

**Denise** is an associate of Elevate Consulting and has developed an extensive background in strategic and business planning, project management, public sector procurement, complex policy development and performance management. Over her eighteen years in the public sector, she has worked in a senior management capacity in areas that touch upon most aspects of public sector policy, procurement and service delivery. She has worked with all levels of government and engaged with industry and citizens and craft documents to facilitate and support informed decision-making processes. She has been involved in numerous projects that require the ability to gather, analyze and interpret complicated information in order to present it in a way that enables an effective decision. Denise's primary skills can be summarized as:

### **PROJECT MANAGEMENT AND PROCUREMENT**

Denise has been responsible for managing multiple projects in a variety of organizations and across a number of different areas, including significant procurement processes. She was an Executive Director within government, leading the oversight of strategic procurements across government. As a consultant with Elevate, she was involved in managing the process for a multi-service category RFQ procurement process, including leading and managing the evaluation process across all service categories. She has also been involved in providing strategic advice and support across a number of other procurements, including reviewing and drafting procurement documents, developing risk registries and change management strategies, and drafting key decision documents for government decision-makers.

### **BUSINESS WRITING**

Denise's experience in government and the private sector has resulted in the development of a significant writing skill set. This includes an understanding of how to develop and present information in a manner that provides the right information at the right level to the right audience. Denise recognizes and is able to tailor information to present different levels of information for different purposes. She has provided reports to all levels of Executive throughout government ministries, including the Office to the Premier, and has provided reports and information to all levels of political office, including Ministers, Cabinet Committees, Cabinet and Treasury Board, and Legislative Committees.

### **STRATEGIC PLANNING**

Denise demonstrates strong strategic planning skills, with much of the focus of her career involving facilitating the development and communications of the strategic direction of the organization. She has been involved in developing strategic plans for long-term initiatives, such as negotiating treaties with First Nations in British Columbia, and with newly created organizations. Denise authored the Strategic Plan for the Province of British Columbia for multiple years, and was responsible for managing the planning process for all government ministries - a legislated requirement that involved the public release of these documents.

## **COMPLEX POLICY DEVELOPMENT**

Denise has been responsible for complex policy development through most of her career. The range of policy issues that she has led includes the development of include aboriginal treaty mandates, First Nations consultation obligations, cross-government information technology planning processes, and public sector procurement. Denise excels at building policy that is effective, practical, understandable and, most importantly, implementable. She also understands the crucial need to engage stakeholders throughout the policy development process in order to achieve support for the end product and build successful relationships.

## **PERFORMANCE MANAGEMENT AND DECISION-MAKING PROCESSES**

Denise has held several roles throughout her career involving performance management and the provision of support to senior level decision-making processes. She has led the development of logic models and the creation of performance management frameworks, with a focus on outcome measurement. One of her strongest attributes is the ability to translate complex information into readily understood material that enables an informed decision, regardless of the audience or level of decision-maker. Her support to multiple Cabinet and senior government decision-making committees and the development of submissions to these committees has honed this skill.

## **EDUCATION**

- Master of Laws from the University of London, received in 2016
- Masters of Public Administration from the University of Victoria, received in 1998
- Master of Arts from Carleton University, received in 1992
- Bachelor of Arts (Honours) from Carleton University, received in 1990