

MIKE WALKER

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SUMMARY

I am an experienced Senior Executive with strengths in developing strong cohesive teams, fostering effective resource management and accountability, implementing good governance and business partnerships, strategic planning, and managing change. I have had diverse appointments in government, the military, and sport organizations across Canada and abroad, leading interdisciplinary teams of professionals in many different settings. My unique blend of operations, policy and strategic experience makes me a robust and flexible leader, resilient to stress and change, bringing sound judgement to organizational challenges.

ACCOMPLISHMENTS

- Managed a wide variety of relationships with all levels of government, non-governmental organizations, and private enterprises in Canada and abroad through co-operation, negotiation and problem resolution.
- Extensive not for profit sector leadership in sport from the local to the international level, including leading two different National Sport Federations as President of Rowing Canada Aviron and currently as Chair of the Board of Directors of Biathlon Canada.
- Enabled board diversity with Biathlon Canada moving the board from a group of older male sport specialists to one that included a wide range of board skills, with a good balance of age, gender and regional representation.
- Significant experience providing coordination and advice on policy and operational issues to senior officials at the Minister, Deputy Minister, Assistant Deputy Minister and Chief Justice levels.
- Successfully co-sponsored a major capital project for the replacement of extensive departmental financial management and real property information systems, including working with other government departments and central government agencies for the provision for services to client departments.
- Led the establishment of a new Property and Facility Management Service Line for the Government of Canada, consolidating national services for the management of properties and facilities across six regions, with responsibility for over seven million square metres of office and special purpose space.
- Established an integrated operations and emergency management organization to support Government of Canada clients in managing service and security related events and emergencies. Managed significant incidents, such as crisis response to the partial collapse and evacuation of a large government facility, with the emergency relocation of over 1,800 personnel and a major data centre.
- Extensive experience managing human, financial and materiel resources, applying strategic and business planning expertise and knowledge of effective financial and administrative practices to successfully steer capital investments, project management, program delivery, acquisition and life cycle support.
- Developed an alternate service model for the provision of IT support services to the Canada Revenue Agency, consolidating IT support from eight organizations into one, serving over 8,000 clients.
- Led the Canadian International Development Agency's team in Kandahar, Afghanistan, with responsibility for program development, management and monitoring of Canada's three signature projects, as well as personnel safety and well-being in an intense and dangerous environment.
- Planned and implemented a major organizational transformation initiative for the CIO of the Communications Security Establishment Canada (CSEC), including an organizational restructure and establishing planning frameworks for operational, business and workforce planning as well as capital investment planning. This included leading the IM/IT elements of CSEC's successful submission to the Federal Cabinet, doubling the capital budget for the IM/IT support infrastructure and significant increases to operating budgets.
- Led the Canadian delegation on a Canada-US group planning the next generation of search and rescue satellites, securing Government of Canada commitment to participate in the replacement of the system.

PROFESSIONAL EXPERIENCE

TIREE, July 2021 to October 2023, Senior Advisor, supporting the consulting management firm Tiree in developing and managing strategies in the areas of real estate advisory services and project management, that met the goals and objectives essential to the organization's growth.

HEALTH CANADA, November to December 2020, Director General/Project Lead, led activities for the Health Portfolio, including the Public Health Agency of Canada, in the collection and analysis of documents in response to the October 2020 Parliamentary motion to produce papers on COVID-19.

PUBLIC SERVICES AND PROCUREMENT CANADA (PSPC) 2016 to 2020

Director General, Strategic Planning, Administration and Renewal, Real Property Services (RPS): 2018 to 2020 (upon retirement from full time service in the Public Service of Canada)

- Led enterprise-wide strategic and business planning, renewal and oversight, and provided consolidated program support services for RPS. Key functions carried out on behalf of the national program included: a national Geomatics Services program; business and strategic planning; strategic relations, communications and change leadership; IM/IT business systems management, including leadership of PSPC's use of SAP for real estate management; program wide workforce management including oversight of training and learning, official languages, health and safety, and national communities of practice; and management of quality, risk, audit, and evaluation oversight.
- Responsible for the delivery of these functions through direct human resources responsibility for approximately 200 employees and an operational budget of approximately \$26 Million managed through five Directors, plus responsibility for another \$25 million of services delivered to RPS by the CIO.

