planning. In doing so, ONESTEP will be able to provide community based non-profit organizations, particularly those providing employment and training services, with strategic guidance and practical steps to prepare for and manage the succession of key executives and directors. To date, extensive research has been conducted. In addition, interviews have taken place with several agencies and an online survey was widely circulated. A draft framework has been created and we would like your input. Your ideas and experiences around succession planning are essential to the development of the toolkit.

Amanda English: Amanda is a project manager, human resources specialist, and management consultant. Amanda brings to Laridae planning expertise and decisive leadership that our clients love. Amanda has a versatile background that includes project management, human resources, stakeholder engagement, public speaking and education, marketing, communications, and event planning.

Christie Nash: Engaging citizens and building communities are at the heart of Christie's career. Christie has a strong understanding of the intersection between the governance and practice of building healthy, inclusive, and hopeful communities. At Laridae, Christie leads research, communications, and strategic and operational planning projects.

201 ~ Running Your Nonprofit Business

As Small/Medium Enterprises, nonprofits can benefit from tools developed in coaching for-profit businesses. TeamRich provides a set of tools to evaluate if your team members are aligned with their roles and your mission. It presents areas where you can improve your leadership; create clarity so the team understands the rules of the game; build balance between systems and people and develop a positive workplace that attracts more great people. DiSC Personality Profiling will support more effective communications. Participants will have an easy and effective way to understand your individual behavioural profile. You'll also have an easy and effective way to understand anybody's profile so you can communicate efficiently and as effectively with those people in your sphere of influence. You'll have a tool to use to increase your leadership, management, sales and personal interaction skills to achieve greater results in your business and your personal life.

Registrants for this workshop will be sent the DiSc behavioural assessment tool to complete and return prior to the conference. At the session, you will receive your personal DiSC behavioural profile report for your own use.

Kevin Savoy is the owner of ActionCoach Business Coaching and a certified business coach. As a business coach, he has worked with business owners and executive directors who want to take their business to the next level. With 20 years of leadership, management, team building and organization development and 10 years of sales coaching and business coaching, he has mentored many to achieve excellent results through a strong team directed toward a clear and achievable purpose. In his experience, people work with coaches because they want to improve elements in their professional/personal lives and/or they have important goals to achieve. He achieves this quality of life for his clients via their business.

202 ~ Grooming Local Diversity Champions

Diversity Champions have the unique opportunity to influence and reshape an organizational culture by helping to create workplaces that foster respect and acceptance of diversity. It takes strong leadership to ensure that these individuals are supported and that potential champions are given opportunity for growth. This presentation will help you cultivate leadership conversations while identifying the possibilities for grooming local diversity champions in your organization.

Angela Connors is an Ojibwe from the Saugeen First Nation, Beaver Clan. She is passionate about equality and is currently leading ONESTEP's Kitchen Table Conversations for Action on Inclusion project in partnership with the Ontario Healthy Communities Coalition. With over 20 years' experience in the non-profit sector, Angela has facilitated countless hours of training to individuals representing hundreds of organizations across Ontario

203 ~ Are Your Funders Worthy

At the end of the day, especially when a program is innovative or developmental, it is the community that ends up holding all of the risk. What is needed is a shared and flexible approach to learning and to changing direction based upon those learnings. Learn about a tool that LEF developed to help guide our strategies around with whom we will do what work. Evaluating your funder is the first step to shared risk and positive community changes

Peter Frampton (Executive Director of The Learning Enrichment Foundation) sees the strong potential of the Non-Profit Sector taking a greater role in the creation of an economy that is fairer for all. LEF supports individuals in being full participants in their communities' economic and social development. It does so through Child Care, Settlement Services, Employment Supports, Language Training, Entrepreneurship, Skills Training and Social Enterprises that operate as a place for individuals to hone their skills.

204 ~ Motivational Interviewing Informed Client Engagement: Effective Practice in Building Sustainable Livelihoods

After over ten years of using the Sustainable Livelihoods approach in their programming, Canadian social development practitioners are gaining a better idea of effective interventions during the early stages of engaging low income and vulnerable people and moving them out of poverty.

