

Peter Hadwen Consulting

Achieving Results in the Workplace

Summary

During his 25 year career Peter Hadwen has demonstrated a conviction that business success and professional satisfaction comes from great persistence in bringing purpose, process and people together to meet client needs.

Peter, has a depth of expertise across the managerial disciplines important to enterprise transformation and service delivery success. Peter sits on a national advisory committee on ethics (culture). He spent five years facilitating major transformations of processes for grants and contributions, and human resources.



His great skill is to apply methodology and tools to facilitate the right solution by management teams:

- **Planning and Performance**– Translating a view of the future into concrete initiatives. Business models and benefits management frameworks are vital tools in structuring the planning dialogue to set investment priorities on value for money considerations.
- **Transforming Process** – Back-office processes can be leaned and changed to relieve workplace pressures, and achieve more cost-effective programming and systems. A comprehensive assessment will focus on priorities for investment to ensure feasible business cases and roadmaps.
- **Governance and Oversight** – Getting the right management and consultative structures and processes in place (committee mandates, secretariat processes, MOUs and service level agreements) to exercise oversight and used decision models to make decisions on priorities.
- **Values, Culture and Change Management** - As the public service changes there will be increasing urgency to assess the capacity and capability to achieve change. The assessment of impacts on workplace culture and values, must inform enterprise project and ethical risk management, as well as change management interventions.

- **Alternatives for Delivery** – As part of ongoing renewal government is obligated to consider alternatives for delivery that will allow it to focus attention on its value-added core functions.

Peter`s 25 years` experience best prepares him to do work in the following parts of the project cycle:

- **Concept/planning stage of projects** - vision, outcomes, business case (alternatives for deliver), business needs facilitation and prioritization of requirements, project management structures, risk and change control processes)
- **Implementation** - process improvement (e.g., Lean) and change management (e.g., Prosci) during implementation
- **Close out** – benefits realization frameworks, performance measurement systems

Peter is comfortable navigating corridors of influence in the federal government and Crown Corporations. He has advised senior managers, but with a focus on ensuring that recommendations are tested and verified beforehand. Peter has facilitated numerous senior-level process, performance and planning sessions.

Peter has a strong international background having worked for clients such as DFAIT, EDC, Canadian Commercial Corporation, CIDA and the World Bank, among other international development agencies. He was a Board member and original founder of an international infrastructure advisory firm ([CPCS Transcom](#)) generating \$5 million in annual revenues and the winner of the Global Traders Award by Ontario Exports Inc. for market expansion in international consulting services. He worked and lived in developing countries such as Uganda, Tanzania, Kenya, Bangladesh, Vietnam and Madagascar.

Examples of projects undertaken in each of the above areas are provided below.

Example Project Experiences

Workplace Culture (Change Management)

- **CIC** – assessed change impact of modernization initiatives on the organization.
- **TBS** – developed change management materials and communications for process change in HR.
- **CSC** – member of National Advisory Committee on Ethics (chaired by the Commissioner), reviewing climate survey, ethical risk, facilitating leadership development, and developing toolkits for managers to enhance workplace culture
- **OCOL** – developed a code of conduct involving multiples interviews and focus groups, and a roadmap and implementation plan for respectful workplace culture.
- **Canadian Space Agency** - developed performance measurement strategy for implementation of a values-based workplace culture program
- **Treasury Board** – developed the MAF requirements for values and ethics, and developed a logic model and performance measurement framework for workplace culture
- **OSFI** - developed a statement of values and ethics for the Office of the Superintendent of Financial Institutions and, roadmap/program for implementation

Governance and Oversight

- **Citizenship and Immigration Canada** - developed first Investment Plan for the organization. Currently, working on a change management impact assessment of their modernization initiatives.
- **Office of the Superintendent of Financial Institutions** – review of governance structures and processes for the oversight functions of Office of the Superintendent of Financial Institutions utilizing MAF criteria.
- **Canadian Commercial Corporation** –ongoing provision of services to the Board of Directors of the Corporation.
- **Canadian Commercial Corporation, DFAIT and EDC** - reviewed and developed governance structures and process for the conduct of joint marketing activities between CCC, DFAIT and EDC.

Restructuring of Organization and Process

- **TBS** - Engaged in longer-term contract to facilitate sessions on process improvement with departments regarding alignment with the Common Human Resources Business Process. This has developed into an assessment of the business requirements for a common system across the government for HR management.
- **CIDA** – Engaged on a longer-term contract to assist the Business Modernization Initiative in restructuring the core process for responsive programming (grants and contributions). This is involving the development of decision making tools. Extensive facilitations and consultations occurred throughout the agency.
- **P-3 Canada** - reviewed criteria and related process for funding decisions of projects. Evaluated one project as a pilot to assess performance of the criteria and process.

- **Elections Canada** - developed a business case for change in the Elections Canada activities and process for delivering public enquiries services during an election.
- **Treasury Board** - facilitated a session with assistant secretaries on a vision for human resources, including skills and competencies required to implement new functions and requirements.
- **Privy Council Office** – mapped the process for planning and allocation of budgets across the organization. Facilitated numerous workshops with senior managers in finance, HR, administration and security to refine a framework, guide and tools for integrated HR-business planning. Developed and presented to senior management a deck summarizing the process guide.

