




# Marilyn Domagalski

*Achieving Results in the Workplace*



## **Summary**



Marilyn Domagalski has over 20 years experience as a management consultant working at the senior management level in business transformation, organization development, change management and values and ethics. Marilyn recently advised two major IT transformation project on change impacts to achieve the next phase of development. She conducted respectful workplace sessions in two organizations, and has developed numerous codes of conduct.

Marilyn applies a multidisciplinary approach, and analytical and facilitation methods to:

- Reach strategic planning decisions and develop operational priorities.
- Build solutions and get buy-in for organizational change
- Identify process improvement in relation to desired results.
- Support change management in large transformation projects involving IT enablement of the business.

Workplace Culture and Values and Ethics is also an area of expertise involving:

- Development of values and ethics (V&E) program governance including:
  - Codes of Conduct for Employees, Board Of Directors and Sub-Contractors
  - Supporting Policies on Respectful Workplace, Conflict of Interest, Procurement, Access to Information and Internal Disclosure of Wrongdoing
  - Manager Tool for Ethical Risk Assessment
  - V&E Performance Measurement Framework
  - Organization structure for delivery of V&E program activities and related functions such as Informal Conflict Management, Harassment and Disclosure of Wrongdoing
- Design and delivery of leadership and employee dialogue sessions to build awareness for compliance and achievement towards values-based cultures
- Facilitation of Respectful Workplace sessions with intact teams to address issues and develop actions for building more positive and productive workplace environments

## **Example Project Experiences**

### **Workplace Culture (Change Management)**

- **Passports Canada** – For large IT transformation project, at Executive Level developing Change Management Sponsorship Plan and conducting next level (Middle Manager) stakeholder impact analysis to achieve engagement and support for desired results and outcomes
- **CIC** – Assessed change impacts of large IT transformation project and developed a transition plan with a focus on change management, training and communications. Also, developed organizational governance recommendation to provide centralized support for process improvement and training
- **Health Canada** – Developed Change Management Plan for senior management to sponsor and support the new strategic direction for Regulatory Reform. Also designed and delivered a Middle Management Forum (250 managers) to obtain next level engagement for change management.
- **Canadian International Development Agency** – For transformation of grants and contribution program, developed governance mechanisms for Centre of Excellence and Process Support Unit and various advisory and decision-making authorities. Developed Change Management Plan in the implementation of the new governance model

### **Workplace Culture and Values and Ethics**

- **Standards Council of Canada** – Developed Values Statement, Employee Code of Conduct and supporting policies on Respectful Workplace, Conflict of Interest and Internal Disclosure of Wrongdoing. Also, developed Code of Conduct for Board Members
- **Federal Judicial Affairs** - Developed Employee Code of Conduct and "socialized" Code in facilitated organization-wide dialogue sessions
- **Canadian Intergovernmental Conference Secretariat** – Developed Employee Code of Conduct and "socialized" Code in facilitated dialogue sessions
- **DFATD**- Developed dialogue based tool to assess ethical risks in Missions abroad.
- **Public Health Agency** - Facilitated organization-wide dialogue-based session to reinforce positive behaviours, identify and address negative behaviours and develop an Action Plan to sustain a positive workplace.
- **Canada Council for the Arts** – Facilitated organization-wide awareness and dialogues on new Employee Code of Conduct. In follow-up assignment, conducted Respectful Workplace Sessions with intact teams, as above

### **Restructuring of Organization and Process**

- **Human Resources Development Canada** – Developed a standard set of processes and procedures with IT enablement of briefings, correspondence and grants and contributions process. Developed change management plan to transition users.
- **Heritage Canada** – For both Broadcasting and Copyright Branches analyzed and restructured the functions of the Director General's Office to better support decision making
- **Values and Ethics Program** – Conducted a benchmark study (ten government

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departments) with recommendations for the organization and delivery of values and ethics program functions and related functions such as Informal Conflict Management, Harassment Prevention and Investigation and Disclosure of Wrongdoing

- **Public Safety Canada**- Conducted an organization review to streamline and consolidate media monitoring functions and systems across the organization and with Partner Agencies such as CSIS, RCMP and CBSA.

### **Performance Measurement (Benefits Realization)**

- **Treasury Board** – Developed the MAF requirements for values and ethics, and a logic model and performance measurement framework for workplace culture
- **Canadian Space Agency** - developed performance measurement strategy for implementation of a values-based workplace culture program
- **Canada Revenue Agency** – Developed of risk based approach to debt collection

### **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.

- **DFTAD** - Strategic Plan for Operational and Corporate Human Resources Branch
- **Canadian Intergovernmental Conference Secretariat** - Strategic Plan including the development of a new Vision and Mission Statement
- **PWGSC** - Strategic Plan with focus on Staffing Priorities for Accounting, Bank and Compensation Sector
- **Patented Medicines Prices Review Board** – Strength, Weakness, Opportunity, Threat: SWOT analysis for presentation to Board of Directors and the development of a Strategic Plan

**Professional  
Experience**

**Marilyn Domagalski**

**Peter Hadwen Consulting Inc. 2000 - Present**

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- Established co-owner operated consulting firm, conducting on average 5- 10 consulting assignments per year
- Advised senior management teams on organization design and development, culture change and change management at Citizenship and Immigration, Health Canada, Heritage Canada, DFATD, Treasury Board and agencies such as the Public Health Agency, Standards Council of Canada, Canada Council for the Arts, Federal Judicial Affairs and Canadian Intergovernmental Conference Secretariat.
- Expertise in Values and Ethics program development and implementation. Has developed more than ten organizational Codes of Conduct, supporting policies on Respectful Workplace, Conflict of Interest and Internal Disclosure and leadership and employee training and awareness sessions to build values based organizations.

**Coopers & Lybrand 1989-1999**

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- *Senior Manager and practice leader in organization development including three years with the Income Security Programs Redesign Initiative.*
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**Education**

**Certificate in Change Management**, Prosci, 2013

**Masters of Public Administration**, Carleton University, 1984

**B.A. Public Administration**, Carleton University, 1982