The motivational interviewing (MI)-informed practice, and holistic asset-mapping tools and resources presented in this workshop capture a wealth of new and emerging ideas about ways of engaging vulnerable people to build livelihood strategies. This hands on workshop will provide the rationale and framework for a more intentional, customized and systematic approach to client engagement and support that is transforming front-line poverty reduction practice in Canada

Janet Murray is a credentialed professional evaluator and for over 25 years, she has worked to plan, implement, monitor and evaluate community-based economic development, health and social development programs with people living in poverty. She uses developmental evaluation to promote social innovation and has worked with over 12 multi-service organizations to embed the holistic, asset-based Sustainable Livelihoods practice in front-line employment and social service organizations.

Mary Ferguson a senior partner with Eko Nomos, lives and works in Kimberley Ontario. She is currently a PhD candidate in Rural Studies in the School of Environmental Design and Rural Development at the University of Guelph. Mary's work is founded on the precept that organizational and community aspirations can be met only if all stakeholders are involved in the process. Mary simplifies complex issues and helps groups solve difficult problems in cost-effective ways

301 ~ Board Chair and Chief Executive Relationships

The partnership between an organization’s Board Chair and Chief Executive is a most critical relationship within a charitable organization, that poses a unique set of challenges and opportunities. As the entity’s leaders, these two individuals dictate the level of success an organization will realize. This session will focus on challenges faced by Board Chairs and Chief Executives; and discuss the essential elements for a strong partnership.

Bob Baker is the Managing Director of The Baker Group Inc. and Vice President, Philanthropy at Habitat for Humanity Canada. With more than 30-years of experience in the broader public sector, his expertise spans leadership, organizational improvement, and team building. He is an experienced CEO and senior executive, working at national charities as well as in healthcare and in higher education. These include Ryerson University, Habitat for Humanity Canada, Canadian Diabetes Association, TVOntario, and Lakeridge Health Foundation.

As a not-for-profit executive, Bob has extensive hands-on experience in designing and implementing integrated strategies, building brand and reputation, generating revenue streams, and moving decisions forward. His particular area of expertise is strategic planning, governance best practices, and developing integrated revenue generating plans. He has extensive experience in strategic philanthropy and marketing in the not-for-profit sector, having raised in excess of \$200MM in support. As a Consultant, Bob has developed comprehensive planning documents for Parkwood National Historic Site and the Arthritis Research Foundation.

302 ~ One Step Forward: New protections for Ontario Workers

On June 1st, the government introduced a series of reforms through Bill 148 - The Fair Workplaces, Better Jobs Act, 2017. The new legislation raises the general minimum wage to \$15 per hour, provides 10 days of personal emergency leave of which two are paid, introduces equal pay for equal work for temp, contract and part-time workers, scheduling changes and much more. When will these changes come into our workplaces? What will this mean for workers in precarious and low waged work? Find out the answers to these questions and get more details on what this means for the communities that you work with

Deena Ladd has been working to improve wages and working conditions in sectors of work that are dominated with low-wages, violations of rights, precarious and part- time work for the past 25 years. Deena is one of the founders and a co-ordinator of the Toronto Workers' Action Centre. The Workers' Action Centre organizes to improve wages and working conditions with low-waged workers, women, racialized and immigrant workers in precarious jobs that face discrimination, violations of rights and no benefits in the workplace

303 ~ Social Media: Strategy, Tools and Tactics

Is your organization using social media or just about to start? Have you developed a social media strategy yet? What kind of research should you do first? What kind of content should you post? This session is geared toward leaders considering communications with social media or those needing a strategy for their existing social media accounts.

Find out what should be included in a social media strategy, what other non-profits are using to communicate, and which are of most benefit to you. Learn about free online tools, and get ready with your laptop or smart phone to receive resources via Twitter and Facebook.

Doing social media the right way takes advanced planning, research, and dedicated staff time. Once you've started, find out how to track results and make the right choices about return on investment.