Director General, Service Lead Property and Facility Management Service Line, RPS: 2016 to 2018

- Led the provision of a full range of property and facility management (PFM) services, including property management, lease administration, and many specialized real property services nationwide.
- Led management of a portfolio of over 7 million square metres of office and special purpose space supporting 250,000 public servants in 100 government departments and agencies. National budget accountability and oversight was approximately \$1.7 billion (approximately €1 billion) in projects, operations, rent and repairs, including direct responsibility for \$1.1 billion of projects and services in the National Capital Area (NCA).
- Full range of human resources responsibility for approximately 500 employees in the NCA managed through seven Directors. Functional oversight of a national workforce of over 200 employees, working with regional managers to assess workloads and ensure capacity to deliver consistent services across Canada.
- As the RPS lead for operations, security and emergency management, led the planning, reporting and incident management for major in-service risk issues including base building security operations and emergency planning across the national portfolio.
- Led an events and conferencing management service providing support and facilities to other departments for large events and day to day conferences, including support to the Prime Minister, Privy Council Office, and other departments for major events such as the G7, First Ministers meetings, the Federal Budget lockup, Canada Day and Remembrance Day ceremonies, visits of heads of state, and other ceremonial functions.

CANADA REVENUE AGENCY (CRA) 2010 to 2016

Director General, Strategic Management and Program Support Directorate, Finance and Administration Branch (FAB): 2010 to 2012; and 2013 to 2016

- Led a team of up to 140 employees at headquarters, plus functional responsibility for 30 employees assigned to regional organizations. Directed the strategic human resource planning and monitoring of a Branch workforce of approximately 800 personnel in headquarters and over 1,500 personnel in the regions. Managed an operating budget of approximately \$11 million plus \$3 million in the Regions.
- Managed the allocation and reporting of the annual Branch national budget of approximately \$500 million and directed the ongoing development, maintenance and evaluation of the Branch's financial management frameworks, including financial and accounting systems and the preparation of regular financial statements.

- Directed the planning, implementation, and continuous improvement of the Agency's Financial Management Systems including the CRA's major SAP installation.
- Directed the project management of two key agency initiatives to strengthen the integrity of access and audit trails within the agency's electronic tax systems.
- Directed the human resources support to four headquarters branches of approximately 1600 personnel covering areas such as staffing, performance management, training and official languages.
- Directed the Branch's Strategic Management framework, including risk management, audit and evaluation oversight, planning and reporting mechanisms, performance metrics, and business continuity planning.

Regional Director, Finance and Administration, CRA Ontario Region: 2012 to 2013

- One-year assignment from headquarters to lead regional operations, with an organization of 650 employees across Ontario through eight Managers and managed an operating budget of approximately \$38 million.
- Was the Regional Chief Financial Officer, with financial oversight and planning responsibility for a budget of approximately \$880 million.
- Accountable for corporate support to 16 regional offices and over 13,000 personnel, including the areas of: regional financial management, monitoring and reporting, personnel and physical security, real property and facilities management, mail, library and research support, material management, and procurement.

COMMUNICATIONS SECURITY ESTABLISHMENT (CSE) 2006 to 2010

Chief Information Officer (CIO) Branch; Director, Program Management (interim for 13 months) and Director, Change Management: 2006 to 2008; and 2009 to 2010

Led strategic planning and enterprise change management initiatives within the CIO Branch, including organizational transformation, governance and funding reform for critical top-secret IT infrastructure, and the development of long-term operational, capital investment, and performance management frameworks supporting a \$40 million branch and 240 personnel.

CANADIAN INTERNATIONAL DEVELOPMENT AGENCY (CIDA)

Director of Development, Kandahar, Afghanistan | 2008–2009

- Directed Canada's reconstruction and development program in Kandahar, overseeing implementation of major initiatives including Dahla Dam rehabilitation, polio eradication, school construction, and a broader \$100M development portfolio.
- Managed significant delegated financial authorities and led Canadian and Afghan staff in delivering reconstruction and local development projects in a complex conflict environment.
- Led development planning for the Kandahar Action Plan and coordinated closely with Canadian government departments, allied governments, military reconstruction teams, Afghan authorities, UN agencies, NGOs, and local partners to advance integrated international stabilization and development efforts.