Performance Measurement (Benefits Realization)

- **TBS** – developed a benefits realization framework for the introduction of a single instance of PeopleSoft government wide.
- **TBS** – developed a performance measurement framework for HR process management relevant to Government of Canada measurement and reporting.
- **Elections Canada** – developed a performance measurement framework for evaluating the success of activities in delivering a General Election.
- **Justice Canada** – developed performance measures for values and ethics
- **Agriculture Canada** – reviewed process and performance for cost-shared grants and contribution funding contribution funding by the department for all agricultural programs. Mapped process and developed guide for assessing performance. Also developed a performance measurement framework.
- **MAF measurements** – developed MAF measures for Area of Management 1 (Values and Ethics), and assisted departments in submitting MAF evidence for all areas of management.

Planning and Change Initiatives

Please note that many of the earlier referenced projects involved facilitations of retreats and workshops. The following planning facilitations were conducted more recently.

- **Library of Parliament** - Facilitated Strategic Plan for Library of Parliament
- **Office of the Commissioner of Conflict of Interest and Ethics** - Facilitated Strategic Plan for the Office of the Commissioner of Conflict of Interest and Ethics of Parliament.
- **Canadian Commercial Corporation** - Facilitated sessions with staff to lead the development and drafting of new governance and strategic/business plans for the Canadian Commercial Corporation government agency, involving extensive consultations with the management team, development of supporting documents and the facilitation of a strategic planning session.
- **Service Canada** - Co-moderator of the launch of Service Canada. 200 directors of the new agency assembled in Toronto to discuss the opportunities presented by this major government initiative to improve the delivery of service by the federal government with provincial partners across Canada.
- **Public Health Agency** - Facilitated a governance development session with senior management of the new Public Health Agency to develop new structures, vision, mission, mandate and business lines.

Alternatives for Delivery – International

- **World Bank (Jamaica):** *Restructuring and Private Investment in Jamaica (CIDA): Reviewed organization structure and processes to develop alternatives for restructuring. Managed an assignment to assess the attractiveness of \$10 million in investment in Jamaica transportation. The project was funded by CIDA Inc.*
- **CIDA (Vietnam):** *Restructuring and Private Investment in Vietnam (CIDA): Identified opportunities for private sector participation in the operations of the waterways authority. The project also included the development of performance contracts for key organizational units in the authority. Reviewed organization structure and processes to develop alternatives for restructuring.*
- **World Bank (Uganda):** *Restructuring and Private Investment in Uganda (CIDA): Relocated to Uganda and lived there for one year to assess the potential for \$85 million in investment in private rail operations in the Uganda transport sector. The project was funded by CIDA Inc. Reviewed organization structure and processes to develop alternatives for restructuring and prepare required restructuring plans.*
- **World Bank (Zambia):** *Restructuring and Private Investment in Zambia (World Bank): Reviewed organization structure and processes to develop alternatives for restructuring. Managed project to facilitate the investment and privatization of railway operations, involving US\$ 200 million in potential investments.*

Alternative Service Delivery in the Federal Government

- **P3 Canada:** *Advised P3 Canada in development of funding approaches and criteria for decision making.*
- **Communications Security Establishment (CSEC):** *Team member responsible for developing output specifications for the delivery of an outsourced solution in the construction and also facility maintenance of the new CSEC headquarters.*
- **ASD - Expression of Interest:** *Senior Advisor to Transport Canada in the development of an expression of interest to private industry for the construction and operation of a rail passenger link between Union Station in Toronto and Pearson Airport operated by the Greater Toronto Airport Authority.*
- **ASD Policies and Approvals (TBS):** *Led a project to assist the ASD Division of Treasury Board in developing lessons learned on PPP and understanding whether there is anything unique in current developments in PPP projects within the federal context. The assignment will also cover whether the current approaches to business case analysis need modification in response to PPP structures.*

Have conducted numerous Make or Buy Studies over the years.

Professional Experience

Peter Hadwen

Peter Hadwen Consulting Inc. 2002 - Present

- *Established owner operated consulting firm, conducting on average 20 consulting assignments per year, through a network of 5 associates and employees.*
- *Advised senior management teams at CCC, Office of the Superintendent of Financial Institutions, Elections Canada, Treasury Board, DFAIT and many government departments on business and organizational development.*

CPCS Transcom/Hickling Corporation 1993-2002

- *Led international sales effort at CPCS Transcom generating \$4-\$5 million in annual sales in African and Asian markets.*
- *Opened project and business development offices in four African countries. Lived in these countries developing project opportunities in transportation infrastructure.*
- *Managed World Bank sponsored privatization and restructuring projects in developing markets (Uganda, Kenya, Tanzania, Malawi, Zambia, Madagascar, Pakistan, Bangladesh, Jordan, Jamaica and Vietnam) involving business case development, international tendering processes and government advice at senior levels.*

Coopers & Lybrand 1989-1993

- *Senior consultant and practice leader in assignments advising on outsourcing/ alternative service delivery of federal government department services (e.g., Foreign Affairs, House of Commons and Treasury Board). Advised international ngo's (Care Canada) on international operations.*

Petro Canada International Assistance Corporation 1985-1989

- *Project Officer responsible for developing project proposals for oil and gas development projects in Asia and Africa.*

Education

Certificate in Change Management, Prosci, 2014

Certificate in Lean, Villanova University, 2014

Certificate in Organizational Values and Ethics, Carleton University, 2009

Masters of Public Administration, Queens University, 1985

B.A. Political Science, Dalhousie University, 1984