Sheila Gregory is a freelance business writer with a background in marketing and corporate communications. She has written for a variety of advertising, staffing, and non-profit agencies. She specializes in blogging, writing web articles, social media strategy, and fundraising letters. Early this summer, she developed a comprehensive social media strategy for ONESTEP and assisted them to soft launch their social media accounts on LinkedIn and Twitter preparing to fully launch this fall.

304 ~ Mental Health ~ What Your Employees Need From You: Strategies for Support

In this interactive and practical session, we will explore how to recognize that staff may be struggling and share strategies for supporting them to do work that can be difficult and draining. Questions we will explore together include: /

What does compassion fatigue look like?

How do I start a conversation with someone I'm concerned about?

How can I contribute to making my workplace more supportive?

How can I take care of myself as well?*

*Not only is this good for you, but modelling healthy wellness tools can be also be an effective way to support your staff!

Rebecca Higgins has facilitated over 150 workshops as a community educator for the Canadian Mental Health Association Toronto. Prior to joining CMHA Toronto, Rebecca produced and delivered curricula, trainings and resources for CMHA Ottawa and the Centre for Addiction and Mental Health in Toronto. Rebecca has a Master's degree in Social Work and has lived and worked in Ireland, Honduras and Brazil.

401 ~ Building Innovative Employment Solutions

Based on our integrated model at ACCES Employment, we will share our ideas on how to build innovative employment solutions through corporate partnerships.

As an employment services provider, engaging employers is at the core of everything we do. This leads to successful partnerships and increased opportunities for our job seekers, our corporate partners and our organization.

Covering case studies highlighting how we partner with our employers, this workshop will leave you with some 'takeaways' to apply to your work and your organization..

Allison Pond is President and CEO of ACCES Employment, a leading non-profit employment agency that has helped thousands of individuals in the GTA to find employment over its 30 year history. ACCES specializes in helping new Canadians to find employment in their field of expertise.

Allison has worked in the area of community and employment services for over 25 years and brings expertise and passion to organizational development and to the design and delivery of effective, results-oriented employment solutions. She is a member of the Board of Directors of TRIEC (Toronto Region Immigrant Employment Council) and is currently a member of the City of Toronto Newcomer Strategy Leadership Table. In late 2015, Allison was invited to join the Refugee Jobs Agenda Table, an employer - driven initiative established by Senator Ratna Omidvar to address the urgent settlement and employment needs of Syrian newcomers to Canada. Allison has served on many government and stakeholder advisories related to the successful integration of newcomers to Canada and she is a former member of the board of Toronto Workforce Innovation Group (TWIG) and the Ontario Network of Employment Skills Training (ONESTEP).

Allison has an MA in cross-cultural Anthropology from York University, a graduate certificate in non-profit management from York University-Schulich School of Business and is a certified ESL instructor.

Anita Carroll is VP, Corporate Engagement and Resource Development at ACCES Employment. With over 15 years of experience in both non-profit and corporate employment services, Anita has a breadth of experience developing strong, collaborative relationships with small, large and medium sized corporations in a variety of sectors. At ACCES Employment, Anita's corporate engagement experience has involved sponsorship, fundraising and event planning along with development and promotion of social enterprise activities.

402 ~ Championing Decent Work in your community as an employer, service provider, and advocate!

Decent work is essential to healthy communities and the reduction of poverty in society. St. Stephen's Community House will share their approaches to championing decent work as a fundamental principle of the House and its work with lessons for other organizations to consider. St. Stephen's uses a three-prong strategy including becoming a decent employer, working with and recognizing decent employers as a service provider, and supporting participants and volunteers to advocate for decent work with public and private sector leaders especially elected officials. It is vital that leadership start with your Boards of Directors, and St. Stephen's will share experiences and tools such as a Decent Work Charter to engage your Board and whole organization.

Bill Sinclair is the Executive Director at St. Stephen's Community House. Bill is a social worker with 30 years' experience in non-profit neighbourhood centres.

Howard Green is the Chair of the Board of Directors at St. Stephen's Community House. Howard worked in the non-profit and public sectors and held senior positions in the Government of Canada, including Assistant Deputy Minister (Service Canada) and Director-General, Privy Council Office.