EARLIER CAREER APPOINTMENTS

- **NATIONAL DEFENCE:** Departmental Senior Policy Advisor to the Associate Minister National Defence and Minister of State (Civil Preparedness), and Director, Policy and Review, National Search and Rescue Secretariat
- **OFFICE OF THE COMMISSIONER FOR FEDERAL JUDICIAL AFFAIRS:** Director, Communication and Information Systems (CIO and Departmental Security Officer)
- **PUBLIC WORKS AND GOVERNMENT SERVICES CANADA:** National Advisor, Real Property Geomatics;
- **CANADIAN ARMED FORCES:** Combat Engineer Officer with a specialization in Geomatics (Army — 15 years Regular Force service)
- **GOVERNMENT OF THE PROVINCE OF SASKATCHEWAN:** Program Officer; Oilfield Inspector

VOLUNTEER SPORT EXPERIENCE

- Chair, Biathlon Canada Board of Directors since October 2022 and member of the Board since October 2020. (Note, term as Board Chair ends in October 2026 when I reach the Board term limit) It has included:
 - Chairing the Governance, Nominating, and Human Resources and Compensation Committees;
 - Biathlon Canada representative to the Canadian Olympic Committee and the International Biathlon Union; and
 - Member, Nordic Strategy Steering Committee (2022-23) examining the merger of four National Sport Organizations involved in Olympic Nordic Sports (Biathlon, Cross Country Skiing, Ski Jumping and Nordic Combined).
- Member of the Board of Directors of the Canadian Sport Institute Pacific, a high-performance sport organization that provides integrated sport science, sport medicine, coaching, athlete development, and performance support services to Olympic, Paralympic, and next-generation athletes and coaches across British Columbia and Yukon.
- Member of the Board of Directors of the Victoria City Rowing Club, one of Canada's largest rowing clubs.
- Extensive involvement with Rowing Canada Aviron (RCA), the national governing body for the sport of rowing, from 2012 to present:
 - President of RCA from 2014 to 2017, which included:
 - Chair of the Board of Directors, providing governance and policy direction and financial oversight of a resource base of over \$6 million annually and over 20 coaches and staff,
 - As President, led the implementation of a top to bottom overhaul of RCA's governance structure, changing board orientation from operations to policy and governance,
 - RCA's representative to the Canadian Olympic Committee and World Rowing Congresses,
 - Chair of the Human Resources Committee and the Emergency Committee, and
 - Ex-officio and active member of the Audit Committee and the Nominating Committee,
 - RCA Executive Committee member from 2012 to 2014 as Vice-President National Development and President-Elect; chaired the Audit Committee and member of the Governance Committee,
 - Chair of the Audit Committee for the 2023 and 2024 audits,
 - Extensive involvement with the National Training Centre Facilities including participation on the location selection committee in 2018 and since 2024 a member of the National Training Centre Project Committee (Chair from 2024 to winter 2026),
 - President of the Quamichan Rowing Foundation, an arm's length entity established to purchase and operate as the landowner for the RCA National Training Centre, and
 - Licensed RCA Chief Umpire (Technical Delegate equivalent);
- Extensive involvement with RowOntario, the provincial rowing federation for Canada's largest province, from 2018 to 2024 including Chairing the Row Ontario Hall of Fame Selection Panel and Chairing the RowOntario Umpires (Officials) Committee;
- President of the Ottawa Rowing Club from 2006 to 2011;
- Other not for profit experience has been with local and provincial sport associations, a private school and a university alumni association, including extensive committee work around governance and recognition; and
- From the early 1980s to the mid 2000s, coached cross-country skiing, biathlon, and rowing with various club and university teams.

LANGUAGE, EDUCATION and CERTIFICATIONS

- Bilingual, English first language with the ability to work and live in French as a second language
- B.Sc. Civil Engineering, Queen's University at Kingston, Canada
- Diploma in Defence Geographic Management, Royal School of Military Survey, Hermitage, United Kingdom – a professional post-graduate management program in program and project management
- Diploma, Royal Military College of Canada, Land Force Technical Staff Program – a full-time program in the management of major capital equipment acquisition programs and large-scale projects
- Certified Change Management Practitioner
- Licensed Professional Engineer, retiring my license in 2024

AWARDS AND RECOGNITION

- Canadian Forces Decoration
- Queen Elizabeth II Diamond Jubilee Medal – for Military, Public Service and community contributions
- General Service Medal – for civilian service in the presence of an armed enemy in Kandahar, Afghanistan
- Communications Security Establishment Award of Excellence
- Canada Revenue Agency Award of Excellence – Connie Roveto Governance Award