403 ~ Practitioner Certification

Certification of Career Development Practitioners has been underway nationally and provincially for a number of years. This session will provide information on what is happening across the field, the benefits to organizations and all other stakeholders from having a labour force of certified practitioners and share tips from organizations in Ontario who are leading the way with their commitment to certification of their staff.

Gillian Johnston is Co-Director of the Career Development Practitioners' Certification Board of Ontario. She is the coordinator of the Career and Work Counsellor program at George Brown College and has been recognized as an outstanding teacher and trainer of practitioners in Ontario and in the UAE.

404 ~ Worker Self-empowerment in Precarious Times

Today's labour market is characterized by a global shift from waged employment to diversified (mixed types and/or forms of work), freelance, on-demand work. Business transformations related to digital technologies have contributed to rising non-standard work for people in all geographic, social and economic locations. By choice or necessity, a growing number of workers must now function more like independent contractors than employees.

Unlike workers hired for relatively long-term retention, deployed to a central or common workplace, and assigned specific job duties, precarious workers' conditions are poorly understood and rarely made explicit. This phenomenon needs to be better understood by employment centre staff so they can render relevant advice and supports.

This facilitated workshop will engage employment sector professionals in an experiential learning process to gain a deeper understanding of the challenges facing precarious workers. It will serve as a place to strategize how to build better spaces, networks and structures for worker self-empowerment. Through the use of representative stories and cases we will use scenarios, use interviewing and dialogue techniques to create the basis for group idea generation and problem solving.

Participants will:

- Gain a better appreciation for the common structural and systemic barriers faced by precarious workers
- Consider how employment services can address these circumstances and barriers directly
- Begin thinking outside the box to generate and innovate new supports and opportunities for workers
- Start identifying system-wide effective service solutions.

Datejie Cheko Green is an organizer, educator, scholar, media producer and equity advocate. She has more than twenty-five years combined expertise working cross-culturally and cross-sectorally from local to international scales. In the 2010s, her varied projects have found community through the discussion of precarity. Most recently she has organized freelance workers and trained youth organizers at the Canadian Media Guild and United Steelworkers unions. Follow her on Twitter @seeksolidarity.

501 Granted You Have A Great Idea... Now What?

You've identified a need that must be met. You've got a project idea that addresses the need and you're ready to move forward but no sure where to go. Could it be to CERIC? Explore CERIC's current funding priorities for Project Partnerships, our online application portal and review processes, hints and tips, and supports available to applicants. Current project partners will also share their experiences.

Learning Outcomes:

- Understand CERIC's Letter of Intent and Project Partnership Application process
- Learn about tips and hints to make the application process easier
- Learn about reporting and dissemination requirements and supports that are available from CERIC

Riz Ibrahim is the Executive Director of the Canadian Education and Research Institute for Counselling (CERIC). Riz works with CERIC's cross-sectoral Board and Advisory Committees to develop strategic and functional partnerships that enhance the body of knowledge for Canada's career professional communities. Additionally, Riz oversees all areas within CERIC's mandate including the Cannexus National Career Development Conference, the ContactPoint and OrientAction online community collaboration portals, the peer-reviewed The Canadian Journal of Career Development, and a host of internal and external projects including national surveys of Canadians' perceptions about career planning and about career development and the workplace.

502 ~ A 360° View of Culture and Communication: Developing a communication competency framework for intercultural workplaces

There is a strong business case to better apply the knowledge, skills and abilities of the estimated 350,000 immigrants Canada will need annually by 2035 to meet its workforce needs. Communication and culture are two soft skill areas that often impact newcomers' workplace integration. Through a project financed by the Ontario Ministry of Citizenship, Touchstone Institute is developing a communication competency framework to support the transition of skilled immigrants into Ontario's labour market. The 360° View of Culture and Communication recognizes that every communicative act includes two or more individuals, and suggests that we all have a role to play in shaping effective workplace communication. The framework also incorporates aspects of language use and cultural differences to facilitate intercultural communication. In this workshop we will present an early draft of the framework and discuss possible implementation in the workplace setting.

Andrea Strachan is the Director of the Communication Competency Program at Touchstone Institute, an organization that develops and administers competency assessments and education programs for internationally educated health professionals. Andrea has a broad experience as a consultant to regulators on language proficiency policies for professional licensure and registration. She has also developed, implemented and evaluated profession-specific language training curricula and assessments for adult immigrants. She has worked extensively as a test developer, examiner trainer and standard-setting facilitator. She is committed to engendering a better understanding of the complexities of communication, particularly in linguistically and culturally diverse environments.

503 ~ Steps to Justice: Understanding Legal Rights

Accessing the legal system has become very difficult over the past several years. Employment counsellors are increasingly involved in helping clients solve legal issues and find affordable legal services. This workshop will introduce people to Steps to Justice: a website offering reliable, step-by-step legal information written in collaboration with Ontario's leading justice sector organizations. We will review the

project as a whole and the tools the site offers, including a feature which allows organizations to embed Steps to Justice content on their websites. Participants will learn how to navigate the site and we will use relevant case scenarios to find information on topics such as employment law, human rights, and social assistance.

Since 1974, **CLEO (Community Legal Education Ontario / Éducation juridique communautaire Ontario)** has developed clear, accurate, and practical legal rights education and information to help people understand and exercise their legal rights. Our work focuses on providing information to people who face barriers to accessing the justice system, including income, disability, literacy, and language. As a community legal clinic and part of Ontario's legal aid system, we work in partnership with other legal clinics and community organizations across the province.

Michelle Cader is the Community Outreach Manager at CLEO, Community Legal Education Ontario. She has worked as an educator in the non-profit sector for many years and draws on her academic background in both law and education in her current role. Over the past several years she has developed curriculae in legal information and has presented to hundreds of community workers province-wide.

504 ~ Equity Organizational Change: Getting there is half the fun

There is no shortage of manuals and methodologies on how to achieve equity in organizations. How do you decide what is needed to create a respectful, safe and accessible environment in your organization for staff, clients and other members of the community? This workshop will explore various ways to undertake workplace assessments, the role of policies, procedures and the law, and how to create strategies to build equity into all aspects of work and service delivery (that's the fun part).

We will look at one organization's ongoing journey that includes demographic data collection, the Are you an ALLY campaign, staff and community assessments, fair hiring, staff training and more.

Marylin Kanee has been the Director of Human Rights & Health Equity at Mount Sinai Hospital since 2000. Mount Sinai's Human Rights & Health Equity Office developed the *Are You an ALLY?* campaign to encourage health care staff to be allies to colleagues and patients from marginalized communities. They undertook the first workforce census at a Canadian hospital and currently lead the Measuring Health Equity project to assist 17 TC LHIN hospitals and Community Health Centres to collect a consistent set of patient demographic data to ensure health equity. Mount Sinai has received the Canada's Best Diversity Employer award for the past six years.

Marylin has previously worked in the field of workplace human rights and equity for over 20 years, and has extensive experience educating and addressing issues related to workplace harassment and discrimination, violence, and domestic violence

Closing Plenary:

More Than Fixing a Flat – Maybe It’s The Tire

This closing plenary will provide various views on the contribution, value and leadership of the non-profit sector to a socially and economically fairer and more equitable community with a focus on the efforts of the employment and training portion of the sector. Particular attention will be given to a range of issues and challenges like decent work, community- based engagement, innovation and others. In this context, the systematic relationship between the sector and other players will be explored with ideas for how sector leadership can lead to progressive changes.

Howard Green has held senior positions in the Government of Canada including Assistant Deputy Minister- Service Canada and Director-General, Privy Council Office. He was the lead federal negotiator for the Canada-Ontario Labour Market Development Agreement that transferred Employment Insurance funded labour market programs and services to the Province of Ontario on January 1, 2007.

Since retiring from the Federal Public Service in 2013, he has been active in the not-for-profit sector as a volunteer and consultant with the Ontario Non-Profit Network (ONN), United Way of Toronto and York Region (UWTYR) and other organizations. He is currently Chair of the St. Stephens Community House Board of Directors.